

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<b>REPORT TITLE</b> Update on St Pancras Hospital Transformation Programme and Plans for the St Pancras Hospital Kidney and Diabetes Centre (Mary Rankin Dialysis Centre)	
<b>REPORT OF</b> Chief Strategy and Population Health Officer North Central London Integrated Care Board, and Programme Director of St Pancras Transformation Programme	
<b>FOR SUBMISSION TO</b> Health and Adult Social Care Scrutiny Committee	<b>DATE</b> 9 July 2024
<b>SUMMARY OF REPORT</b>  This reports updates Members on the progress of the St Pancras Hospital Transformation Programme. It specifically updates Members on the plans to relocate the Mary Rankin Dialysis Unit from its current site in North Wing St Pancras Hospital.  The report sets out how the St Pancras Hospital Transformation Programme (SPHTP) will undertake a revised options appraisal process to find a new location for the Mary Rankin Diaysis Unit.  This report also addresses a number of the challenges made by this Committee and other stakeholders, including members of the Caversham Patient and Public Group (PPG), and updates Members on the range of user and carer engagement and how this will be further strengthened.  <b>9. Local Government Act 1972 – Access to Information</b>  No documents that require listing have been used in the preparation of this report.  <b>Contact Officer:</b> Joanne Murfitt Director of Service Configuration St Pancras Programme North Central London Integrated Care System Laycock PDC Laycock Street London N1 1TH <a href="mailto:joanne.murfitt2@nhs.net">joanne.murfitt2@nhs.net</a>	
<b>RECOMMENDATIONS</b>	

That the Committee:

- a) note the update on plans for the St Pancras Hospital Kidney and Diabetes Centre (SPHKDC) and the work in progress to re-run the options appraisal to find a new location for this service, ensuring appropriate stakeholder engagement; and
- b) agrees to receive periodic updates on the Programme's progress.

Signed: 

Date: 20 June 2024

## 1. Introduction

- 1.1. This report builds on previous reports on the St Pancras Hospital Transformation Programme (SPHTP) which focused on plans to relocate the Mary Rankin Dialysis Unit (MRDU). To note that although the previous reports referred to the Mary Rankin Dialysis Unit (MRDU), the service and its users would prefer it was called the St Pancras Hospital Kidney and Diabetes Centre (SPHKDC) as this better reflects the range of services provided at the Centre which are greater than just renal dialysis although this is still the central component of service delivery. Diabetes services at the Centre are provided by Central and North West London (CNWL) Foundation Trust and are for Camden patients with complicated diabetes and renal problems that would be too complex for general practice care and management.
- 1.2. This Committee has raised questions about the process followed in 2023 when the Royal Free London NHS Trust, at the request of the Programme Board, carried out an options appraisal to find a new location for the SPHKDC. This Committee raised concerns about the level of external stakeholder involvement/engagement in this process and the limited assessment of the potential impact on other users/stakeholders for any options identified. This was particularly pertinent to the Peckwater Centre as it delivers a mix of community and community mental health services which would need to be move to new sites were this to be the preferred location for the SPHKDC.
- 1.3. This report therefore seeks to provide an update on our current plans for the SPHKDC and to respond to the comments on the process for selecting a future location for the SPHKDC as raised by this Committee and others.

## 2. Background

- 2.1. Members will recall that in the last report (January 2024) they were provided with a brief history of the work in progress to transform the existing St Pancras Hospital site. This included an update on part of the site which has already been sold to Moorfields Eye Hospital NHS Foundation Trust who in

partnership with, the UCL Institute of Ophthalmology and the Moorfields Charity to create the Oriel Centre which is due to open in 2027. Work is well underway to create this innovative new building which will deliver clinical care, research and teaching.

- 2.2. The remainder of the St Pancras Hospital (SPH) site will be sold in due course to North London Mental Health Partnership's commercial partner Kings Cross Central Limited Partners (KCCLP). As part of KCCLP's preparatory work they have held a number of well attended public events to showcase their plans to local people. These include plans for new housing, office accommodation and plans to refurbish the heritage buildings on the St Pancras site eg South Wing which will form the entrance to the new development. These plans are subject to planning approval and have yet to be finalised for submission to London Borough of Camden (LBC).
- 2.3. To allow the redevelopment of the SPH site and to achieve vacant possession the remainder of the services, both clinical and administration will need to be moved off the SPH site.
- 2.4. Changes to the mental health services on the St Pancras site have already started to happen. These changes were subject to a full public consultation in 2018. So far two new mental health facilities have been opened. These are at Lowther Road, a community mental health hub in Islington and the new 78 bedded inpatient facility at Highgate East. Both new buildings offer service users, carers and staff modern clinical facilities, multidisciplinary space, 1 to 1 clinical space and for inpatients access to new recreational spaces.
- 2.5. The 2018 Public Consultation on changes to the mental health services on the St Pancras site also included a reference that the SPHKDC might stay at SPH by renting space in one of the newly renovated buildings. However, changes that make it much less affordable for NHS organisations to rent large amounts of space long term in commercially owned properties mean this is highly unlikely to be an option now. It would also be highly likely to require a temporary relocation off site, which would add to affordability and feasibility challenges, hence the need to find a new location for this service.

### **3. The St Pancras Hospital Kidney and Diabetes Centre**

- 3.1. Members will be aware that the Royal Free Hospital London NHS Trust provides all renal services in North Central London including the SPHKDC based at North Wing SPH. As noted this provides 42 dialysis stations with each station dialysing 3 patients per day, with the service operating Monday through Saturday - Sunday being used for maintenance, additional cleaning etc. Like many other dialysis units in London the SPHKDC is running at capacity which reflects an increasing number of people with chronic kidney disease requiring more intensive treatment. Although a number of people are benefitting from home dialysis, for many people their home circumstances are not suitable, or their health and frailty do not make this an option. Given the amount of time patients spend travelling to and from home and at the dialysis centre, location of the unit is a key consideration for any relocation.

3.2. Currently, usage of the SPHKDC dialysis service is split as follows:

Borough of Residency	% Split of usage by Borough	Number of Patients; Dialysis	Outpatients	Total Patients
Camden	30%	81	75	159
Islington	25%	67	108	175
Enfield	14%	37	3	40
Haringey	13%	35	11	46
Hackney	8%	21	5	26

Small numbers of patients also attend from Brent, Barnet, Westminster and Southwark Boroughs.

3.3. As part of discussions on the future location of services, NHS England London which is currently responsible for commissioning renal dialysis, and the North Central London Integrated Care Board which will become responsible for commissioning renal dialysis from April 2025, have very recently been reviewing the demand for dialysis capacity for additional patients. The growth in demand reflects an increasingly elderly population as well as the increase in diabetes and renal disease in some of our local population groups e.g. those with a Black Caribbean heritage.

3.4. Given this rising demand for additional dialysis capacity we need to consider whether additional capacity can be secured as part of the relocation, or what alternative options there might be to meet this demand.

#### **4. Options Appraisal Process**

4.1. The previous report set out in some detail the approach and process followed by the Royal Free Hospital London NHS Trust team that resulted in the proposal that the Peckwater Centre would be a suitable site to rehouse the SPHKDC. This recommendation to the SPHTP drew criticism from a number of sources including the Caversham PPG which, in December 2023, presented a deputation to this Committee setting out a series of questions about this proposal.

4.2. Having listened very carefully to these questions, along with other changes relating to the capacity required for the SPHKDC, as noted above in section 3.2 and the impact of national changes to how the financial value of leases are accounted for in planning of new developments, the SPHTP have now agreed that another site search based on an updated set of criteria should be undertaken to look again at what locations might be suitable for the SPHKDC.

4.3. As part of listening to views and coming to a decision to re-run the options process we have recently met with the Caversham PPG and had a very useful discussion on the process now to be followed. The meeting covered most of the points raised in the deputation received by this Committee.

- 4.4. A number of issues included in the deputation relating to the previous process, have now been superseded by the decision to re-run the options appraisal process. Responses to questions related to the impact of any changes to the use of the Peckwater Centre have been paused whilst the options appraisal is re-run until we understand what locations may be suitable.
- 4.5. Although we are re-running the options appraisal process at this stage we cannot rule out that the Peckwater Centre will still be the preferred site following this second process. Until we re-run the site search based on the new appraisal criteria, we cannot pre-judge the results and currently the Peckwater Centre remains our preferred relocation site. We recognise this brings a level of uncertainty about the future of the service and we have undertaken to re-run the options appraisal process as quickly as we can to reduce uncertainty for all those involved. In the meantime, we have stopped all work to plan for and discuss any service relocations from the Peckwater Centre. Staff and colleagues at the Caversham Health Centre are aware of this decision.
- 4.6. We also took the opportunity, as part of our discussions with the Caversham PPG to reinforce the point that we have previously made, that there is and never have been any plans to build on the Listening Space Garden at the Peckwater Centre. Like our colleagues at the Peckwater Centre and Caversham Health Centre we recognise the importance and benefits this garden brings and want this to continue. We have confirmed that even if the Peckwater Centre were to be the preferred option after we rerun the options appraisal the listening space garden will remain.

## **5. Outline of New Options Appraisal Process**

- 5.1. In terms of re-running the options appraisal we have agreed the following approach:
- **June:** Clinical Expert Working Group to agree specific service criteria for SPHK
  - **July:** Wider Stakeholder Group to review specific criteria and agree with expert group weightings to be applied to new sites following search
  - **July-September:** Recommission new site search based on new agreed criteria
  - **September:** Review possible sites against criteria/weighting and make recommendations through STPH governance
  - **October/November:** Recommendations reviewed and decision made on preferred site

## **6. Membership of Clinical Expert Working Group**

- 6.1. The North Central London Integrated Care Board Chief Nursing Officer will chair the new options appraisal process as part of their role as clinical lead for the SPHTP. The Clinical Expert Working group will include Royal Free London NHS Trust and Central and North West London clinicians. It will also

include a GP with expert interest in chronic kidney disease and who is a member of the NCL kidney network, along with expert patient representatives from the Royal Free Kidney Patients Association and from Diabetes UK.

## **7. Wider Stakeholder Meeting**

- 7.1. We have invited attendees from a range of key organisations in Camden along with colleagues from primary care, London Borough of Camden, commissioners and from the patient transport provider.
- 7.2. We will have meet with patients using the current SPHKDC service and the specialist diabetic service. Views from these patients will be displayed and be available to the wider stakeholder meeting. We have invited patients to join us at this event but recognise this may not be possible for most service users.
- 7.3. Those attending the wider stakeholder meeting will have the opportunity to discuss and comment on the proposed options appraisal criteria, and suggest any additional criteria that might be included. The afternoon session will focus on working along with members of the Clinical Expert Working group to review any proposed changes/new criteria and then to determine the weighting to be attached to the criteria to be used in the re-run options appraisal.
- 7.4. As noted above these new criteria and weightings will then be used to evaluate the site options that come out of the new site search, and to make recommendations that if agreed will then trigger further work to develop a more detailed understanding of the site and its costs etc.
- 7.5. Final decision making on which site will be the preferred site to relocate the SPHKDC will be made by the SPH Transformation Programme Board which is responsible for the delivery of the overall St Pancras Hospital transformation programme.
- 7.6. NCL Integrated Care Board will be working with the Royal Free Hospital to agree an on-going programme to keep patients and carers updated on the plans to relocate the SPHKDC. The detailed survey and discussions we have had as part of our work to re-run the options appraisal process have provided very helpful information, so we are better able to develop communications and provide answers on issues such as travel times, patient access etc.as well as more general updates.

## **8. Public and Patient Engagement in St Pancras Transformation Programme**

- 8.1. All partners involved in the SPHTP recognise the importance and value of having a strong public and patient voice to help ensure that we maximise the benefits that we get from the redevelopment of the existing St Pancras site. Prior to the start of 2024 most of the Programme's engagement activity had focused on working with mental health services users and carers. This recognised the role that users have played in the planning and development of facilities at the new Highgate East Hospital and at Lowther Road.

- 8.2. For example, the design development process for all the new buildings at Highgate Mental Health Centre East and Lowther Road had a philosophy and approach of full co-production with service users at the heart of this process, including clinical staff, non-clinical staff, estates, information colleagues etc.
- 8.3. The involvement of service users in the design of the facilities was from inception right through to the construction stages and operational readiness. They also attended and had full input to all the Design Quality Indicators (DQI) workshops led by the Construction Industry Council (CIC) and the Detailed Design Workshops led by the Trust Design Team (and involving about 40 users in total. Service Users were invited and were fully embedded in the process providing much need user perspective and clarity across the piece where design was concerned. For example, they were involved in the health planning and arrangement/layout of the wards, interior design, all the colour choices for walls, floors etc, type of lighting, doors (including viewing panels), furniture, wayfinding etc.
- 8.4. Testament to the inclusive approach and commitment given to service user coproduction culminated in Camden & Islington Trust winning the 2021 National Design In Mental Health Awards for the 'Service User Engagement' Category.
- 8.5. Furthermore, a quote from Nicky Baker, one of many service users involved from inception in the design process for both new facilities, was broadcast on the BBC London News on Thursday, 7 March 2024 where she said, while visiting Highgate East "This building is absolutely fantastic. Coming here to see the building, after many months of engagement with Ryder and the team, brought a tear to my eye, it is so lovely. They have listened to us. When you suffer from a mental illness, you shut yourself away and you are in a dark space. Coming here you're in the light and it feels so comfortable. If you are ill and you come here, you will get better."
- 8.6. This paper has already described the approach to involvement in relooking at plans for finding a new home for the SPHKDC, and this is just one example of how we are and will be more actively involving service users and carers/the public in the work of the Programme.
- 8.7. However, we do recognise the challenge of ensuring service users/public understand that services will be moving, whilst simultaneously explaining that many moves may not be for anywhere between 2-8 years depending on the amount of building/refurbishment work required. We also recognise that for patients using the services at St Pancras site currently the buildings are old and environmental conditions are not ideal.
- 8.8. We have also been working on our pre-equalities impact assessment preparation, particularly for those with protected characteristics. We have also been looking at how service users access our current services and therefore what access (physical and geographical) requirements we will have for new locations.

8.9. We have also been talking to staff about the future moves and their expectations. All this work will feed into the next stage of the programme as we start to have more developed proposals for service moves. It has been very helpful to hear the types of questions patients have on new locations as part of our preparation for undertaking much more detailed equalities impact assessments as the programme progresses. A new Head of Communications and Stakeholder Engagement will be joining the Programme in July to help shape our work and ensure ongoing user and care/public engagement and involvement in the programme.

8.10. As plans develop it would be helpful to bring further updates to this Committee.

## **9. Finance Comments of the Executive Director Corporate Services**

9.1. The Executive Director of Corporate Services has been consulted on the contents of the report and has no comments to add to the report.

## **10. Legal Comments of the Borough Solicitor**

10.1. The Borough Solicitor has been consulted on the report and has no further comments to add to the report.

## **11. Environmental implications**

11.1. No Environmental implications have been identified.

**REPORT ENDS**