



University Hospitals
Plymouth
NHS Trust

The PSC

We exist to make
public services brilliant

European Healthcare Design Conference

Clinically - Led Infrastructure Development Programmes

Nicole Samuel, Sam Rose, Nicola Collas, Dr Stuart Windsor

Thank you for downloading
our digital programme pack

www.thepsc.co.uk



The Challenge

The cost of tackling the NHS's estates maintenance backlog has risen:

This hinders Trusts' ability to tackle waiting lists and deliver patient care safely.

From £4bn
2013/2014



To £10.2bn
2021/2022

One approach to infrastructure development has been “big bang” infrastructure projects, focused on quickly adding new buildings to Trusts' estates. However, due to the challenging capital funding environment, this risks being inflexible to available funding opportunities. Other pitfalls of this approach include not incorporating clinical strategy and vision, and not considering interdependent projects.



The PSC & UHP Approach

Designing phased, clinically-led and holistic infrastructure programmes:

A phased infrastructure programme setting out an overall strategic vision, comprised of discrete redevelopment projects to be mobilised when funding is available.

- Enables delivery of immediate infrastructure priorities.
- Minimises risks of delay and overspend due to mobilisation of discrete projects.

A clinically-led programme, connected to a clinical strategy and vision, avoiding the risks of project design being driven by one initial large capital investment.

- Supports delivery of clinical objectives and transformation priorities.
- Meets the needs of staff and patients, and incorporates their voices throughout the programme.

A holistic programme, that considers interdependent projects and policies within local, regional and national health systems.

- Aligns with strategic initiatives across health systems to deliver care most effectively.
- Ensures provision of services meet future population need, in appropriate settings.



The Results

**£220m
Funding**



**£150m
for an emergency &
interventional care
hospital**

**£50m
for digital investment
across the trust**

**£20m
for land purchase to
expand the site**

Funding to support a short-term increase in elective capacity through a modular build

This has led to...

Creation of a Plymouth Blueprint -

bringing together system partners to develop a city-wide estate strategy

Ambitious clinical model agreed between partners and system - **saving £100m / 100 beds** through virtual models of care and integration of services in the system



This approach to successful infrastructure redevelopment is one that The PSC is working on in collaboration with other NHS Trusts beyond UHP, to support the development of fit-for-future estates.

The PSC and University Hospitals Plymouth would like to thank everybody involved, for their contributions to this programme.

For further information or support with your project, please contact The PSC:

hello@thepsc.co.uk

www.thepsc.co.uk



**University Hospitals
Plymouth**
NHS Trust

The PSC

**We exist to make public services brilliant
for organisations, society and individuals**