

# Jersey Future Hospital Project

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## Outline Business Case

### Appendix 5 - Review of policies

**Document Control**

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## 1. Imagine Jersey 2035 (2008)

### Purpose:

To determine how the people of Jersey wish to prepare for a changing future. Acknowledges the changing demographics, presenting 4 possible options for preparing for these changes.

### Relevance to JFH:

The predicted increase in retired population of 70%, and a potential decline of 25% of working people calls for urgent action. A new hospital will be needed to treat the aging population given that the current hospital is already at capacity. A larger new hospital requires an increased workforce as well as more funding. One of the options in 'Imagine Jersey 2035' is to increase inward migration as a means of providing increased revenue in taxes to pay for the infrastructure necessary for this demographic change. A new hospital would be instrumental in attracting economy to the island, for example workers in the finance sector will be more likely to relocate if there was excellent health care. A new hospital along with the education / training opportunities it would provide would also attract the skilled workforce, necessary to meet this increased capacity, as well as supporting sustainable employment for islanders through skills development.

### Informed Strategic Objectives

Safe, sustainable, affordable, social- economic

## 2. Island Plan 2011 – Planning policy document

### Purpose:

A comprehensive report by the Department of Environment, bringing together a collection of strategies and policies to form a framework for development in Jersey. It centres on the 3 interrelated concepts of protecting the countryside, resource management and urban regeneration.

### Relevance to JFH:

The development and design of the new hospital must be in accordance with the Island Plan, being managed in an orderly and sustainable manner, in the best interests of the community. For example the 'Tall Buildings Policy' will dictate the height of the building. Design quality will be of upmost importance and the building will be targeting a rating of BREEAM excellence with the incorporation of sustainable building methods and renewable energy initiatives. The provision of 'affordable housing' will also need to be extended to the accommodation of the increased workforce as well as the present hospitals workforce; given the proposal to demolish the current accommodation necessary for the new buildings. The island Plan also sets out legislation for the protection of Jersey's heritage; the Granite block is recognised as an historic building, and there fore cannot be demolished as part of the present or future plans for the hospital.

### Informed Strategic Objectives

Sustainable, socio-economic

### 3. St Helier Development and Regeneration Strategy (2008)

#### Purpose:

The report provides planning guidelines for the town of St Helier and sets out a clear vision for change, aiming “to create a vibrant, compact and characterful town which is worthy of its role as Jersey’s capital and principal settlement, with an economically sustainable future which offers the highest quality of life for its communities.”

#### Relevance to JFH:

The site selection process favoured sites in St Helier as opposed to out of town; this was so that the hospital could continue to be part of the town’s landscape and be accessible on foot to many of the capitals residents. There is a requirement that new developments are designed to the highest standard, taking into account how they ‘fit’ with surrounding buildings and socio economic requirements. For example, it was predicted that the new hospitals location in the west district of St Helier is set to become one of the busiest, with a requirement identified for new facilities to accommodate this growth; it is therefore intended to create public / community spaces such as shops and cafes on the ground floor.

#### Informed Strategic Objectives

Socio-economic

### 4. Jersey Strategic Plan 2015-2018 (2015)

#### Purpose:

Outlines future challenges effecting Jersey including declining tax revenues, deficits and increasing demand on services. Five key priorities (including delivery plans) from council of ministers are set out. The plan also details proposed improvements of the islands long term planning processes, drawing form social, environmental and economic goals.

#### Relevance to JFH:

The key priorities are all relevant to the Future Hospital and include; sustainable public finances, improved health and wellbeing, improved education, optimised economic growth and improvement to St Helier. The plan however recognises health as the top priority ‘sitting at the heart of Jersey’s future funding challenge’. It states that health and social services accounts for almost half of Jersey’s public sector workforce and 30% of the government’s revenue expenditure; the Future Hospital will see a rise in both of these. The importance of ensuring the safety of services to meet this growth are highlighted along with the need for economic growth to fund them.

#### Informed Strategic Objectives

Safe, sustainable, affordable, integration, socio-economic

## 5. P.82/2012 A New Way Forward for Health and Social Care and its amendment (2012)

### Purpose:

Report outlining the programme to change the whole of the Jersey's health care system of which the Future Hospital Project is a significant component.

### Relevance to JFH:

It determines the requirement to have a General Hospital providing safe 24 hour emergency care in the context of Jersey as an island. The strategy for implementing the transformation of the health care service is set out. This integrates a change in model of care and service with the need for a new hospital and investment in community services. The site selection process is described, as a process which assessed the value for money, risk, impact on patients for the Future Hospital, along with how each site would score most favourably with the safe, affordable and sustainable objectives. The report acknowledges that the reformed health care including a new hospital will reduce the need for off island treatments, which would be set to increase without the implementation of the transformation process.

### Informed Strategic Objectives:

Safe, sustainable, affordable, integration, socio-economic

## 6. The States of Jersey Hospital Pre-Feasibility Spatial Assessment Brief (2013)

### Purpose:

A refined Feasibility Study to inform the States Assembly of the approach to adopt for the Future Hospital Project, based on the findings and recommendations of the previous Pre-Feasibility Strategic Outline Case and the proposed funding strategy.

### Relevance to JFH:

It identifies the need to review the provision of the General Hospital as a strategic priority for the States of Jersey and a key objective for the Health and Social Services Department. The need for change is articulated for the following reasons: the current hospital is not fit for purpose and will need replacing by 2020, occupancy rates are already exceeding advisory levels, the general arrangement of the buildings and their condition is preventing the implementation of best practice standards and the overall condition of the hospital estate is rapidly deteriorating. The case for change is presented along with supportive investment objectives. The selection of a preferred way forward for the organisation is demonstrated in the Economic Case; and the Commercial Case outlines the process for ensuring any potential deal to redevelop will be subject to clear and robust procedures for establishing best value. Possible funding and affordability issues are highlighted in the Financial Case; and the Management case demonstrates that the scheme is achievable and can be delivered in accordance with accepted best practice.

### Informed Strategic Objectives:

Safe, sustainable, affordable, integration, socio-economic

## 7. Acute Services Strategy 2015-2024 (2016)

### Purpose:

Sets out the New Model of Care in terms of how to meet future challenges. These are identified as; an aging population, increased costs of hospital care and raised expectations that hospital treatment will result in better patient experience and clinical outcomes.

### Relevance to JFH:

It recognises the requirement for implementing the New Model of Care in the 10 years leading up to construction of the Future Hospital, setting the direction of travel based on the current understanding of healthcare. The 3 key elements for the hospital briefly include; admission avoidance, admission prevention and early discharge. To achieve this new care pathways are to be developed through the integration of hospital and community / primary care services. The strategy sets out how this will be facilitated by a new building in which services can be better organised and arranged, with more thought regarding the colocation of interrelated departments. The strategy, emphasises that services will be delivered in a much safer, patient centred and clinically effective way.

### Informed Strategic Objectives:

Safe, sustainable, affordable, integration, socio-economic

## 8. Health and Social Services Department Business Plan (2017)

### Purpose:

Annual report setting out direction for the coming year based on the present situation and implementation of strategies. The Health and Social Services Department's aim to improve the health and wellbeing of the population of Jersey is set out at an activity level, with measurable actions.

### Relevance to JFH:

The States of Jersey's agreement to build on part of the current site is confirmed, and the resulting need to focus the transformation process highlighted. This includes development of 'Ambulatory Emergency Care', redesign of surgical pathways to incorporate 23-hour care facilities and the revised delivery of outpatient services (which includes Westaway). The recommendation for a Future Hospital Outline Business Case (OBC) is presented and programme targets set for the Future Hospital Project, including; completion of design brief, commencement of the enabling schemes, approval of outline planning permission and securing States approval for the project. The report identifies Future Hospital project risks as; failure to source external expertise, failure to secure planning permission and failure to secure States approval of the OBC.

### Informed Strategic Objectives:

Safe, sustainable, affordable, integration, socio-economic

## 9. A Mental Health Strategy for Jersey 2016 – 2020 (2015)

### Purpose:

A review of all the mental health services in Jersey as part of the commitment outlined in the P82/2012 report to improve the delivery of health and social care services in Jersey. It considers prevention and recovery services as well as clinical services which assess, diagnose and treat mental illness.

### Relevance to JFH:

As part of the Out Of Hospital system proposed in the P82/2012 the focus is on a client centred approach of treating at home or in other community / primary care settings. This strategy has the resulting effect of reducing the need for long-term beds. The strategy is also instrumental in informing some design aspects of the hospital. For example the commitment to 'dementia friendly' wards and facilities in the Emergency Department to provide a place of safety for vulnerable children and adults to be assessed and helped to access appropriate services.

### Informed Strategic Objectives:

Safe, affordable, integration,

## 10. Out of Hospital / Long-Term Conditions Services 2016-2019 OBC (2016)

### Purpose:

Outline Business Case supporting the bid for MTFP2 funding in phase 2 of P82/20102 'A way forward for Health and Social Care'. Proposed 'Out of Hospital' service changes are outlined and impacts on workforce, costs and service delivery / quality are included.

### Relevance to JFH:

Acknowledges the challenges of changing demographics to health and social care. States that the prevalence of long term health conditions is set to rise. Through transforming out of hospital services and initiating new care pathway models, the case is presented for increasing investment to treat people in the community and supporting them to stay in their own homes. This shift in care is essential to reduce the demand for hospital beds and ensuring that hospital facilities are optimally utilised, while ensuring the Future Hospital is the correct size.

### Informed Strategic Objectives:

Safe, affordable, sustainable, integration, socio economic



## 11. A Sustainable Primary Care Strategy for Jersey 2015 – 2020 (2016)

### Purpose:

A strategy for outlining the direction of primary care in Jersey as part of the transformation process for the whole of the health service. It sets the best principals in delivering improved health outcomes, but doesn't define an implementation plan.

### Relevance to JFH:

Primary Care needs to be able to adapt to increasing long-term conditions and demographic changes. Comparatively with the UK, the general hospital currently treats more 'primary care' type illnesses; mainly due to costs associated with accessing the GP, (hospital treatment are free). In order to adapt to future demographic change however, a reformed model needs to be implemented that sees longer-term conditions treated in the community, freeing up hospital capacity. More 'out of hospital services' will also positively affect waiting list times and support early discharge.

### Informed Strategic Objectives:

Safe, affordable, sustainable, integration, socio economic

## 12. Jersey Carers Strategy 2017

### Purpose:

Developed through joint collaboration with politicians / government representatives and voluntary / community sectors and carers. It sets out the vision for providing a new model for meeting the needs of carers in Jersey, identifying areas where change is necessary.

### Relevance to JFH:

With demographic change, the numbers of people relying on family members for care is set of increase. The strategy acknowledges that adequate support for carers is essential to enable them to continue caring for their family members / loved ones. The importance of this type of care must be recognised in relation to the Future Hospital as it may be instrumental in the prevention of unnecessary admissions. One initiative to improve support for carers is the provision of a 'drop in hub' in the Future Hospital.

### Informed Strategic Objectives:

Safe, affordable, sustainable, integration, socio economic

### 13. HSSD Informatics Strategy 2013-2018 (2013)

#### Purpose:

A document presenting the health informatics strategic vision for the States of Jersey HSSD. It sets out the intention that health informatics will significantly contribute to the delivery of the objectives proposed in the white paper “Caring for each other, Caring for ourselves”(2012)

#### Relevance to JFH:

The design of the Future Hospital will be instrumental in enabling the implementation of this strategy. Of particular relevance is the recognition that comprehensive IT infrastructure needs to be factored into the design that facilitates improved data collection, storage and presentation with the ultimate effect of streamlining working practices. Patient records have been relocated offsite as part of the enabling schemes, it is anticipated that this will be a temporary solution until the roll out of EPR (Electronic Patient Record). The journey of patient records and their storage in various departments has played a large part in the design process. Infrastructure and method needs consideration with respects to the conversion of patient records to electronic – for example scanning space.

#### Informed Strategic Objectives:

Safe, affordable, sustainable, integration

### 14. Disability Strategy for Jersey (2017)

#### Purpose:

In support of the long-term strategic plan, the Disability Strategy describes how through working together, the quality of life can be improved for people with long term health conditions or disabilities. It intends to work proactively to change attitudes and improve disability awareness.

#### Relevance to JFH:

Acknowledges the challenges of changing demographics, of an aging population and more people effected by long-term illness and disability, with a diminishing workforce for supporting them. One of the health and wellbeing outcomes cited is that ‘Islanders have access to good quality healthcare’, for which the delivery of the Future Hospital is crucial. It states that ‘Accessibility is at the heart of everything’, and that accessibility is usually the first barrier to equality for many disabled people. Consultation will be needed with the ‘accessibility reference group’ who advise on the ‘real life’ needs of new and refurbished buildings, including the Future Hospital.

#### Informed Strategic Objectives:

Safe, integration, socio economic

## 15. Future Jersey 2017-2037 (2017)

### Purpose:

Represents the final phase of the 'Shaping Our Future' public consultation aimed at creating a long-term shared vision for Jersey. It brings together the views of thousands of islanders, with the facts and figures of current performance and defines social, economic and environment ambitions for the long-term.

### Relevance to JFH:

It outlines the challenges of the developing demographic change, and suggests that the solution does not just lay in the improvement of services, but also in rethinking Government policies, if Jersey is to maintain the services that impact on islander' quality of life. It acknowledges that the prevalence of long term illnesses is set to increase, and that many of these illnesses are preventable through adopting healthier lifestyles, i.e. diabetes, cancer, heart disease etc. There will be fewer working age people to support an aging population, in terms of healthcare work force and revenue provided through income tax of the general working population. Population policy and inward migration is discussed as a solution for replenishing the ageing workforce, which has to be balanced with islanders concerns that growth will erode the social and environmental qualities that make Jersey unique.

### Informed Strategic Objectives:

Safe, affordable, sustainable, integration, socio economic

## 16. Digital Policy Framework (2017)

### Purpose:

A framework setting out 6 core objectives for the future of digital policy-making in Jersey, contributing directly to 7 of the 11 strategic goals contained within the 'Shaping Our Future' public consultation. It recognises the development of the digital sector as playing an important role in the Governments effort to diversify the economy and pursue productivity-led economic growth.

### Relevance to JFH:

In addition to the economic factors outlined in the framework are the general benefits to islander that improved digital infrastructure brings. A key principle is to 'support projects that improve digital infrastructure'; there is a commitment that government will pioneer new technologies for the transformation of public services, for which the Future Hospital presents significant opportunity. Improved digital resources will deliver more efficient public services for the improvement health and wellbeing. The 'Robust Cyber Security' objective, recognise that cyber security threats do not just affect data and systems but also critical infrastructure including emergency services, energy, health, transport and water. The development of EPR will make use of advances in data generation, storage, transmission and analysis, meeting EU standards.

### Informed Strategic Objectives:

Safe, sustainable, integration, socio economic

**Policy / Publication reviewed**

Imagine Jersey 2035 (2008)
Island Plan 2011
St Helier Development and Regeneration Strategy (2008)
Jersey Strategic Plan 2015-2018 (2015)
P.82/2012 Health and Social Services: A New Way Forward and its amendment (2012)
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