

Agenda item 5.iii

Report to:	Board of Directors	Date: 1 September 2022
Report from:	Director of Estate and Facilities	
Trust Objective/Strategy:	Share and educate	
Title:	New Papworth Hospital: Lessons Learnt & Benefits Realisation	
Board Assurance Framework Entries:	N/A	
Regulatory Requirement:	Well Led	
Equality Considerations:	None thought to apply	
Key Risks:	N/A	
For:	Information	

1. Purpose/Background/Summary

The aim of the paper is to share our learning from the hospital move. The report summarises our experiences in starting on a building journey and the various elements involved from the business case development through to mobilisation.

2. Key Items

That the report prepared by the Estates Team had been shared with the SPC late in 2021 and was now being shared with the full Board. At the time of review the Committee had felt that it could include slightly more emphasis on lessons learned. A particular matter of note was the balance between the welfare of patients and the wellbeing of staff and how that had presented conflict which was perhaps not fully explored within the report.

The Committee felt it was important not to underestimate the impact of the issues of staff facilities and recognised that that the issue of staff engagement would continue to be worked on by the Trust for many years. It was felt that if the aim was to give people advice on a similar build it was important for them to not underestimate the impact that such projects had on staff and the ongoing need for staff engagement.

In addition, there was a need for emphasis on having to 'live and breathe' the building before fixes were identified and so managing expectations around this was very important.

It had been hoped to bring this narrative into the final report but given the passage of time it is felt to be more helpful to share this report with the Board along with this narrative.

Overall, the Committee noted the impressive benefits realisation plan for New Papworth and that many of the patient facing and qualitative benefits had been delivered despite the pandemic. Also, that the report had largely delivered on its intentions which were to provide an account of the planning, move and the implementation of the new hospital.

3. Recommendation

The Board of Directors is requested to note the report on New Papworth Hospital: Lessons Learnt & Benefits Realisation.