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Dr Russell Hills, Dr Jeffrey Croucher, Dr Andrew Murray
Surrey Downs, Sutton and Merton Clinical Commissioning Groups
By email

27th March 2020

Dear Dr Hills, Dr Croucher and Dr Murray

Re: Improving Healthcare Together 2020-2030: Public Consultation

The Improving Healthcare Together (IHT) consultation was considered by the Trust Board at its meeting on 26th March 2020.

The St George's Trust Board noted the assessment of the options, and the preferred option to build a specialist emergency care hospital in Sutton which would:

- deliver improved quality of care
- have the least overall effect on travel for older people and people from deprived communities,
- result in the smallest increase in average travel time,
- take the shortest time to build,
- have the least effect on neighbouring hospitals in aggregate, and
- represent best value for the taxpayer.

Many Epsom St Helier patients are also St George's patients: the two Trusts provide a range of services jointly, and many Epsom St Helier patients receive their specialist treatment at St George's. The Board recognised that benefits set out in the assessment of the Sutton option would therefore be benefits accruing to a number of joint St George's patients.

The Trust Board also noted that the proposed changes to services at Epsom St Helier have not been considered in isolation, but have been considered with regard to the impact on neighbouring hospitals across South West London and Surrey, including St George's. The Board noted that there is a shared understanding across the South West London healthcare system that the proposed changes to services at Epsom St Helier will need to be accompanied by investment elsewhere in the system, including in the services provided by St George's, in recognition of the impact that moving the location of major acute services will have on patient flows and therefore activity. This investment is expected to have a positive impact on a wider range of St George's patients, and not just those who live in the Epsom St Helier catchment area.

The Board noted the assessment that the Sutton option has the least effect on neighbouring hospitals in South West London and Surrey in aggregate, making the investment in hospitals surrounding Epsom St Helier more deliverable than under alternative options.

Following careful consideration of the options in line with the statutory responsibility of the Trust Board to act in the best interests of the patients of St. George's, and the need to also

consider the best interests of patients and the population across South West London, the Trust Board has agreed to support Sutton as the preferred location of Epsom St Helier's specialist emergency care services.

The Board specifically considered the impact that building a major acute hospital on the Sutton site would have on St George's in terms of additional activity, capacity, and workforce; and which would need to be appropriately accommodated for the option to be viable. In particular:

1. Moving Epsom St Helier's specialist emergency care services to Sutton would result in increased numbers of **emergency care patients** coming to St George's. For the Sutton option to be viable, St George's would need to invest in a new Emergency Floor. The Board took comfort from previous acknowledgement by Sarah Blow, the Accountable Officer for South West London CCG that investment in St George's Emergency Department should be seen as an "enabling capital requirement" for the IHT vision to be delivered, and the commitment to prioritise that capital need. The Trust Board's support for the Sutton option is contingent on the Trust securing this capital investment.
2. Moving specialist emergency care services to Sutton, to a site co-located with the Royal Marsden's **cancer services**, will have an impact on cancer services in the wider South West London region and the flow of patients to St George's. The Trust Board recognises that this brings significant potential opportunities, but also recognises that the strategic impact will need to be carefully managed. The Trust Board's support for the Sutton option is therefore contingent on a joint venture being put in place between St George's and Epsom St Helier to manage this impact, and ensure that services are configured to best meet the needs of the populations across Merton and Wandsworth as well as Sutton and Surrey Heartlands.

We look forward to continuing to work collaboratively to deliver the agreed Improving Healthcare Together option.

Yours sincerely



Jacqueline Totterdell
Chief Executive

Cc. Gillian Norton, Chairman