

A joint proposal by Chelsea and Westminster NHS Foundation Trust,
Imperial College Healthcare NHS Trust and Imperial College London

Healthier hearts and lungs

A patient-centred solution for specialist
NHS services and research



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The Royal Brompton is a specialist NHS hospital situated in Kensington and Chelsea. For over 100 years it has provided care to patients with heart and lung conditions and has developed an international reputation for excellence. Through a close and long-standing partnership with Imperial College London (Imperial), the Brompton has contributed to many significant clinical advances in the last few decades.

In late 2017, a proposal was put forward by King's Health Partners and the Royal Brompton & Harefield NHS Foundation Trust to close the Brompton site and re-locate services to St Thomas' Hospital in south London. This was prompted by NHS England's assessment that certain standards for specialist care for children with congenital heart disease (CHD) could not be met at the current site.

As with any NHS service change, it is important that the full impact of the proposal is carefully considered against other options to ensure the best possible outcomes are achieved for all patients. NHS England has invited north west London NHS Provider and research partners to come forward with alternative proposals as a part of this process.

The closure and relocation of services from the Brompton site creates risks for the established network of specialist respiratory and cardiovascular care, medical education and research with potential impacts on patients and innovation. We believe that careful consideration should therefore be given as to whether most services could remain on the current site even if CHD services move. We will continue to seek a dialogue on how this could be achieved.



If site closure is to proceed, each service area provided at the current Brompton site will need to be examined carefully to ensure it is re-provided in the best possible way for patients. Our alternative proposals are summarised in this document and will be refined with further consultation with our

patients, commissioners, stakeholders and colleagues. Whatever the ultimate outcome, we hope that plans will be stronger for having had a range of options considered.

We see Brompton colleagues as equal partners in this vision. Our services benefit greatly from their expertise and we hope that opportunities for joint working continue to flourish both during and after any change.

Our vision

For some very specialist services provided at the Brompton site, we see a clear rationale for re-location. Patients needing CHD and ECMO services will benefit from these being delivered alongside the excellent provision already offered by St Thomas' and Evelina hospitals.

In other areas we believe that building on well-established networks and services will offer a better solution for patients, at lower cost to the NHS and with less disruption for patients.

As such, we have put together a vision for specialist heart and lung services that builds on what we have all achieved together to date and uses the opportunity of any change at the Brompton to catalyse and accelerate improvements at a national, regional and local level. There are four main areas of proposed development:

- **A national cardiovascular and respiratory centre of excellence at the Hammersmith Hospital, combining the Brompton's expertise with existing services and research links** There are many synergies between specialist services provided at the Hammersmith Hospital and those provided at the Brompton site. Patients

will benefit from the expertise of the National Heart and Lung Institute, which will be brought together at Hammersmith Hospital, and close links with thousands of other researchers at the adjacent White City campus.

- **A new centre for cystic fibrosis at Chelsea and Westminster Hospital.** This will enable us to make the most of links to Imperial's internationally leading research programmes for cystic fibrosis, maintain care closer to home for patients in north west London and ensure a balanced geographical coverage of cystic fibrosis services across London.
- **An integrated children's hospital network for north west London and a new Academic Centre for Child Health.** The existing North West London Paediatric Surgical Network, which has its lead site at Chelsea, is well placed to re-provide and build on many of the children's services currently provided on the Brompton site. Our integrated asthma services will improve outcomes by linking up specialist and community services and a new joint sleep service will offer state-of-the-art diagnostic and treatment services.
- Our proposals will ensure **continuity and strengthen internationally recognised research programmes that will deliver benefits for future patients**, particularly those of the National Heart and Lung Institute. The proposed re-location of the Brompton would dismantle an established network of collaborative specialist services and clinical researchers across north west London, potentially taking decades to rebuild. Our proposals take care to preserve and strengthen these research collaborations.

Collectively these changes would enable sustainable improvement in the quality of cardiovascular and respiratory services at a national *and* regional level. They could be delivered faster, for less cost and with less disruption



For patients who live in and around north west London who are cared for at the Brompton, it would be a retrograde step to dislocate their specialist care from other services provided locally. Our proposals offer an equally high standard of care, closer to home.

We are also committed to using the opportunity presented by any change as a catalyst for increased joint working between the NHS in north west London. For example, our cardiac disease in pregnancy service will draw on the obstetric expertise from the Chelsea site to support cardiac services based at Hammersmith Hospital, while our integrated children's hospital network will improve connections between critical care and neonatal services across the sector.

Next steps

The proposals set out here are an initial submission to NHS England setting out our ideas for change. We agreed that the priority was for us to develop these proposals rapidly to ensure that they could be considered alongside other options. We have drawn on the insight that already exists about the needs and preferences of patients and their families but recognise there is far more to be done to inform this process. In the next stage of development, we will undertake co-design and wider involvement with patients and local people and consult more widely with our staff and stakeholders in the development of this outline. We look forward to working with NHS England and our other NHS partners in development of the detail of these proposals.



A new cardiovascular and respiratory centre of excellence

By 2024, we will have established a new NHS cardiovascular and respiratory centre of excellence at Hammersmith Hospital, incorporating respiratory and cardiac services from the Brompton site and creating one of the strongest clinical academic hubs in the UK.

The centre will provide services across a broad spectrum of common and rare conditions for north west London patients and more specialist services to a wider population. The Hammersmith Hospital is uniquely placed to host these services due to:

- Co-location of clinicians with world-class expertise at Imperial's National Heart and Lung Institute.
- Plans for a new, state-of-the-art outpatient facility for cardiovascular and respiratory medicine with adjoining radiology and diagnostic facilities for clinical and research work, with limited capital cost to the NHS.
- Adjacency to other relevant specialist services including: metabolic medicine, endocrinology, haematology, cancer and renal vasculitis services.
- Potential to create a large cluster of pulmonary arterial hypertension services and associated academic research.
- Adjacency to the London Institute of Medical Science and wider Imperial White City campus.

Respiratory research

Respiratory medicine attracts significantly less research funding than other conditions relative to its burden of disease. This means fewer life enhancing new treatments for patients. Imperial is the top academic organisation nationally rated by the impact of its research outputs in respiratory medicine. Our vision will enhance and extend academic respiratory medicine through co-location and enhanced critical mass across the spectrum of biomedical research from basic biology to first-in-man studies, large-scale clinical trials and health services research.

An integrated children's hospital network for north west London

The healthcare professionals, resources and expertise of our partnership will combine with respiratory and some cardiac specialist services currently provided at the Brompton site to become the integrated children's hospital network for north west London.

Our collaborative approach will strengthen the professional relationships within the north west London system that do so much to enhance care for our patients. A single management team will coordinate care across services and sites, including clinical networks across the region. Services will be provided at the most clinically appropriate site and there will be more sharing of staff

and training. Shared standards, protocols, guidelines and ways of working will reduce unwarranted variation across care pathways for children including specific pathways on asthma, complex allergies, Kawasaki disease and obstructive sleep apnoea.

There will also be a new Imperial Centre for Academic Child Health to support collaboration between researchers and clinical academics working in neonatal, paediatric and adolescent research. This centre will provide the academic underpinning to our integrated children's hospital network and become an international leader in child health research.

A new centre for cystic fibrosis for adults and children

We propose creating a new cystic fibrosis centre for adults and children at Chelsea and Westminster Hospital, providing care closer to home for patients living in and around north west London, maintaining balanced geographical coverage of cystic fibrosis services across London.

The new service would be able to meet all aspects of the national service specification, including capacity to admit patients rapidly within 24 hours for urgent cases and within seven days for planned admissions, individual rooms with en-suite facilities and access to appropriate specialists including diabetic, gastroenterology, liver, fertility and diagnostic services.

Co-location of these services at Chelsea and Westminster Hospital will also allow full links into our integrated children's hospital network and access to key adult services, reflecting our commitment to provide services that meet the changing needs of our patients throughout their lives.

Preserving and enhancing a unique capability in cystic fibrosis research

The preservation of cystic fibrosis services in north west London will allow Imperial researchers to continue their pioneering studies and enable access to novel medicines for patients. Imperial is internationally renowned for its cystic fibrosis research programmes which include development of new ways to diagnose the condition, novel treatment and new approaches to disease management. In November 2018, Imperial researchers published a groundbreaking study for the treatment of cystic fibrosis in the *New England Journal of Medicine* in partnership with other international centres and industry. The Brompton was the only site in London to participate in this study, with only one other site in the UK.



A world-class research offer made even stronger

Imperial leads nationally on the quality of research outputs for both cardiovascular and respiratory disease.

A deep and long-lasting partnership with NHS partners, including the Brompton, has led to significant improvements in patient care in the UK and internationally for decades. Over the last 20 years our shared achievements include new treatments for COPD, hay fever, coronary disease, chronic respiratory failure, hypertension, aortic disease and pulmonary hypertension.

Our alternative proposals will preserve and strengthen the partners' pre-eminence as the leading UK centre for cardiovascular and respiratory research by:

- Bringing together National Heart and Lung Institute research activities on the Hammersmith Hospital campus with the related specialist services.
- Co-location of NHS services with the London Institute for Medical Sciences and Imperial's new academic campus at White City, with access to world-leading expertise and critical mass in chemistry, bioengineering, data sciences, and public health.
- A new Imperial Centre for Academic Child Health fully integrated with the new integrated children's hospital network for north west London.
- New investment in modern clinical research facilities, which will also benefit patients accessing outpatient services.

