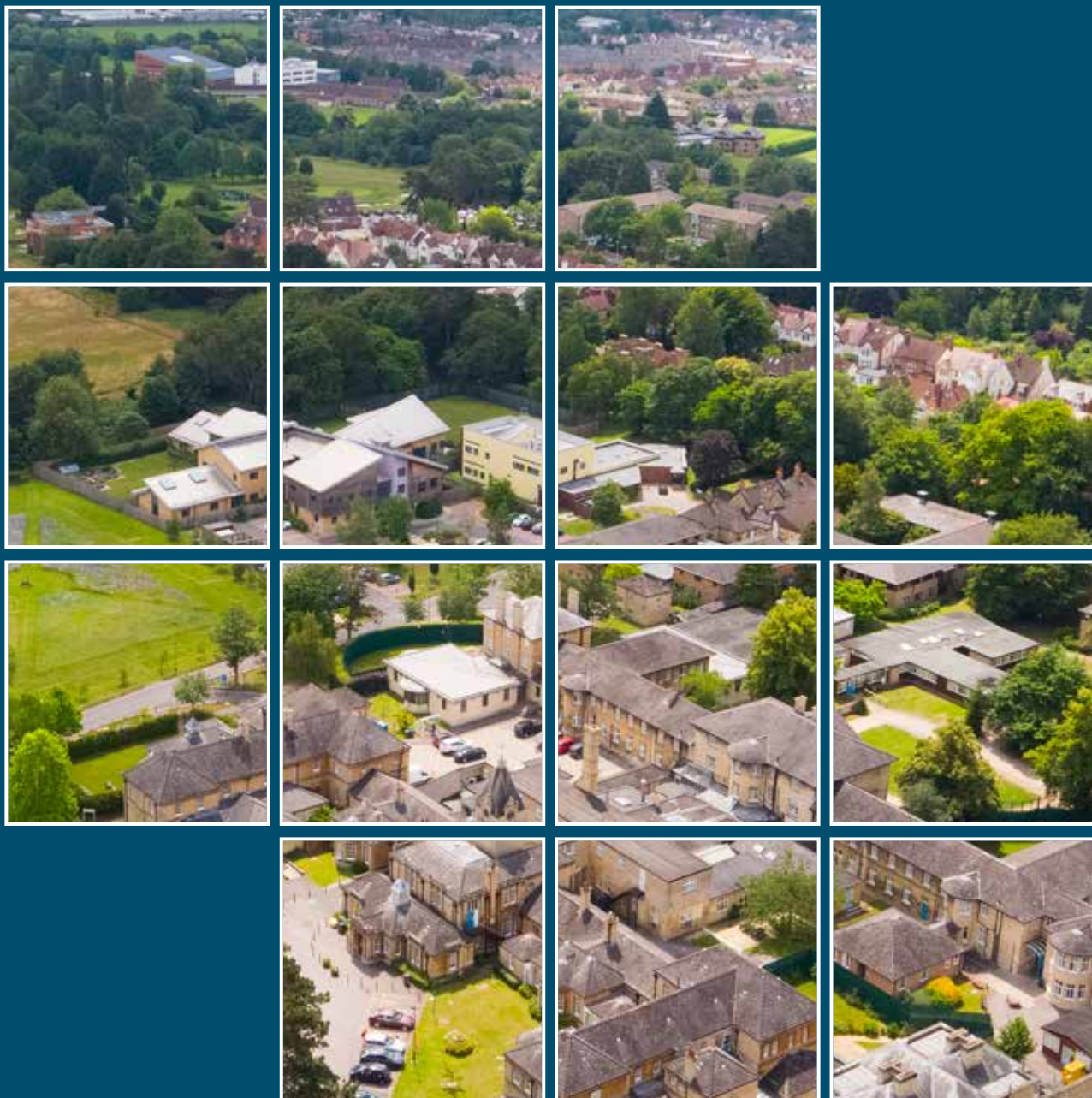


Warneford Park:



The Vision



Foreword

by Dr Nick Broughton, CEO Oxford Health

Warneford is a name set to become synonymous with world class brain sciences and an unparalleled, state-of-the-art mental health hospital fit for the 21st century.

Our ambitious plans are driven by a unique collaboration between Oxford Health NHS Foundation Trust, the University of Oxford and a philanthropic developer.

In the near future, with significant funding and permissions in place, it is projected that today's 19th century facilities will be transformed by an exceptional new hospital complex at the heart of a globally significant brain health sciences campus – Warneford Park.

In-patient services, offering the best therapies, care and patient accommodation, will be co-located with global brain health research facilities and a new post-graduate college that educates future generations of clinicians and researchers.

This melding of science and care will see high impact mental health research and analysis translated directly into clinical practice, delivered by top class specialists to inpatients in modern surroundings that will utilise the site's green, therapeutic environment.

Oxford is already on the world map because of educational excellence and, latterly, the scientific breakthroughs that have brought us all hope with a 'home grown' Covid-19 vaccine that Oxford Health is now helping to administer to Oxford citizens in the city of its creation.

The importance of having a healthy brain, and the profound impact of poor mental and cognitive health, are increasingly recognised. Globally, mental and brain disorders are now known to be the most important causes of lost productive human life.


Yet, frustratingly, the pace of scientific and clinical advance lags behind many other areas of health care and the prevention and treatment of brain disorders remain major challenges.

In part, this is due to the complex nature of the brain but also to limited investment in clinical brain research and the lack of coordination of research efforts.

This is set to change.

Together with our partners, a Warneford Park campus will emerge to be a centre of mental health care and research of prime national and international importance.

The campus would become the physical embodiment of Oxford Health's Biomedical Research Centre (BRC) and the new hospital, and attached research facility, would in effect be one large clinical research facility.



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Redeveloping the Warneford site and creating the clinical research campus would demonstrate our commitment to achieving this, confirm our ambition and constitute a major step forward in achieving the ultimate vision for the trust.

Clearly a redevelopment of the scale that is proposed is not without its risks, including financial risks, but I firmly believe that the size of the ultimate prize is such that such should be taken and with the support of our partners we can mitigate any that may arise.

Dr Nick Broughton
CEO Oxford Health



Foreword

by David Walker, Chair Oxford Health

It's 2030. Up Morrell Avenue head groups of medical students, to visit, be taught and to study at the New Warneford – and not just medics: the site attracts those studying the humanities, environmental and social sciences and intending engineers and architects. They come to inspect the buildings, to inquire and think about the mind, to visit and learn from patients as well as their teachers. Old barriers, still high in 2021, between the mentally ill and society have been broken down. The New Warneford is open to Oxford and Oxfordshire, literally and figuratively; it's a place of healing, discovery and shared experience.

The Warneford has the potential not just to be a centre of excellence for studying mind and brain but also to even up the dismaying disparity between resources for mental, as distinct from physical, health research. Our ambitious plans for the 200-year-old hospital in Headington and the site around it – forged in collaboration with the University of Oxford and the philanthropist and developer Ian Laing – could realise that vision.

The New Warneford embodies our joint duty to support and extend the basic science then translate its findings into practicable knowledge that our clinicians could deploy to improve the care of our patients and service users.

No other location in the UK has such intrinsic advantages. The Warneford site is home to the university's Department of Psychiatry and a Biomedical Research Centre, focused on mind and brain; they benefit from access to patients and to the life and work of a large mental health provider.

The Warneford is steps away from a scientific cluster that includes the new Big Data Institute and the UK Biobank. This co-location of a state-of-the-art clinical base, a nationally recognised mental health research centre in a setting of world class basic science offers UK life sciences a precious opportunity.

The national – global – importance of the University of Oxford has been demonstrated during Covid. With Oxford Brookes the university is also a significant teaching institution, preparing tomorrow's qualified health workforce. The university's professors are our advisers and our clinicians. In Professor Kia Nobre, a distinguished cognitive neuroscientist, the university nominates a valued member of our board.

That joint working undergirds the case for replacing the Warneford Hospital as part of the wider redevelopment of an extensive site, in which green space will be preserved. It is a scandal that our staff attempt to look after sick people in ancient buildings, some of them dating from the accession of Queen Victoria. We've carefully examined options and locations and have been convinced of the merits of siting a new hospital fit for the 21st century adjacent to academic and commercial research laboratories, while repurposing the old Warneford buildings as a new university college.

The distinctiveness of combining on the same site hospital, laboratories and college has made compelling the case we've taken to the wider NHS, ministers, MPs and councillors.

We have been heard positively. We know NHS capital is and will always be in short supply, whether loan finance or approval to seek funding from private lenders, but this is a special project, combining innovative clinical care in the same crucible as brain and mind research wrapped up with a new, philanthropic investment in postgraduate medical training.

We have reached the point where we are ready to move towards the next interim goal – an application for planning permission for the site based on agreed valuations with the University of Oxford and Ian Laing. The vision is on the cusp of becoming reality.

David Walker
Chair Oxford Health



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The compelling case for a new Warneford Hospital

Warneford will be a symbol of significant investment, turning the tide on an historic lack of funding – best highlighted by the acknowledgement of Oxford Health still providing compassionate care in a Grade II listed building that has little changed from its origins as the ‘asylum on the hill’ in 1824.

It is the oldest in-patient unit still in use across the whole of the NHS.

A patchwork of disjointed spaces across a 19th century estate, it was deemed ‘not fit for purpose’ by the Care Quality Commission in 2015. Many patient bedrooms are cell-like, lack bathroom facilities and there is a stifling lack of therapy space.

The Covid-19 pandemic has demonstrated to just how inadequate the estate is and how it impacts care delivery. Infection control restrictions on shared bathroom spaces for instance, have reduced bed availability and caused out of area placements.

An attempt at ‘fixing’ some of the long term issues have been estimated at c£30m. But even with this investment, old Warneford could never be able to meet modern needs and there still would be costly ongoing repairs and a heavy financial drain.

Our new Warneford vision melds clinically-driven design with service user collaborations to provide an exemplar hospital, delivering world-leading care for patients in Oxfordshire and beyond – all meeting objectives in the NHS Long Term Plans and NHS Mental Health Implementation Plan.

It would put Oxfordshire inpatient sites under one roof, realising compelling economies of scale and, by using modern methods of construction it will be adaptive and future proofed. In addition

as a net zero carbon building, with ground and air source heat pumps and photovoltaic technologies it will meet, as a minimum, NHS carbon emissions guidelines.

With better therapeutic offers and interventions, it will vastly improve patient experience, enable far shorter lengths of stays, offer flexible care, and reduce out of area placements.

A new £150 million hospital will provide 140 beds, the same as current provision in Oxfordshire which is amongst the lowest per 1,000 in England and our lengths of stays amongst the highest*. (*NHS Benchmarking data)

It would be situated alongside the existing award-winning Highfield Unit – a dedicated modern facility with 18 ensuite rooms for young people with acute mental health conditions, which was opened by the Countess of Wessex in 2013. This is being enhanced by a new nine bedroom psychiatric intensive care unit.



Our Vision...

...for holistic, integrated care

A new Warneford will house services under one roof, delivering key aspects of the NHS Long Term Plan and integrated care.


Our community mental health services and inpatient wards would be next to spaces used by primary and secondary care, and psychological and specialist services like perinatal care, providing holistic support for the most unwell and vulnerable.

The hospital will have multiple Places of Safety, allowing patients brought by the police to be accommodated instead of taken out of area, or held inappropriately in police cells awaiting urgent assessments. Our crisis services will alleviate current inappropriate A+E attendances.

...for patient recovery

A new hospital will be a leading example of recovery-focused design. Inpatients will have spaces to be by themselves or with others. They will have more control over lighting, sound and temperature in their rooms, have greater access to outdoor spaces, activity and gym areas. These environmental factors are related to an increased rate of mental health recovery. En-suited bedrooms will maintain privacy, dignity and comfort. They could isolate in their bedrooms if Covid restrictions apply, not placed out of area and away from their families.

In the current inappropriate therapeutic environment, restrictive practices like restraint, seclusion and injections all increase, and length of stays increase. Wards will be built to high standards of safety, reducing suicide risks and injuries. This setting will also enable a seamless transition from child and adolescent mental health service (CAMHS) wards to adult wards, another priority in the Mental Health Implementation Plan.



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Our Vision...

...for complex needs

Faced with an increasingly complex population, we have challenges in caring for long-term inpatients with needs like autism, dementia, chronic emotional instability, and severe mental illness associated with a risk to others. The trust also lacks a female psychiatric intensive care unit. Our new hospital would be flexible enough to cater for all these patients. Our clinical model will be enhanced by a flexible care environment that enables reasonable adjustments to provide personalised care and establish "swing rooms" that can be assigned to more than one ward based on need.

...for innovation

The new hospital will incorporate award-winning Oxford developed technology. Bedrooms will be equipped with sensory environment controls alongside remote sensors that reduce the need for intrusive nursing observations at night resulting in better sleep quality and recovery. Patients will have easy access to electronic care planning, digital technology to facilitate reviews by professionals and contact with loved ones. The University of Oxford will be better integrated with the new hospital, allowing patients to access state-of-the-art interventions and NHS research studies.





...for equality

The new hospital will bring mental health into the modern age. Equity of care means patients deciding the need for a hospital admission or clinic appointment, as they would be if they had a physical health problem, without the stigma of the current asylum. We want their loved ones and the public to understand that mental health is as deserving and important as physical health, and this investment will symbolise that. This new hospital will be part of the local community and a step on the path toward reducing health inequality for the population we serve.

...for our staff

Staff engagement and satisfaction is of primary importance at Oxford Health. Our open and inclusive culture, array of learning and development opportunities and desire to be an employer of choice will only be enhanced by a modern environment that will attract and retain the best in clinical and research talent. Staff who are proud and happy at work, have fulfilling careers and better able to routinely deliver outstanding care.

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Gaining support for a new hospital

The proposed hospital, and wider ambition for a world-leading brain sciences campus with the University of Oxford, has received widespread support, including from NHSE colleagues during visits, namely:


- The Chair of NHS England, Lord David Prior (below centre)
- The Chief Executive of NHSE, Amanda Pritchard
- Regional Director for NHSE South East, Anne Eden (below left)
- Director of Estates for NHSE, Simon Corben



Nadine Dorries MP, who until recently was the Minister of State for Patient Safety, Suicide Prevention and Mental Health, has also visited and endorses the plan, while the National Director for Mental Health, Claire Murdoch, is briefed and equally supportive. Edward Argar MP, Minister of State at the Department of Health, Social Care and Oxfordshire's MPs also welcome plans.




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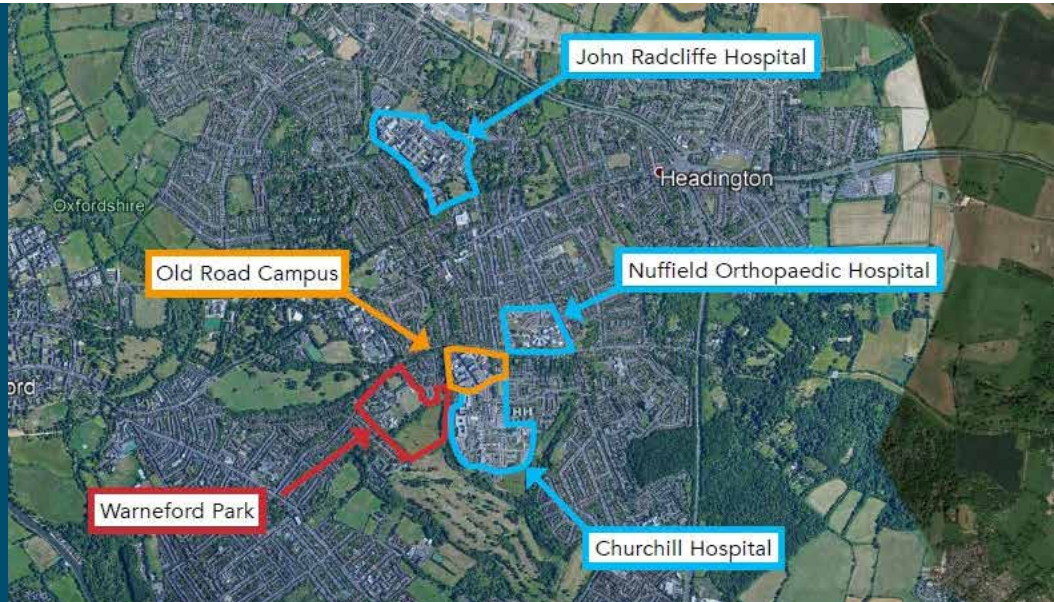
The scheme is included in the Local Plan and positive feedback has been formalised in a pre-application agreement outlining steps to achieve planning permission, with a submission anticipated in December 2022.

A clinical and operational design group has worked on the initial concept with staff input. Appointed project medical and nursing leads will be critical in further shaping the hospital design, as will co-production with patients, service users, families, and carers. Wider engagement activities and roadshows have taken place with future events planned for community and stakeholder groups.



Warneford Park campus

“ Our ambition is to create Europe’s biggest clinical academic campus dedicated to brain health at Warneford Park.



Governments, research funders (including Wellcome) and philanthropists recognise the importance of brain health, and are looking for innovative and collaborative approaches that build on the lessons learned from progress against other complex health challenges, including the Covid-19 pandemic.

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The Warneford Hospital sits in the ‘Headington cluster’ the heart of the University’s clinical academic campus alongside Centre for Medicines Discovery, the MRC Dementia Platform UK, the Alzheimer’s Research UK, Drug Discovery Institute Oxford, and the Big Data Institute.

At Warneford Park, we will be able to harness the full research power of the University of Oxford, with a modern, state-of-the-art clinical facility and hospital to deliver new treatments for people with mental disorder.

Research and clinical care will be combined: the research institute where new treatments are investigated and developed will be alongside provision of clinical services, from purpose-built facilities.

The innovations and new treatments will be delivered and tested in Oxford, but then disseminated and further evaluated across the world.

Together with our partners, the Warneford Campus will emerge to be a centre of mental health care and research of global importance.

Alongside the clinical accommodation at the new Warneford Hospital will be the academic centre housing the University staff with state-of-the-art laboratory, imaging and clinical testing facilities.

To fuel a thriving, multidisciplinary academic environment, a new Oxford College in the historic buildings at the Warneford would be founded by the University of Oxford.

Oxford and brain health



In brain health, Oxford is already an important global centre for translating brain research into benefits for patients.

In 2016, the National Institute for Health Research funded the Oxford Health Biomedical Research Centre one of only two dedicated to mental health and dementia. This is currently going through a renewal process and is already through to the next stage.

Oxford's global impact is recognised by the fact that, of 52 Oxford scientists (the highest number in UK of Clarivate highly cited investigators in 2020), 19 (37%) were in neuroscience/psychiatry. This further demonstrates the critical mass of neuroscience researchers in Oxford.

New medicines

Developing new medicines has also proved too hard for individual pharmaceutical companies to gain traction in a commercially sustainable manner. Industry increasingly recognises the power of private-public partnerships to tackle such problems.

Industry recognises the benefits of the Oxford ecosystem and is coming in ever greater numbers, from big pharma to the small, agile biotech companies.

Talking therapies

Oxford is also a leader in the development of psychological therapies where we have pioneered the development of scalable, evidence-based therapies targeting the vast majority of common mental disorders including anxiety, depression and eating disorders.

Harnessing new, digital technology

A third treatment modality uses digital technology. Here we are also in the international vanguard both spinning out companies (for example, Oxford VR span out from the University in 2019, attracting large scale funding from OSI and has attracted large scale funding from Innovate UK to conducting proof of concept trials on the use of virtual reality for treating mental disorders).

Supporting the Government's Life Sciences Vision



HM Government set out a Vision for Life Sciences in July 2021 with Prime Minister Boris Johnson stating his intention to bottle 'the formula we have developed to tackle Covid and applying it to the search for life-changing breakthroughs against other diseases ... helping to regain our status as a Science Superpower by making our United Kingdom the leading global hub for Life Sciences.'

In the foreword of the vision, contributed to by **Professor Sir John Bell**, Regius Professor of Medicine at The University of Oxford, it was stated: 'The human Life Sciences sector is among the most valuable and strategically important in the UK economy, and critical to the country's health, wealth, and resilience. In recent decades, advances in the Life Sciences have fundamentally improved the length and quality of life in the UK and globally, and we stand on the cusp of an era of cures, in which new technologies make previously terminal disease treatable or curable.'

The 60-page document includes arenas of work already being supported by Oxford Health and the University of Oxford, namely:

Clinical Research

Overarching Ambition: Drive value creation for industry and patients through faster, cheaper, better-quality and more diverse clinical research, delivered through a digitally enabled and pro-innovation clinical research environment, with research embedded across the NHS as a core part of effective patient care. The UK will be ambitious in bolstering the delivery of clinical research across all phases, treatment types, conditions and technologies, and supporting the generation of real world evidence.

Clinical research is fundamental to healthcare innovation. It is the single most important way we turn cutting-edge science into more effective diagnosis, treatment and prevention – which improves care quality and patient outcomes,²¹ bolsters the efficiency of health service delivery² and improves NHS staff retention and wellbeing.

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Professor Sir John Bell, Regius Professor of Medicine at The University of Oxford

Improving translational capabilities in neurodegeneration and dementia

Overarching Ambition: Build on the existing dementia research ecosystem and partner with industry and academics to accelerate the pace of translational studies into novel dementia treatments, focussing on filling the dementia knowledge gap, identifying new therapeutic opportunities, target validation, new diagnostic, prognostic, and treatment biomarkers, and supported by novel trial design and adaptive license strategies.

Mental health: redefining the problem and using novel approaches to identify new therapeutic and technological opportunities

Overarching Ambition: Address the significant unmet need for innovative new treatments and technologies, through deepening the understanding of mental ill health, and using this knowledge to advance the development of new therapies and products.

Mental ill health has driven an increasingly large burden of disease, with it now representing the single largest driver of disability in the UK. This is often associated with additional chronic physical co-morbidities. It is the intention of a consortium of industry and academic investigators to think about how these disorders can be redefined and therapies developed.

Mental health care also offers the possibility of combining a set of tools, including psychological therapies and digital tools, alongside pharmacology, to improve patient outcomes and experience. The

UK has an unprecedented opportunity to accelerate patient access to these evidence-based therapies and technologies through close collaboration among the MHRA, NICE, NHS and organisations performing late-stage clinical trials.

Our ambition is to identify a collaboration of industry partners using these tools and bringing them together to evaluate therapeutic approaches in experimental and clinical trial settings. This could provide the information necessary to define new outcomes that could be used by regulators to accelerate access to novel therapies and improve mental health.



WARNEFORD PARK :
The Vision

