

CBC Open Forum

3 December 2024





Welcome

- Introduction
- Shaping the future of acute care at CUH
- A travel and transport plan for the Campus
- Key dates for your diary



What is CBC Ltd?

Formed in 2021 as a [non-profit partnership](#) which represents the main organisations located on the Cambridge Biomedical Campus.

Neither a land owner nor a developer; some of our members own land; we do work with local government and landowners to share our views on how the campus should develop.

Our purpose is to support the sustainable development of the site to keep it globally competitive as a centre for health, education and life sciences.

We want to make the Campus a better place to work, visit and live beside.

abcam

AstraZeneca



Cambridge
Biomedical Campus



MRC Laboratory
of Molecular
Biology



CANCER
RESEARCH
UK



wellcome-MRC
cambridge
stem cell institute



UNIVERSITY OF
CAMBRIDGE



CIMR
Molecules
Mechanisms
Medicine



MRC
Mitochondrial
Biology Unit



MILNER
THERAPEUTICS INSTITUTE



Cambridge Clinical Trials Unit



Wellcome - MRC
Institute of Metabolic Science



Cambridgeshire and
Peterborough
NHS Foundation Trust



Cambridge
University Hospitals
NHS Foundation Trust



Royal Papworth Hospital
NHS Foundation Trust



Cambridge Biomedical
Research Centre

Priorities in our work programme



Optimal development

Sustainable and inclusive growth in health, education and life sciences; engage government planning leads; work with landowners and developers to promote an holistic approach; promote sustainable travel



Curation of place

Attend to both physical and human dimensions of the campus environment so that it becomes a better place to work, visit and live next to; enables members to attract and retain talent; facilitates innovative collaborations



External engagement

Provide a coherent, compelling and collective narrative to government and key stakeholders, supporting policy and objectives of members, engaging community stakeholders in what we do



Winter celebrations highlights



- Big lights switch on
- Food vans
- Two craft fairs
- Two Campus Choir performances
- Brass band
- Live band
- Quiz
- Children's games and crafts
- Santa's grotto

Acute Care Strategy



**Cambridge Biomedical Campus
Open Forum**

Tuesday 3 December 2024

**Together
Safe
Kind
Excellent**

**Claire Stoneham - Director of
Strategy and Major Projects, CUH**

Background

Cambridge University Hospitals (CUH) has been a major contributor to the development of healthcare and innovation for over 250 years. Situated at the heart of the Cambridge Biomedical Campus (CBC), it is one of the largest teaching hospitals in the UK with an international reputation for teaching, research and clinical excellence.

While the CBC and wider area are home to enormous clinical and research expertise, our capacity to make the most of this for the benefit of our patients, the NHS nationally and the taxpayer, is limited by our current facilities and a local population which has outgrown CUH's capacity.

To enable us to respond to the health needs of our growing population, we need to develop a new model of care for our acute healthcare services across Cambridge and South Cambs, supported by a new acute hospital building on the CBC to include emergency care, intensive care and neurosciences.

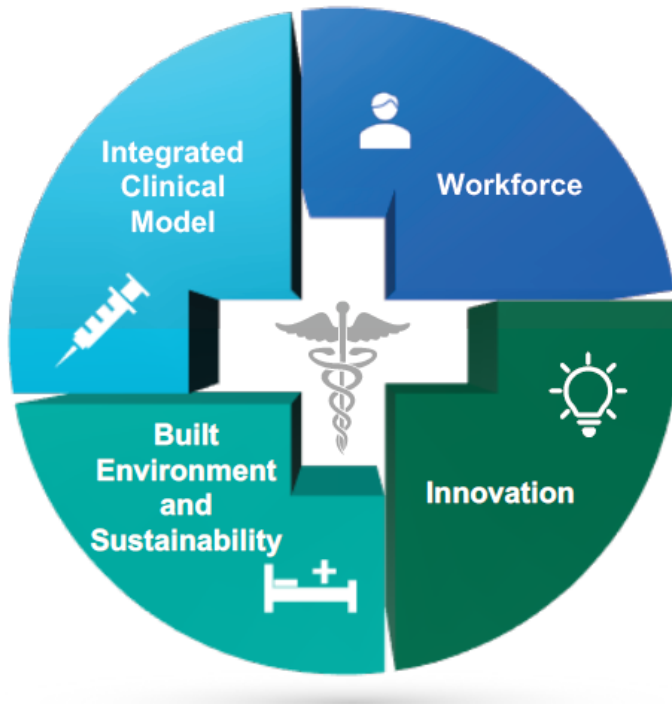
This will enable us bring significant benefits to patients, staff, the local population, and the taxpayer.

In March 2024 CUH secured c.£3m from the Government to support the development of a new acute model of care. This work is ongoing across the regional healthcare system and will be brought together in a long term plan for acute healthcare services on the campus and surrounding communities in April 2025.

Our Emergency Department was built for quarter of the patients we have today. Between 2011 and 2021 Cambridge's population grew 17.6% with no increase in capacity at CUH resulting in a c.400 bed deficit which is materially impacting our local population's access to healthcare and the quality of patient care we can provide.

Our estate is in poor physical condition with a substantial number of critical infrastructure issues (such as ventilation, heating, and foul and surface water drainage) and statutory compliance issues (including fire safety, which need to be addressed by 2027 to avoid service closure) and needs to be replaced.

Our approach



We will only bring patients onto the campus when it is necessary.

Working closely with local and regional partners to support more care to be delivered offsite either by us (e.g. outpatients or day surgery) or by other providers (e.g. primary and community care). This means our clinicians working differently and may require investment in facilities off campus.

Configure services to ensure patients are seen by the right specialist at the right time.

We will 'zone' our services as much as possible, separating out unplanned and planned inpatient care where possible and appropriate; centralising outpatients, diagnostics and pathology into a central hub; integrating our Cancer services with UoC research institutes (Cancer Hospital); and integrating our Children's services with CPFT's CAMHS services and UoC research institutes (Children's Hospital).

Our new model will enable us to teach, train and develop the workforce of the future.

Enabling longer term planning and creating meaningful career opportunities across the Integrated Care System and the wider region.

Continue to integrate research into care delivery and optimise the use of technology.

Supporting Cambridge to continue to be a catalyst for discovery, translation, and delivery of life sciences and technological advances which tackle our most urgent healthcare challenges, advancing NHS clinical practice, saving lives, and driving growth.

Create a built environment that supports care delivery, patient and staff wellbeing, and minimises the impact on the environment.

Supporting delivery of our clinical, workforce and Net Zero aspirations, and learning from COVID-19.

Progress so far

The project encompasses all acute healthcare services required to support our non-elective patients, and our neurosciences services.

The first phase of the project has focused on:

- A detailed assessment of the current state of our acute services.
- Developing our understanding of models of care innovations both from within the health sector and wider non health sectors, across the globe.
- Challenging colleagues both within CUH and across the regional healthcare system on the 'art of the possible', to ensure we are being as radical and innovative as we can be both in the short and medium term to meet the challenges.
- Developing the demand and capacity analysis required to support the work.

This work has been supported by engagement with over 170 clinicians, as well as with stakeholders from across the health system, and with patients, to debate how we could deliver care differently.

From this an emerging vision and framework for a new clinical model of care is currently being developed with four emerging themes.

The emerging vision

We have developed a vision to guide what a new model of acute care could look like, with four underpinning areas of work or themes. These themes will be further developed and tested through further engagement with staff and stakeholders throughout December 2024.

“CUH will operate in partnership, within and beyond its acute footprint to support people staying well, not bound by the confines of traditional hospital walls.

CUH will operate a care model where admission will be for those with emergencies requiring stabilisation, urgent needs which cannot be met elsewhere, with a focus on reduced reliance on physical hospital beds, and virtual care in the community and at home is prioritised.”

Emerging Themes

- Personalised care delivered where needed at the right time
- Equitable access to innovation and translational healthcare
- A diverse, learning and agile workforce for flexible practice
- Data driven systems to drive change

We welcome your support with the development of the new acute care clinical model. We would like to hear your views, experiences, and what matters to you, in order to help us shape our approach.

- We are working to grow a network of patients willing to be involved in the project as it progresses, with the ambition to build the resource, contacts and content required to engage a regular Patient Advisory Group. If you would like to join the network, or get in touch with any feedback, please contact cuh.communications@nhs.net.
- Work with wider regional healthcare system partners will continue to grow over the coming months.

Any questions?

Cambridge Biomedical Campus

Travel and Transport Plan 2024-2029

Produced November 2024



Introduction

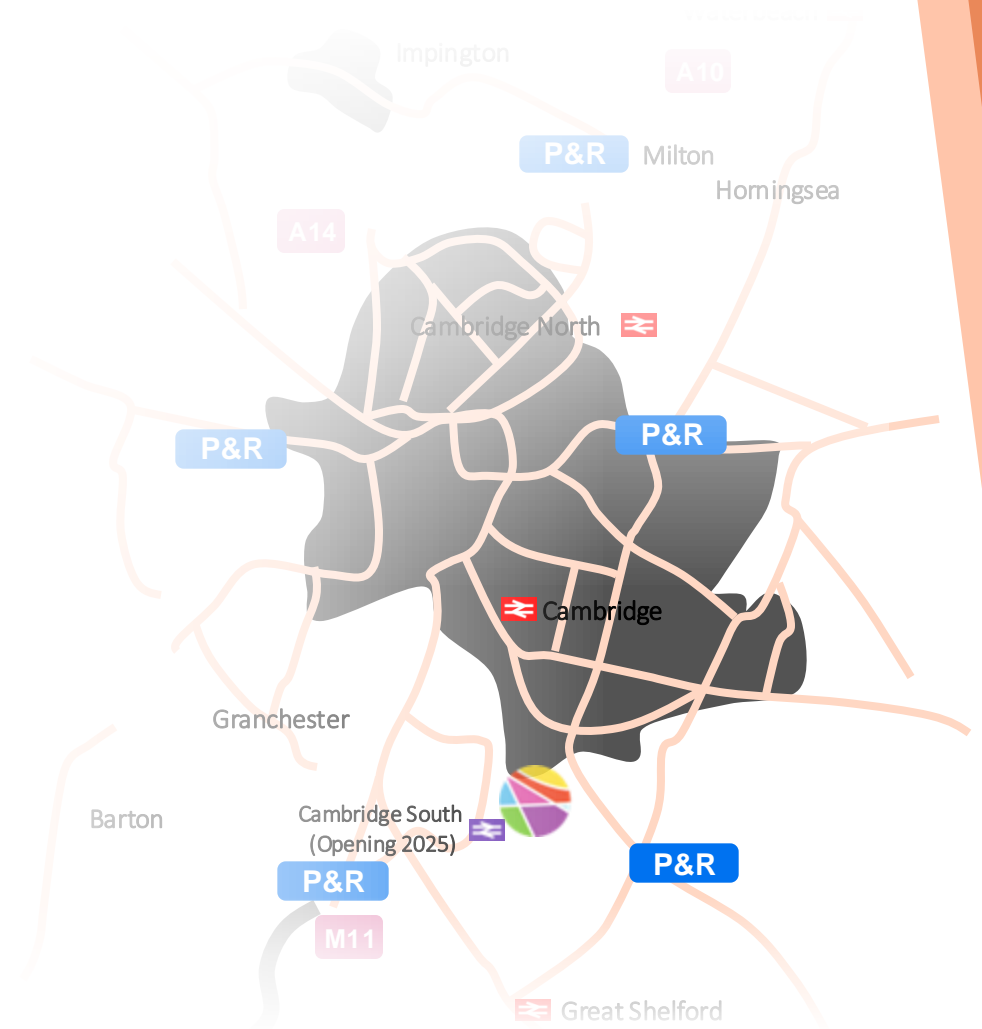
The CBC Travel & Transport Plan (2024-2029) has been prepared by KMC Transport Planning for the next five-year period.

Cambridge and the CBC is a thriving and growing area. To facilitate this, appropriate travel demand management must be in place that not only manages CBC travel but also considers the local area.

This plan holds the all-encompassing aspiration to improve all journeys to, from and within the Campus for all users, whether it may be staff, visitors, and patients.

The plan looks to build upon the previous Transport Strategy and 5-Year Implementation Plan and assist in achieving the longer-term CBC 'Vision 2050'.

It also sets out and details the key transport moves that should be made over the next 5-year period, to ensure the continued improvement on the day-to-day operations.



Engagement

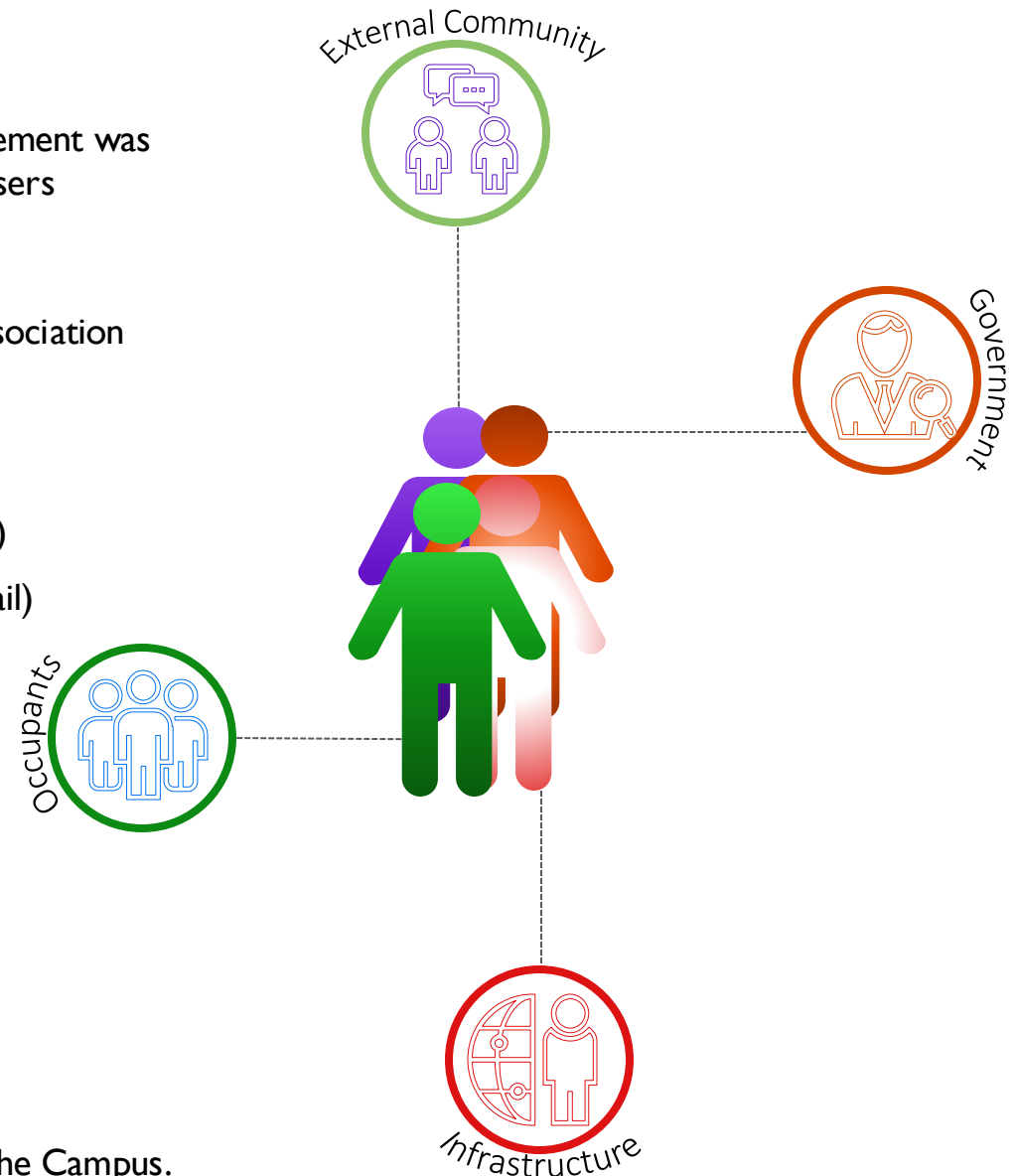
A range of engagement and consultation with different groups. Purpose of engagement was to understand the existing situation, constraints, opportunities and needs of all users associated with the Campus. The key groups were:

- **External Community Stakeholders** (e.g., Parish Council & Residents Association representatives)
- **Campus Occupants** (e.g., ABCAM, AstraZeneca, CUH)
- **Local Government and Authorities Representatives** (e.g., GCP, CCC)
- **Infrastructure and Service Providers** (e.g., Stagecoach East, Network Rail)

Engagement was tailored based on each group, and included:

- Site visits
- Questionnaires
- One-to-One Meetings
- Forums and Discussions
- Attendance at CBC Sub-Group meetings

The engagement has provided valuable insight from those who live and breathe the Campus.

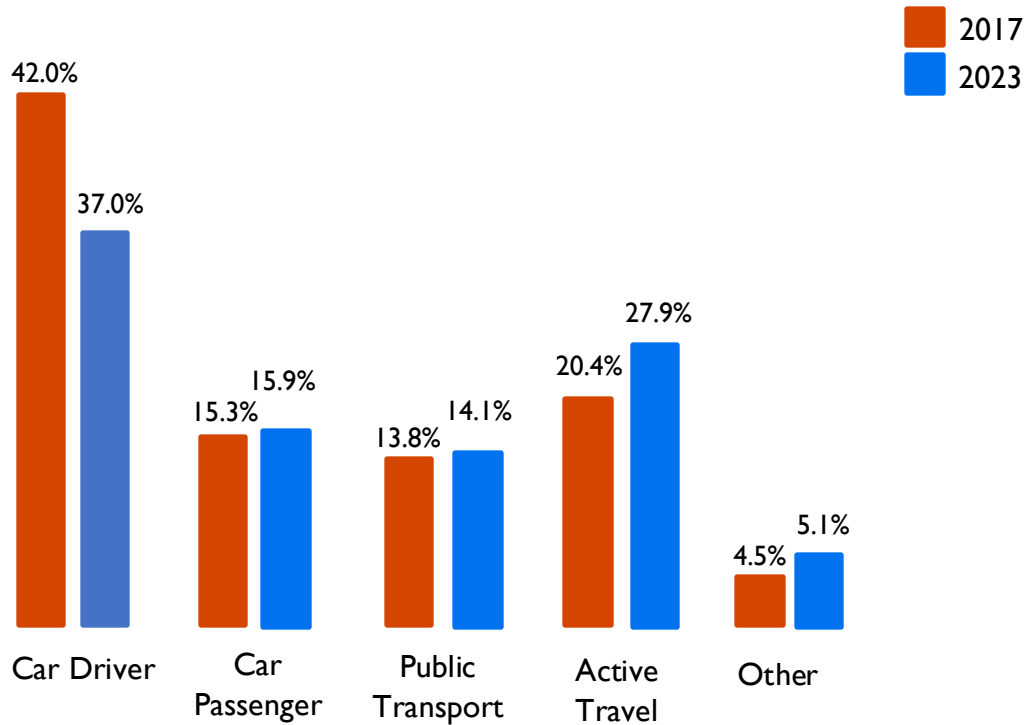


Current Situation

Range of datasets have been reviewed to provide insight into the existing travel patterns and behaviours at the Campus.

Existing Arrival Mode Share

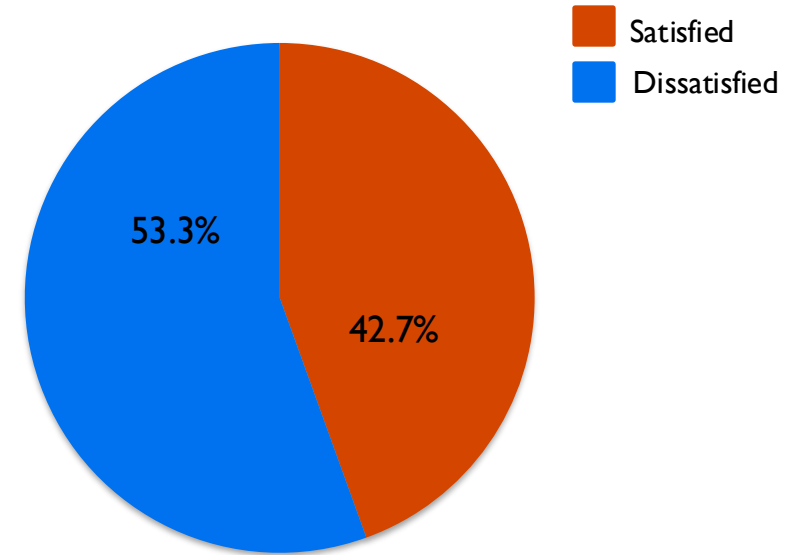
Lower percentage of people are driving to the Campus than in 2017.



Source: 2023 Travel Survey

Staff Travel Satisfaction

A higher percentage of staff are currently unhappy with travel to and from the Campus.



Source: 2023 Travel Survey

Key Opportunities

Through Campus partner engagement and consultation, along with a review of the existing Campus situation, there are several transport-related opportunities for the CBC that have been considered throughout the Travel & Transport Plan.

Technological Advancements

Multiple technological advancements have emerged since the last Travel & Transport Plan. These have the potential to have a profound impact on travel to and from the Campus. Including sensor-based technology, autonomous vehicles and app-based technology.

Travel Hub Status

No clear east-west active travel or public transport links at the Campus. It can therefore be a barrier to access & movement in Cambridge. With widescale strategic transport infrastructure investments in the area, there is opportunity to address this and act as a 'travel hub' for movement within Cambridge.

Upgrade Existing Campus Infrastructure

Opportunity to develop new infrastructure, enhance of current infrastructure to connect desire lines, support sustainable travel, and enable additional bus service provision.

Strategic Transport Investments

The Campus can take advantage of the range of external infrastructure investment placed in the South Cambridge corridor.

Cambridge Growth

Large-scale growth is anticipated across Cambridge over both the next 5-year period and beyond. There is a need to ensure that transport infrastructure is delivered to ensure that growth is sustainable. This includes how we ensure affordable housing is connected to CBC through public and active transport options.

Partnerships and Collaboration

The CBC should continue to develop relationships with local communities, delivery groups, infrastructure & service providers and local authorities. Organisations on the campus should also continue to cross-collaborate.

Ambition Statement

The ambition statement for the plan has remained constant, pertinent to the previous iteration of the Travel & Transport Plan. This is a goal that should be strived to be achieved.

*“The ambition of the Cambridge Biomedical Campus Travel & Transport Plan is to support all to be able to **access** the Campus easily, efficiently and sustainably whilst supporting the day to-day operations of one of the largest and best-known hospitals and biomedical campuses in the country. This Travel & Transport Plan will support the creation of an exemplar ‘**sustainable travel**’ Campus environment, which encourages active, healthy and sustainable travel. All organisations on the Campus will work in **partnership** to help deliver this Travel & Transport Plan, making a positive contribution to the development of CBC and Greater Cambridge.”*

Travel & Transport Plan Ambition Statement

Objectives

Ten objectives have been set that will guide the plan over the next five-years and underpin the ambition statement.

Each objective supported by SMART (Specific, Measurable, Achievable, Relevant, Time Based) targets. These are the key performance indicators.

- 1 Access & Connectivity**
Facilitate convenient, predictable, and where possible, cost-effective travel to CBC for staff, patients, business representatives and visitors.
- 2 Transport Infrastructure**
Provide supportive transport infrastructure on the CBC to seamlessly support people to arrive at their destination and move intra-site in an effective, efficient and safe way.
- 3 Contribution to Greater Cambridge**
Through the expansion of the CBC and the promotion of sustainable travel modes, make a positive contribution to the Greater Cambridge area.
- 4 Strategic Partnerships**
Work with city and regional partners to make a positive contribution to the growth of the Cambridge economy, the quality of life for new and existing communities, and the development and delivery of transport and planning policies and schemes for the city and surrounding area.
- 5 Affordable Housing**
Support and influence the development of affordable housing and staff accommodation located close to CBC, both reducing travel demand and reliance on motorised travel.
- 6 Air Quality**
Minimise the CBC's environmental impact from transport and improve air quality.
- 7 Future Technologies**
Support the above objectives by exploiting emerging and future technologies effectively and making the best use of world-class research from our partner organisations.
- 8 Campus Collaboration**
To ensure cross-Campus collaboration amongst partners and collective empowerment for best practice, outcomes and efficiency.
- 9 Strategic Investments**
Make the best use of external transport investments and opportunities within the next five years.
- 10 Wider Movement, Access and Interchange**
Ensure that wider transport interchange and access is achieved at a Campus level. CBC having responsibility and a role for city-wide movement.

Measures

Set of transport measures aligning with the objectives over the next five years. The measures seek to enhance the transport network within and surrounding the CBC.



Active Travel

- On-site active travel route improvements*
- Off-site active travel route improvements
- Cycle parking and micromobility audit*
- Develop near miss register*
- Encourage cycle promotional schemes*



Public Transport

- Explore campus-wide bus strategy*
- On-site public transport facility improvements
- Off-site public transport improvements



Car Users

- Car park utilisation monitoring*
- Explore campus-wide car sharing*
- Electric vehicle car parking strategy*



Goods and Logistics

- Construction, roadworks and utilities forum and live database*
- Last mile delivery strategy and consolidation



Technology

- Utilise app-based technology*
- Sensor-based real time monitoring*
- Air quality monitoring*
- Utilise future technological innovation and advancements



Travel Behaviours

- Explore feasibility of flexible staff working patterns*
- Undertake visitor travel surveys*



Other

- Review transport network for impaired individuals
- Utilise sustainable meanwhile uses approach
- Develop and adopt monitoring framework for the Travel & Transport Plan*
- Develop new Travel and Transport Plan (2029-2034)*
- Lobby for affordable housing
- Assist and support where possible with external transport infrastructure

* Measures marked with an Asterix (‘*’) are those which are considered to be within the CBC’s control and remit. Therefore, measures not marked with an Asterix are considered to be those that may be partially outside of CBC’s remit (e.g., require cross collaboration).

Implementation

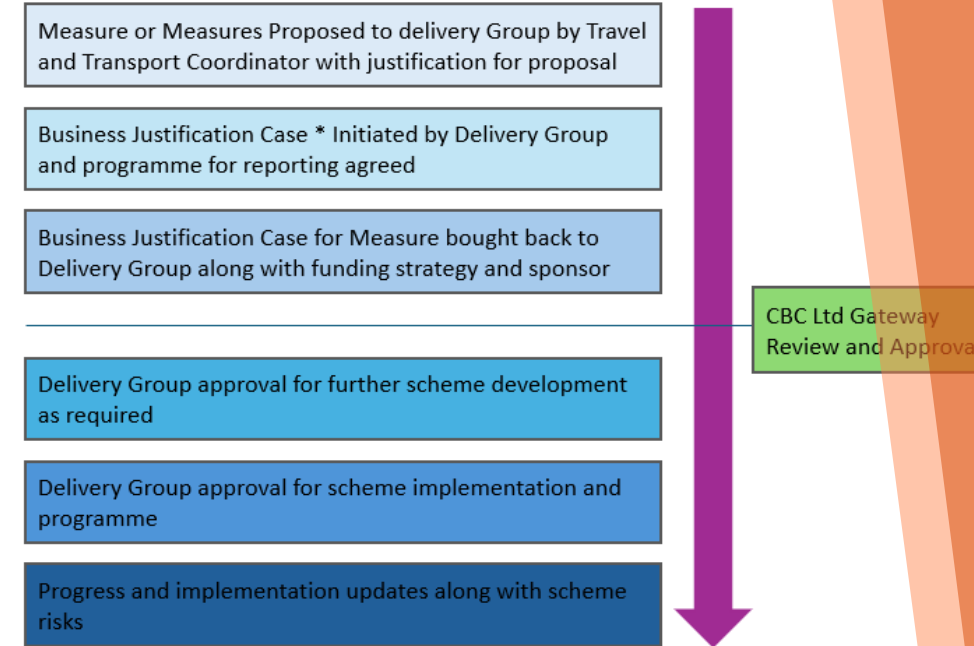
The Travel & Transport Plan has been designed to facilitate decisions and actions required for delivery. This includes:

- **Costs:** estimating the broad range of cost associated with implementing specific deliverables.
- **Benefits:** estimating the magnitude of quantitative and nature of qualitative benefits associated with deliverables.
- **Prioritisation:** derived from the initial understanding of costs and benefits, and indication of prioritisation for delivery.
- **Responsibility:** identifying the organisation(s) responsible for successful implementation of given deliverables.

The Campus Delivery Group owns the delivery process working closely with the Travel and Transport Group.

Some measures will require business cases for funding and working across partners.

Depending on the level of investment required, there are different possible sources of funding, within CBC Ltd, across members and externally.



Implementation Process

Monitoring & Evaluation

Effective monitoring and evaluation are critical components of this Travel & Transport Plan. It supports progress against objectives and tracks the impact of the measures.

The principal approach to monitoring the progress and success should be undertaken by the implementation of **real time sensor-based monitoring** at the Campus. This will provide live, real-time outputs. Real time monitoring can provide insights too:

- Trend Analysis
- Mode Shares
- Travel Patterns
- Visual Behavioural Insights
- Introduce absolute numbers as opposed to percentages as a metric to evaluate

Staff travel **surveys** will continue, to ensure qualitative information is collected (e.g., satisfaction). Visitor surveys should be undertaken to supplement.

Air quality will continue to be monitored at the Campus.

Data collected will inform regular monitoring **reports**.

There may be instances where proposed external transport infrastructure faces delays. Transport infrastructure schemes will be monitored. Should schemes face delays or be withdrawn, this will be discussed by the CBC Travel and Transport group and interim solutions will be considered.



Any questions?

enquiries@cambridgebiocampus.co.uk

Dates for your diary

December

- **Mon 9 Dec:** Menopause Café
- **Mon 16 Dec:** CBC Local Voices

January

- **Sat 25 Jan 2025:** CBC Jobs and Careers Fair

Thank you

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