
HEALTH AND WELLBEING BOARD

Date: 9th July, 2015

Report Title: *“Orpington Health and Wellbeing Centre Project: Update and Progress Report”*

Report Author: Mark Cheung, Chief Financial Officer, NHS Bromley CCG and Project Senior Responsible Officer

1. SUMMARY

1.1 This report provides an update on the most recent developments in the planning and approval of this key strategic project, and the main activities and milestones leading to services commencement from the Centre in 2017.

1.2 It also briefly highlights the current plans to identify and commission a range of preventative and wellbeing services to be delivered from the Centre, aligned to the Board’s strategic priorities.

2. REASON FOR REPORT GOING TO HEALTH & WELLBEING BOARD

2.1 To brief members on the current status of the project and highlight the main activities and timeline for its completion.

2.2 To highlight its close alignment to the Board’s strategic priorities and programmes.

3. SPECIFIC ACTION REQUIRED BY HEALTH & WELLBEING BOARD AND ITS CONSTITUENT PARTNER ORGANISATIONS

The board is asked to note this report and agree that a further report should be submitted in early to mid 2016, when the plans for the procurement of the Services Provider(s) who will operate from the Centre are being formulated.

Health & Wellbeing Strategy

1. Related priority: Include Diabetes, Hypertension, Obesity, Anxiety & Depression, Dementia, Supporting Carers

Financial

1. Cost of proposal: £8.840m (NHS Capital)

2. Ongoing costs: £6.485m pa (CCG commissioned clinical services)

3. Total savings: £330K pa

4. Budget host organisation: NHS Bromley CCG

5. Source of funding: NHS Capital; S106 Funding (£168K contribution to capital costs)

6. Beneficiary/beneficiaries of any savings: Local Health Economy as a contribution to the NHS Bromley CCG QIPP Programme

Supporting Public Health Outcome Indicator(s)

The Bromley Joint Strategic Needs Assessment published in 2011 (“JSNA”) concluded that the key issues requiring further action were those which affected a large proportion of the population and where the situation appeared to be worsening. These included:-

- Diabetes
- High blood pressure
- Adult obesity
- Childhood obesity
- Anxiety/depression
- Dementia
- Support for carers

and a number of services issues relating to children and young people.

The “*Orpington Health Needs Assessment*”, which was undertaken by the Public Health Department in 2011 and revalidated in 2013/14, built on the findings of the JSNA and focused on the health needs of the population in the east of the borough. It found that the area comprising Cray Valley East, Cray Valley West and Orpington had the highest level of deprivation, with the highest levels of unemployment, overcrowded and social housing, lone parent and lone pensioner households, with the lowest level of educational attainment. This zone had the highest proportion of children and young people (both under 5s and under 19s), as well as housing Bromley’s large Gypsy Traveller population.

This area has the lowest life expectancy for males and females of the three areas studied, and this is below the Bromley average. This is matched by the highest circulatory disease and cancer mortality rates, again above the Bromley average. This reflects the highest disease burden in under 75s for most chronic conditions.

The prevalence of asthma, atrial fibrillation, chronic kidney disease, coronary heart disease, COPD, diabetes, heart failure, hypertension and obesity are all greater than the Bromley average in this zone. This high disease burden is reflected in high emergency admission rates across all the recorded specialties except gynaecology.

The study made a number of detailed recommendations for the future provision of services to this population, based on the analysis and findings; **this included the provision of a number of key services which will impact on the areas of greatest need and deprivation in a strategically located site: an Orpington H+WBC readily accessible to the most deprived population, located in the centre of Orpington.**

The *Bromley Health and Wellbeing Board's Strategy 2012-2015* builds on the 2011 Joint Strategic Needs Assessment analysis and sets out a number of key themes and priorities to improving health in Bromley. This process has highlighted areas that need to be addressed in order to make progress in tackling some of the most pressing issues facing residents today.

The Orpington H+WBC is closely aligned to the Board's strategic priorities and will make a significant impact in addressing a number of them.

4. COMMENTARY

4.1 Portfolio of Services

In addition to facilitating the Strategic Goals of local Commissioners and the health economy-wide clinical case for change, the centre aligns particularly with national health policy goals around strengthening primary care, reducing over reliance on hospital care and improving the care of patients with long term conditions, enabling them to remain in the community.

4.1.1 High Level Service Model



In this context, the Centre will deliver the following for the local population:-

- Services to meet specific needs of the local population
- A health infrastructure to support people living longer, healthier lives
- Improved access to services in the community and closer to home
- Better quality and more accessible Primary Care premises
- Collaborative working to develop partnerships
- Improved quality and fit for purpose care pathways
- Maximised value of available resources

- High quality integrated care
- Improved health outcomes for the local population
- Earlier identification and better management of long term conditions
- Improved patient choice and independence around health and wellbeing

4.1.2 Range of Services

The H+WBC will provide the following services:-

Primary Medical Care services

- The Knoll Medical Practice
- Tubbenden Lane branch surgery

Community Health

- Diabetes
- Podiatry
- Dietetics
- Speech and language therapy
- COPD
- Falls (nurse-led)
- Dermatology
- Gynaecology
- Leg ulcer clinics
- Contraceptive advice

Secondary care outpatients, therapy and diagnostics

- Colposcopy
- Elderly care
- Falls (consultant led)
- Physiotherapy
- Phlebotomy
- Diagnostic imaging (plain film, ultrasound)
- Echocardiography
- ECG
- Pathology -near patient testing

Mental health

- Bromley Healthcare IAPT (Improving access to psychological therapies)
- Oxleas NHSFT mental health services

Preventative

The Centre may offer a range of Preventative and wellbeing services, possibly including:-

- Smoking cessation
- Weight management
- Sexual health
- Counselling

In addition it is anticipated that the Centre will be the focus for a wide range of health and wellbeing activities in association with the local voluntary sector and the zoning of accommodation should facilitate such use including outside normal operational hours.

4.2 Project Development Highlights

The most significant recent and planned activities in the development and approval of the Orpington Health and Wellbeing Centre are as follows:-

- **Planning Consent: former Orpington Police Station Site Redevelopment**
- **Commercial Arrangements**
- **Business Case development and external Approval**
- **Building, Commissioning and services commencement**

4.2.1 Planning Consent: former Orpington Police Station Site Redevelopment

Berkeley Homes, who purchased the site in February 2014, following an open market tendering exercise, submitted their full Planning Application to the London Borough of Bromley on the 27th August, 2014. This included the proposal to incorporate the Orpington Health and Wellbeing Centre in the ground and first floors of the new development.

The Application was approved by the Planning Committee on the 24th March, 2015 and Planning Consent has been granted. The associated Section 106 Agreement has also been confirmed and issued.

4.2.2 Commercial Arrangements

NHS Property Services, which is the NHS "Landlord" organisation for all NHS Land and Property which is not owned by NHS Foundation Trusts, will hold the head lease for the H+WBC. It has now agreed "**Heads of Terms**" with Berkeley Homes, which in summary cover:-

- A full repairing and insuring lease for 125 years
- A capital premium payment together with a peppercorn rent payable at practical completion
- Service charge for common parts

Negotiations are progressing to translate the Heads of Terms into a full Lease Agreement, which will be subject to approval by the Boards of both parties, as well as by NHS England as a key component of the overall Business Case approvals process.

NHS Property Services will grant under-leases to the Clinical and other Service providers who will be delivering services form the H+WBC. This will include the two transferring GP Practices, Knoll Medical Practice and Tubbenden Lane Branch Surgery of the Highland Medical Practice, Bromley. The other clinical and Facilities Management providers will be selected following competitive tendering which will be undertaken by NHS Bromley CCG in 2016.

4.2.3 Business Case Development and external approval

The **Outline Business Case** was completed and submitted for initial appraisal to the NHSE Projects Appraisal Unit ("PAU") on the 27th March, 2015.

It was subsequently endorsed formally by the CCG Governing Body on the 21st May, 2015 and has now been approved by the NHS Executive and signed off by the NHSE Chief Financial Officer.

It has also been approved by the National Assets and Investment Committee of NHS Property Services.

Work on the preparation of the **Full Business Case** had already commenced prior to the formal approval of the OBC and this is now continuing, with a provisional target for completion and submission to the NHS Executive of the end of July 2015. The FBC requires the revalidation and confirmation of the main financial and other elements included in the OBC together with, in particular:-

- Completed Full Commercial Agreement between Berkeley Homes and NHSPS
- Agreed Leases between NHSPS, the transferring GP Practices and NHS Bromley CCG
- Detailed Design of the H+WBC

The completed FBC will again be subject to detailed initial appraisal by the PAU and subsequent formal approval via the NHSE Capital Projects Governance structure. It is hoped that the approval process will be completed by the end of October, 2015, with Financial Close for the Project being in November, 2015.

4.2.4 Building, Commissioning and Services Commencement

Berkeley Homes will shortly be undertaking the demolition of the existing Police Station building followed by Site works and then the construction of the new development which comprises:-

- 83 homes
- Retail unit
- c2,000m² for the Health and Wellbeing Centre on the ground and first floors
- A secure basement car park for residents with 45 vehicle spaces

- 83 cycle spaces and additional cycle spaces for the Centre

The site is situated on Homefield Rise in Orpington town centre adjacent to Sainsbury's Supermarket, Bromley College (Orpington Campus) and the Walnuts Shopping Centre.

The current plan is for Berkeley Homes to hand over to NHSPS the "Shell and Core" area for the H+WBC on the Ground and First Floors of the new development in September, 2016. NHSPS will have appointed a Prime Contractor who will be responsible for the Fit Out of the Shell and Core area to create the H+WBC in accordance with the Planning Consent and Detailed Designs. This is expected to be completed by May, 2017.

A three month Commissioning Programme is envisaged which will enable services from the new Centre to commence from July, 2017.

5. FINANCIAL IMPLICATIONS

5.1 The Centre will be funded via NHS capital funds which will be approved by the NHS Executive for NHS Property Services.

5.2 The revenue implications have been assessed in detail by the CCG Project Team and are included in the approved Outline Business Case. Overall, the development is expected to deliver a £330k recurring revenue saving to the health economy as a contribution to the 2017/18 QIPP programme.

5.3 The CCG is also making provision for the non-recurring costs of the scheme's development, which include Project Management, Clinical services and equipment procurements, commissioning, premises double running and Primary Care transition costs.

6. LEGAL IMPLICATIONS

6.1 Legal advice on key aspects of the developing Project have been sought by the SRO at appropriate times. It is anticipated that there will be a need for formal legal advice to be sought on the proposed lease and licensing structure, in so far as it will impact on the CCG's responsibilities.

7. IMPLICATIONS FOR OTHER GOVERNANCE ARRANGEMENTS, BOARDS AND PARTNERSHIP ARRANGEMENTS, INCLUDING ANY POLICY AND FINANCIAL CHANGES, REQUIRED TO PROGRESS THE ITEM

7.1 As briefly discussed above, the Orpington H+WBC Project derived originally primarily from the findings and priorities identified in the 2011 Joint Strategic Needs Assessment; the service focus and priorities were then heavily influenced by the findings of the Orpington Health Needs Assessment and have been further refined as a result of the development of the NHS Bromley CCG Strategic Plans, the NHS South East London Strategy and the Bromley Health and Wellbeing Board's own Strategy.

7.2 The need to improve the quality of Primary Care premises and facilities was also driven by the former Bromley PCT's estates review of GP Practice premises across Bromley with the priority identified to relocate the worst provided practices into a purpose designed and central location, co-located with other relevant services in an H+WBC.

7.3 From the outset it was planned that the Centre would bring together under one roof, in a highly accessible town centre location, a range of services including:-

- Primary Care
- Community
- Out-Patients
- Diagnostics, including X-Ray and Ultrasound
- Wellbeing services

7.4 These are detailed in full in the Outline Business Case, including forecast activity levels and the resultant space and facilities requirements which have in turn driven the detailed designs for the Centre.

7.5 The development of the Centre, in its priority town centre location, has been actively and consistently supported by the London Borough of Bromley and Jo Johnson MP

7.6 There has been considerable engagement with a wide range of relevant Voluntary Sector organisations, as well as the London Borough of Bromley, including Public Health, to establish the role which the Centre can play in hosting a range of preventative and wellbeing services, including self management and information and advice. This work is being progressed as part of the jointly commissioned Transformation Programme (which is being discussed elsewhere on this agenda)..

8. COMMENT FROM THE DIRECTOR OF AUTHOR ORGANISATION

The Orpington Health and Wellbeing Centre will help deliver important improvements to the health of the local population. The approach of prevention, early detection and good management in determining both the types of services to be provided but also the environment created to connect with the local population sits well with the priorities set out in the key strategic plans for health care in Bromley.

The Bromley Health & Wellbeing Board Strategy and that of Bromley CCG require health services to be responsive to the needs of its population and both the “NHS Five Year Forward View” and the models of care described in “Our Healthier South East London” emphasise the principles adopted in the planning for this health and wellbeing centre. We can enable therefore, through excellent general practice, partnered with community and specialist care, patients being better supported in the management of their long term conditions such as Diabetes and Heart Disease or directed earlier to the diagnostics that identify problems such as Cancer or Dementia and to the treatments needed for other serious illnesses. In addition we have the opportunity to keep the public informed in how they can best take advantage of the many opportunities to prevent illness, be it through screening for cancer, immunisation against serious disease or living a healthy and active lifestyle.

Dr Andrew Parson, Clinical Chair, Bromley CCG

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	“Orpington Health and Wellbeing Centre: Outline Business Case, May 2015” The approved Outline Business Case for the Centre is accessible via a link on the NHS Bromley CCG website

9. LIST OF ABBREVIATIONS

QIPP: Quality, Innovation, Productivity and Prevention (a national NHS Programme)

JSNA: Joint Strategic Needs Assessment

COPD: Chronic Obstructive Pulmonary Disease

H+WBC: Orpington Health and Wellbeing Centre

NHS FT: NHS Foundation Trust

PAU: NHS Executive Projects Appraisal Unit

NHSE: NHS Executive

NHSPS: NHS Property Services

OBC: Outline Business Case

FBC: Full Business Case

SRO: Senior Responsible Officer