

MEDWAY COUNCIL
 Gun Wharf
 Dock Road



Health Overview and Scrutiny

Assessment of whether or not a proposal for the development of the health service or a variation in the provision of the health service in Medway is substantial

1. A brief outline of the proposal with reasons for the change

Commissioning Body and contact details: Medway CCG, Sharon Dosanjh, sharondosanjh@nhs.net

Current/prospective Provider(s): Kent and Medway Partnership Trust (KMPT)

Outline of proposal with reasons: Relocation of existing mental health services from out-dated, poor quality buildings to newly refurbished, fit-for-purpose town centre location, in partnership with Medway Council who own the proposed new service hub building. The existing buildings, at Canada House and Elizabeth House are now unfit for use, neither ever having been designed for this purpose and both significantly aged. There will be no reduction in services provided or in resources to provide them. By virtue of an improved layout and design, it is intended to increase and improve the nature of what is provided to the Medway population, through the benefits of integrating currently separate services on a single site.

2. **Intended decision date and deadline for comments** (The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 require the local authority to be notified of the date when it is intended to make a decision as to whether to proceed with any proposal for a substantial service development or variation and the deadline for Overview and Scrutiny comments to be submitted. These dates should be published.

KMPT is working with Medway Council to complete a design proposal for the new hub so that costs can be confirmed. Provided these are affordable, it is intended that the Council proceed to instruct and carry out the necessary works, with an intended occupation date no more than 12 months from the instruction date.

3. Alignment with the Medway Joint Health and Wellbeing Strategy (JHWBS).

Please explain below how the proposal will contribute to delivery of the priority themes and actions set out in Medway's JHWBS and:

- how the proposed reconfiguration will reduce health inequalities and
- promote new or enhanced integrated working between health and social care and/or other health related services

The primary purpose of the relocation is to ensure that Medway residents receive their mental health services from fit for purpose buildings, buildings which contribute to the therapeutic effect of services, and which are laid out to ensure the safety and well-being of both people who use services and those who provide them. As such the relocation is not directly driven by the JHWBS. However, the bringing together of services under one roof for both adults of working age and older people is believed to be beneficial to both groups, in terms of ready access to the most appropriate service, and the benefits of service teams working more closely together and across boundaries. This is thought to be particularly true for a defined catchment population concentrated largely in towns, such as Medway.

4. Alignment with Kent and Medway Sustainability and Transformation Plans.

This proposal originates from the discussions between stakeholder groups making up the Medway estates STP group.

5. Please provide evidence that the proposal meets the Government's four tests for service charge:

Test 1 - Strong public and patient engagement

- (i) Have patients and the public been involved in planning and developing the proposal?
- (ii) List the groups and stakeholders that have been consulted
- (iii) Has there been engagement with Medway Healthwatch?
- (iv) What has been the outcome of the consultation?
- (v) Weight given to patient, public and stakeholder views

The Britton Farm proposal replaces a previous proposal to relocate to Sovereign House. During the development of the Sovereign House proposal affected stakeholders were engaged in those plans and supported them. Reviving that discussion now that an alternative location has been found will commence once the option is shown to be affordable. Soft testing of the proposal has been met with the same level of support for relocation, driven largely by the need to move out of unfit accommodation.

Test 2 - Consistency with current and prospective need for patient choice

Mental health services in Medway currently operate from the 2 existing sites identified above, Canada House in Gillingham and Elizabeth House in Rainham. Elizabeth House is at one end of the patch, rather than centrally located, and Canada House sits in the middle of a residential area rather than town centre location. Public transport options for either involve some significant degree of travel and waking, with limited parking options for those service users who can drive. The new hub is located in a town centre, with very good parking facilities. It is intended that the range of service offers can be expanded by co-locating all of the service's expertise in one location, which will mean expanding choice for some patients.

Test 3 - A clear clinical evidence base

- (i) Is there evidence to show the change will deliver the same or better clinical outcomes for patients?
- (ii) Will any groups be less well off?
- (iii) Will the proposal contribute to achievement of national and local priorities/targets?

The change will not impact negatively on service delivery; it is likely to enhance the care as co-located teams are more likely to work effectively together. Because the current buildings are not designed for purpose it is difficult to achieve the efficiencies and synergies which Britton farm, by virtue of its open plan accommodation, will provide. The opportunity to build new safe space to see people clinically will impact positively on service user experience and the move of the building to a main shopping street locates the mental health services in the centre of the local population.

No specific groups will be less well off and this option increases travel options for people who need to use public transport to access it.

Test 4 - Evidence of support for proposals from clinical commissioners – please include commentary specifically on patient safety

Medway CCG are in support of this move. The move to a central co located location will improve service delivery. The location is central and accessible by public transport. There is no negative impact on patient safety.

Test 5 – Does the proposal include plans to significantly reduce hospital bed numbers? If so please provide evidence that one of the following three conditions set by NHS England can be met:

- (i) Demonstrate that sufficient provision, such as increased GP or community services, is being put in place alongside or ahead of bed closures, and that the new workforce will be there to deliver it; and / or
- (ii) Show that specific new treatments or therapies, such as new anti-coagulation drugs used to treat strokes, will reduce specific categories of admissions; or

- (iii) Where a hospital has been using beds less efficiently than the national average, that it has a credible plan to improve performance without affecting patient care (for example in line with the Getting it Right First Time programme).

No impact on beds, these are community-based services.

6. Effect on access to services

- (a) The number of patients likely to be affected
- (b) Will a service be withdrawn from any patients?
- (c) Will new services be available to patients?
- (d) Will patients and carers experience a change in the way they access services (ie changes to travel or times of the day)?

- a) All Medway mental health patients will be affected positively thanks to the improved facilities.
- b) No services will be withdrawn as a consequence of the relocation.
- c) Some new services can begin to be developed as a consequence of the possibilities of integration of currently separate services as a result of relocation and centralisation
- d) Yes. For most, this change will be positive, with the High St location being an improvement in all ways on Canada House. Both are in Gillingham. For the older people's service at Elizabeth House most service user journeys will be shortened, as the new location is more central to the patch. Of course, some Rainham service users will travel further under the new arrangement.

7. Demographic assumptions

- (a) What demographic projections have been taken into account in formulating the proposals?
- (b) What are the implications for future patient flows and catchment areas for the service?

The service will serve the same people the current service does – this is a move to a new building in a more accessible place in an area the general public are more likely to walk past. The new site may provide the option for team expansion in the future; The service will operate Hot Desks and expansion is not currently planned but with an increase of mental ill health and anticipated increases in financial resources targeting mental health in the future, there may be future options to expand.

This move could offer the opportunity to align with partner organisations especially in the third sector, for example, offering space to develop carers groups.

8. Diversity Impact

Please set out details of your diversity impact assessment for the proposal and any action proposed to mitigate negative impact on any specific groups of people in Medway?

A full Equality Impact Assessment will be carried out if the development is to proceed. In the meantime a Quality Impact Assessment has been completed and no risks identified. The area of the new building would make the service more accessible rather than less and more available to the general population. Good design will focus on a fully inclusive environment.

9. Financial Sustainability

- (a) Will the change generate a significant increase or decrease in demand for a service?
- (b) To what extent is this proposal driven by financial implications? (For example the need to make efficiency savings)
- (c) Is there assurance that the proposal does not require unsustainable level of capital expenditure?
- (d) Will it be affordable in revenue terms?
- (e) What would be the impact of 'no change'?

- a) No significant change in demand is envisaged as a consequence of relocation.
- b) The new accommodation, by virtue of its higher quality, will increase the cost of the service estate. This will not be offset by marginal improvements in administrative efficiencies, so represents a cost pressure to the trust which has been accepted.
- c) This is to be confirmed by the Council once the design is finalised.
- d) Yes (subject to above).
- e) Continuation of the current segregated service to Medway residents, offered from poor quality, unfit accommodation, further exacerbating the perceived inequity of provision to people with mental health problems, in comparison to other NHS patient and society groups.

10. Wider Infrastructure

- (a) What infrastructure will be available to support the redesigned or reconfigured service?
- (b) Please comment on transport implications in the context of sustainability and access

- a) The new hub will be self-sufficient for its purpose, and significantly better equipped for parking than currently, under the lease proposed.
- b) There are excellent public transports links to the Britton Farm site. Gillingham Train station is within a short walking distance. There is a bus stop directly outside the building. There is public car parking available on site. Usage of the site by employees and service users will be no greater than envisaged when the building was functioning as a supermarket site.

11. Is there any other information you feel the Committee should consider?

This proposal has come about as a result of discussions regarding the One Public Estate initiative which the Council has led on in the Medway area. It envisages the more efficient use of the public sector estate. KMPT supported the Council's successful bid for feasibility funding to bring the proposed move forward.

Perhaps the most significant benefit within this proposal is that it would enable KMPT to enhance their service offer. In addition it is anticipated that the siting of in the region of 200 professional staff and visitors on site will make a positive economic impact in Gillingham. Successful reconfiguration of the building into modern, efficient and fit for purpose office and consultation accommodation will also pave the way for a start-up business hub on site and approximately 40 units of residential.

12. Please state whether or not you consider this proposal to be substantial, thereby generating a statutory requirement to consult with Overview and Scrutiny

The Trust does not consider the proposal to be "substantial" in the meaning here. There are no service reductions, only developments, particularly the improved care environment which is being designed. Service users will be engaged in the development through the design and implementation process, which will be supported by comprehensive communication and engagement strategies.