



## **REPORT of CHIEF EXECUTIVE**

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**to  
COMMUNITY SERVICES COMMITTEE  
23 MAY 2017**

### **MALDON HEALTH HUB PROJECT**

#### **1. PURPOSE OF THE REPORT**

1.1 To update Members on progress of the Maldon Health Hub Project.

#### **2. RECOMMENDATION**

That the contents of this report be noted.

#### **3. SUMMARY OF KEY ISSUES**

3.1 This report is for Members' information only.

3.2 A meeting of the Maldon Health Hub Stakeholder Project Board took place on 28 April 2017 and the following key points are of note.

##### **3.3 Primary Care**

3.3.1 Presentations providing an overview of the primary care provision across both the Dengie and Maldon localities were provided. The presentations provided the following information:-

3.3.1.1 Negotiations regarding the provision of health care facility North Heybridge Garden Suburb are underway and draft Heads of Terms have been drawn up. National Health Service (NHS) England, Mid Essex Clinical Commissioning Group (MECCG), Countryside and Maldon District Council (MDC) are involved in those discussions. The need for certainty on space requirements was stressed so that work on the business case can commence.

3.3.1.2 The Project Manager confirmed that the previous uncertainties regarding the impact of relocation of the surgeries on dispensing and pharmacy provision have now been ironed out.

3.3.1.3 Both Blackwater and Longfield surgeries have been allocated funding from the General Practitioner (GP) Resilience Fund to enable them to undertake joint "diagnostic" work that will help identify strategies to improve their resilience. Conclusions from this work will contribute to the business case for relocation of the Blackwater practice into the new health hub.

3.3.1.4 A copy of the presentations are provided as background papers to this report.

### 3.4 **Health Hub**

3.4.1 The services currently provided at St Peter's Hospital are as follows:

- Inpatient Stroke / Rehabilitation Services;
- Midwifery-Led Maternity Services;
- Outpatients;
- Audiology;
- Tissue Viability and Lymphoedema Services;
- Imaging;
- Phlebotomy;
- Physiotherapy;
- Occupational Therapy;
- Speech and Language Therapy;
- Early Supported Discharge;
- Out of Hours GP service.

3.4.2 The CCG's stated intention is that the new Maldon Health Hub will incorporate all services currently provided at St Peter's Hospital (with the possible exception of inpatient beds) and a range of new services.

3.4.3 The provision or otherwise of Inpatient Services is the subject of a review being led by Mid Essex CCG, set in the context of the regional Sustainability and Transformation Plan. Members have previously been informed of the CCG's aim of delivering high quality care, closer to home. Development of their 'Home First' model of care is being led and designed by nurses and doctors. The CCG wish to ensure that a patient's journey is supported from the point of acute (hospital) admission to discharge home. They also intend to make provision of more intensive care within people's homes and look to ensure that patients who can be treated within the community without the need for a hospital admission will be able to access high quality and timely care when required. It is possible that as part of this development they will look to pay for less community hospital beds and instead invest in better ways to care for patients in their own home or potentially in nursing homes with extra care. The CCG is aiming to make recommendations on this new model of care in May 2017. A Clinical Review Group chaired by the CCG Director of Nursing will lead this work and will share conclusions on the model with partners and patients for their views during the summer.

3.4.4 It has been confirmed that the Maldon Health Hub will include GP services (expected to be provided by the Blackwater Practice) and, potentially, a Pharmacy.

3.4.5 The key outstanding issues to resolve in relation to the scope of service for the Maldon Health Hub are the provision of Mental Health services, local authority services (both Essex County Council (ECC) and MDC) and voluntary sector services.

3.4.6 An assessment has been made, at high-level, of the space that would be required in the Maldon Health Hub to accommodate the proposed scope of services and projected future activity volumes. The approach that has been adopted is as follows:

- Activity projections for clinical services have been provided by Mid Essex CCG;
- Activity projections have been converted into capacity requirements by Arcadis;
- Space requirements for clinical services have been estimated on the basis of relevant guidance and experience of similar schemes delivered elsewhere;
- Allowances have been made for departments for which detailed specifications have not yet been provided, i.e. support facilities, community & commercial facilities and a staff administration base (hot-desking) for community clinical staff;
- Engagement with commissioners and providers is now required to finalise the activity projections, capacity requirements and room-by-room Schedule of Accommodation.

### 3.5 **Site Options**

3.5.1 There has been an ongoing process of identifying and assessing potential sites for the Maldon Health Hub. The most recent assessment was undertaken by representatives of Mid Essex CCG and Maldon District Council in March 2017. Four sites were considered as follows (the references relate to a previous site list produced in 2016):

- Site A: .....St Peter's Hospital, Spital Road
- Site F: .....Maldon Leisure Quarter
- Site G: .....North of Wycke Hill
- Site H: .....Maldon Hall Farm

3.5.2 It was concluded that Sites A and G would be viable locations for the Maldon Health Hub; and Site F, which is likely to be more complex to bring forward, be held in reserve. Further discussions with the landowner for Site H are required to understand their aspirations.

### 3.6 **Service Model**

3.6.1 The CCG is out to procurement for some additional senior project management support to assist in the delivery of the Home First model. Evaluation undertaken through this project will help the CCG draw conclusions on the bed capacity required within the new facility.

3.6.2 At the current time the following options for potential service models have been identified:

- Primary Care and Community Health Services;
- Primary Care and Community Health Services + Inpatient Beds;
- Primary Care and Community Health Services + Care Home.

### 3.7 Commercial Model

3.7.1 The Outline Business Case for the Maldon Health Hub will need to set out proposals for:

- which organisation(s) will own the land and building;
- how leasing arrangements will be structured;
- which organisation(s) will be responsible for procuring the facility (i.e. “the developer”);
- how the capital funds will be obtained.

3.7.2 There will also need to be an assessment of the expected revenue cost impact of the new facility, for commissioners and providers.

3.7.3 An initial identification and appraisal of the potential funding, ownership and procurement options for the Maldon Health Hub was undertaken in 2016 with Mid Essex CCG, Mid Essex Hospitals NHS Trust, Provide and Maldon District Council. The key issues were considered but a commercial plan was not finalised, as the plan must take account of the specific features of the “preferred option” for the Maldon Health Hub.

3.7.4 The potential sources of funding for the Maldon Health Hub are:

- NHS capital;
- MDC capital;
- Private sector capital;
- or a combination of two or three of these sources.

3.7.5 On the basis of the proposed short-list of options for the Maldon Health Hub, the principal options for ownership of the new facility (and site) are as follows:

St Peter's Hospital Site	North of Wyke Hill Site
MEHT retains ownership of the land and owns the new building	The site is acquired by MDC and the building is owned by MDC
MEHT retains ownership of the land – the building is owned by NHS Property Services, MDC, Provide or a 3 <sup>rd</sup> Party Developer	The site is acquired by NHS Property Services and the building is owned by NHS Property Services
The land and building are owned by NHS Property Services, MDC, Provide or a 3 <sup>rd</sup> Party Developer	The site is acquired by Provide or a 3 <sup>rd</sup> Party Developer and the building is owned by Provide or the 3 <sup>rd</sup> Party Developer

3.7.6 In the case of either site option, a Joint Venture involving one or more parties could be created and that there are a range of options relating to lease and/or licence structures.

### 3.8 Next Steps

3.8.1 The next stage in the planning and implementation of the Maldon Health Hub is the development of an Outline Business Case (OBC) (which will be preceded by public

consultation on the service model options, as explained above). The working assumption is that Mid Essex CCG will need to produce an Outline Business Case in line with current NHS England guidance, regardless of the procurement / funding route. The OBC will need to demonstrate that the development of the Maldon Health Hub is:

- supported by local needs (the Strategic Case);
- value for money (the Economic Case);
- commercially viable (the Commercial Case);
- affordable (the Financial Case);
- deliverable (the Management Case).

The appraisals undertaken for the OBC will inform the public consultation exercise.

- 3.8.2 A project plan setting of the key tasks required to progress the Maldon Health Hub project through to public consultation (in July 2017) and Outline Business Case development are shown in at **APPENDIX 1**.

#### **4. IMPACT ON CORPORATE GOALS**

- 4.1 Work with partners to deliver the new Maldon Health Hub is a key corporate activity set out in the Council's Corporate Plan for 2015 - 2019.

#### **5. IMPLICATIONS**

- (i) **Impact on Customers** – A new Community Health Hub has the potential to improve access to health care and thereby improve the health and wellbeing of residents.
- (ii) **Impact on Equalities** – The provision of a new facility will play a role in reducing health inequalities.
- (iii) **Impact on Risk** – A project risk register is provided as a background paper to this report.
- (iv) **Impact on Resources (financial)** – None at the current time.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – A full environmental impact assessment will be required as part of the development of a Community Hospital.

#### Background Papers:

Maldon Locality Profile  
Dengie Locality Profile

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