

5 March 2020	ITEM: 10 TABLED
Health and Wellbeing Overview and Scrutiny Committee	
Orsett Hospital Task and Finish Group – Report of the Group to HOSC	
Wards and communities affected: All	Key Decision: N/A
Report of: The Task and Finish Group	
Accountable Assistant Director: N/A	
Accountable Director: Roger Harris – Corporate Director Adults, Housing and Health / Mandy Ansell – Thurrock CCG Accountable Officer	
This report is – for agreement	

Executive Summary

This report summarises the work of the Orsett Hospital Task and Finish Group (T&FG) that was established by HOSC in 2018.

The T&F Group has met on three occasions and in addition has carried out two site visits, one to Orsett Hospital and one to Thurrock Hospital plus the site of the proposed Integrated Medical Centre (IMC) in Corringham and Stanford le Hope.

It is proposed that this is the final report of the T&F Group and if the committee accepts its recommendations these are monitored through the ongoing work of HOSC itself.

1. Recommendation(s)

- 1.1 **The Memorandum of Understanding (MoU) core principle that was agreed back in 2017, by all parties, is reconfirmed – i.e. that all clinical services based at Orsett Hospital serving Thurrock residents should remain within Thurrock and be based in more local, community based settings.**
- 1.2 **All agencies need to accelerate the programme around the Integrated Medical Centres (IMCs) with a target to have all fully open by the end of 2023.**
- 1.3 **There has been insufficient communication with the wider community about the post Orsett Hospital Plans. The T&FG would like to see a joint**

NHS / LA communications and engagement strategy agreed within 3 months.

- 1.4 The transport and parking strategy around the IMCs is not sufficiently well developed. Coordination around bus routes, provision of adequate car-parking on all four IMC sites and the role of community transport is inadequate and we would like to see a full strategy developed within 6 months.**
- 1.5 The T&FG would like to see a fully worked up de-commissioning plan for Orsett Hospital developed before the end of this calendar year. Orsett Hospital continues to provide valuable services for the people of Thurrock and will do so for years to come. For both patients and the staff that serve the hospital a clearly mapped out plan to ensure the hospital is functioning effectively during this period and people can see where their services are going to be re-provided is essential.**
- 1.6 The T&FG understands that the financing of the IMC programme is still under discussion. We would like this matter resolved urgently and greater clarity over how the whole programme will be funded as we see it as a vital part of supporting our wider ambitions over regeneration and supporting health and care expansion in Thurrock – especially with our growing population.**

2. Introduction and Background

- 2.1 HOSC established this Task and Finish in 2018 to review the closure programme for Orsett Hospital and the plans all agencies had for the reprovision of its services. At the same time the matter of Orsett Hospital closure was referred to the Secretary of State for final determination.**
- 2.2 In July 2019 after consulting with the Independent Reconfiguration Panel (IRP) the Secretary of State confirmed the decision of the five CCG's Joint Committee and agreed Orsett Hospital should close, but only after the alternative plans for the services to move out – i.e. the 4 Integrated Medical Centres – were up and running.**
- 2.3 The Task and Finish Group has had three meetings and has been chaired by the Chair of HOSC – Cllr Victoria Holloway. The terms of reference are attached at **Appendix 1**.**
- 2.4 The Task and Finish Group has conducted two site visits – one to Thurrock Hospital and the proposed site of the Corringham / Stanford Le Hope IMC in January 2020 and a visit to Orsett Hospital in February 2020. Representatives of various NHS organisations met the T&FG on site presented their proposals and answered detailed questions on the proposals. We would like to thank them for their time on both of these visits. See **Appendix 2** for the current services and site configuration for Orsett Hospital. See **Appendix 3** for the potential configuration of services on Thurrock Hospital.**

3. Issues, Options and Analysis of Options

- 3.1 There has been genuine concern over the proposals for Orsett Hospital. This has served the Thurrock Community for many years and continues to do so. The CCG Joint Committee acting alongside the Mid and South Essex Sustainability and Transformation Partnership (STP) agreed in July 2018 amongst a package of proposals, to close Orsett Hospital and transfer the services to more local, community based provision.
- 3.2 HOSC referred the closure decision to the Secretary of State and he decided to ask the IRP to review the decision. The IRP made a recommendation back to the Secretary of State to support the closure but added that the hospital should not close until the alternative plans – principally the four IMCs – were in place.
- 3.3 The T&FG met on three occasions and at its final meeting on 25 February had a very helpful presentation by the Chair of the “People’s Panel” that had been established by the STP to advise the STP and the wider partnership. It was clear from this presentation that there had been a shift in people’s views – concerns remained about whether the four IMC’s were going to happen but increasingly people were starting to believe that these were going to be a reality. The IMCs are seen as an exciting opportunity to deliver more local joined up services.
- 3.4 At the meeting on 25 February the T&FG was able to ask senior representatives from health and social care (see the final set of minutes) about their plans. Members were particularly concerned to see far more work undertaken over transport proposals, parking on all four sites, how the wider public was being engaged about the proposals and the time it was taken to get the four centres established. These points are reflected in the recommendations.

4. Reasons for Recommendation

- 4.1 The recommendations are designed to address some of the key concerns that members had about the time taken to develop the alternatives around Orsett hospital, building and expanding the primary care estate and also delivering more local and more accessible health and care services.
- 4.2 The development of the four IMCs also ensures that we are addressing some of the challenges of the growing population within Thurrock and the fact that we have significantly fewer GPs than we should.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 The T&FG had representation from the People’s Panel at its meeting on 25th February.

5.2 Two site visits have been undertaken as detailed above. Representatives for Thurrock Healthwatch have been invited to and present at our public meetings.

6. Impact on corporate policies, priorities, performance and community impact

6.1 The development of the four Integrated Medical Centres is a key part of the Council's proposals to improve and expand on the vital Infrastructure within the Borough.

6.2 It is accepted (see Director of Public Health report – The Case for Change 2017) that primary care in Thurrock is poorly developed and under strain. The IMC programme is seeking to address this.

7. Implications

7.1 Financial

Implications verified by: **Mike Jones**
Corporate Finance

Each IMC will be subject to an individual Business Case that will be considered by the IMC Programme Board and will require agreement by each of the individual organisation who will be occupying IMC. The Directors of Finance for the Council and each NHS partner are meeting regularly to discuss the overall approach to financing the IMC Programme as a whole. These discussion a reported back as standing item as part of the overall programme board agenda

7.2 Legal

Implications verified by: **Roger Harris**
Corporate Director for Adults, Housing and Health

Contained within the body of the report.

7.3 Diversity and Equality

Implications verified by: **Roger Harris**
Corporate Director for Adults, Housing and Health

Contained within the body of the report.

7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

Covered within the main body of the report.

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

Minutes of the Orsett Hospital Task & Finish Group can be found from the following link:

<https://democracy.thurrock.gov.uk/ieListMeetings.aspx?CIId=440&Year=0>

9. **Appendices to the report**

- Appendix 1. Orsett Hospital T&FG Terms of Reference.
- Appendix 2. Orsett Hospital map and list of services.
- Appendix 3. Thurrock Hospital / IMC development plans.

Report Author:

Roger Harris

Corporate Director

Adults, Health and Housing

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Orsett Hospital Task and Finish Group Terms of Reference

Aim:

To scrutinise the current proposed closure process of Orsett Hospital to include:

- the proposed transfer of services;
- the timings and the operational position of the integrated medical centres;
- to have a clear focus on the future of Orsett Hospital and to address alternative proposals.

Membership:

6 elected Members (to be decided on politically proportion)

Chair:

The Chair and Vice-Chair shall be elected by the membership of the Task and Finish Group at its first meeting. The appointment will last until the work of the Task and Finish Group is complete.

Duration:

The Task and Finish Group shall continue until such time as all business of the Task and Finish Group is complete. The proposed end date of the Review will be February 2019.

Activities:

The Task and Finish Group will undertake all but not exclusively the following activities:

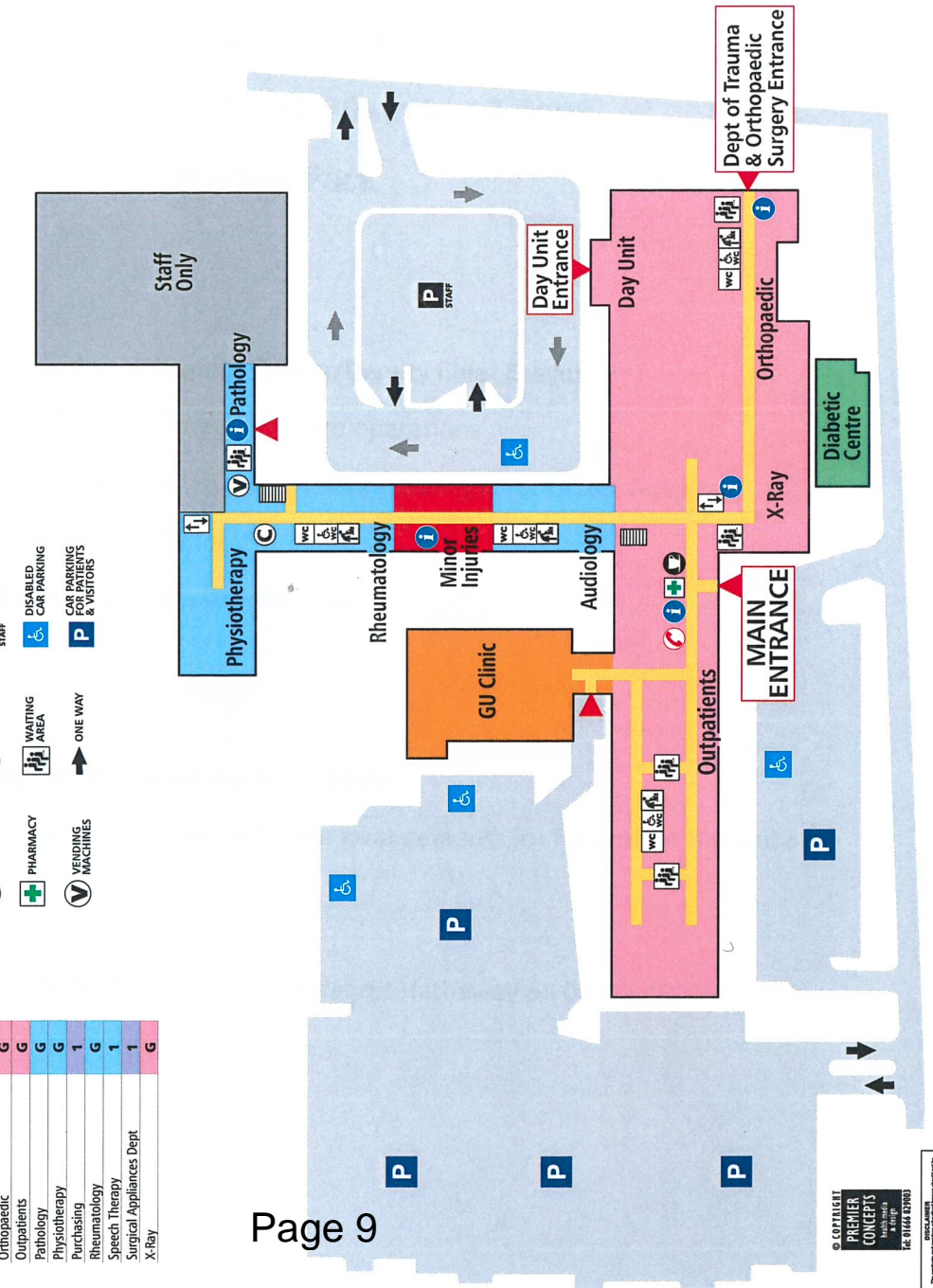
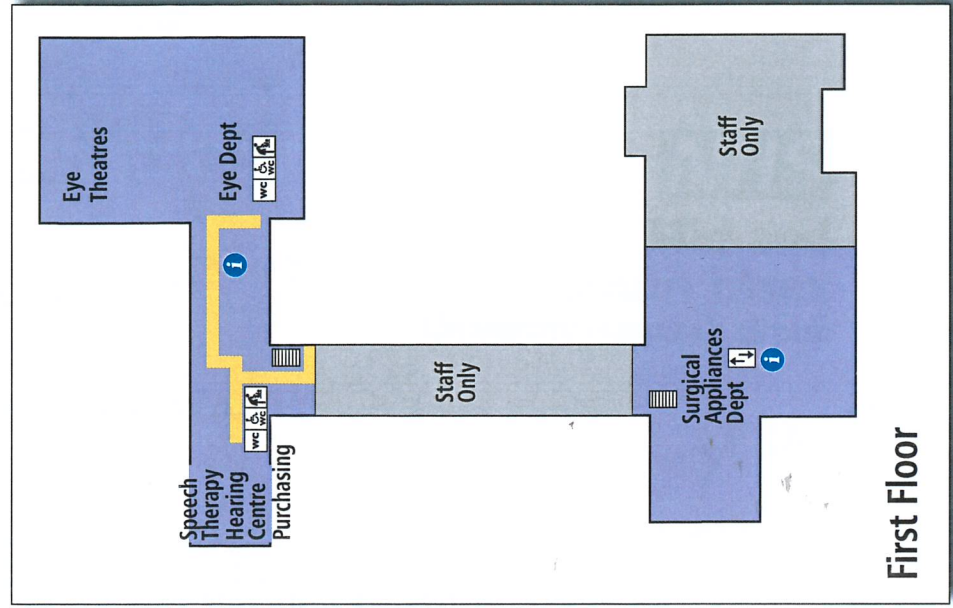
September 2018	Seek membership nominations from Group Leaders
September/early October 2018	Convene first meeting to: <ul style="list-style-type: none"> • Meet with Officers and receive general information pack on the Orsett Hospital Issue • Agree any public consultation process (for example focus group) • Invite any witnesses who will be needed to provide background information on the Topic • Identify patient groups affected by closure and seek information from them • Undertake any research on the topic for Task and Finish Group
November 2018	Undertake a site visit to Orsett Hospital
December 2018	Hold witness session with CCG, NHS and Chair of Health and Wellbeing Board
January 2019	Consult with HealthWatch and Thurrock Coalition

Early February 2019	Site visit to proposed locations of the Integrated Medical Centres
February 2019	Meet to formulate recommendations Write report Bring back report to Task and Finish Group/Health and Wellbeing Overview and Scrutiny Committee and Cabinet

Welcome to Orsett Hospital

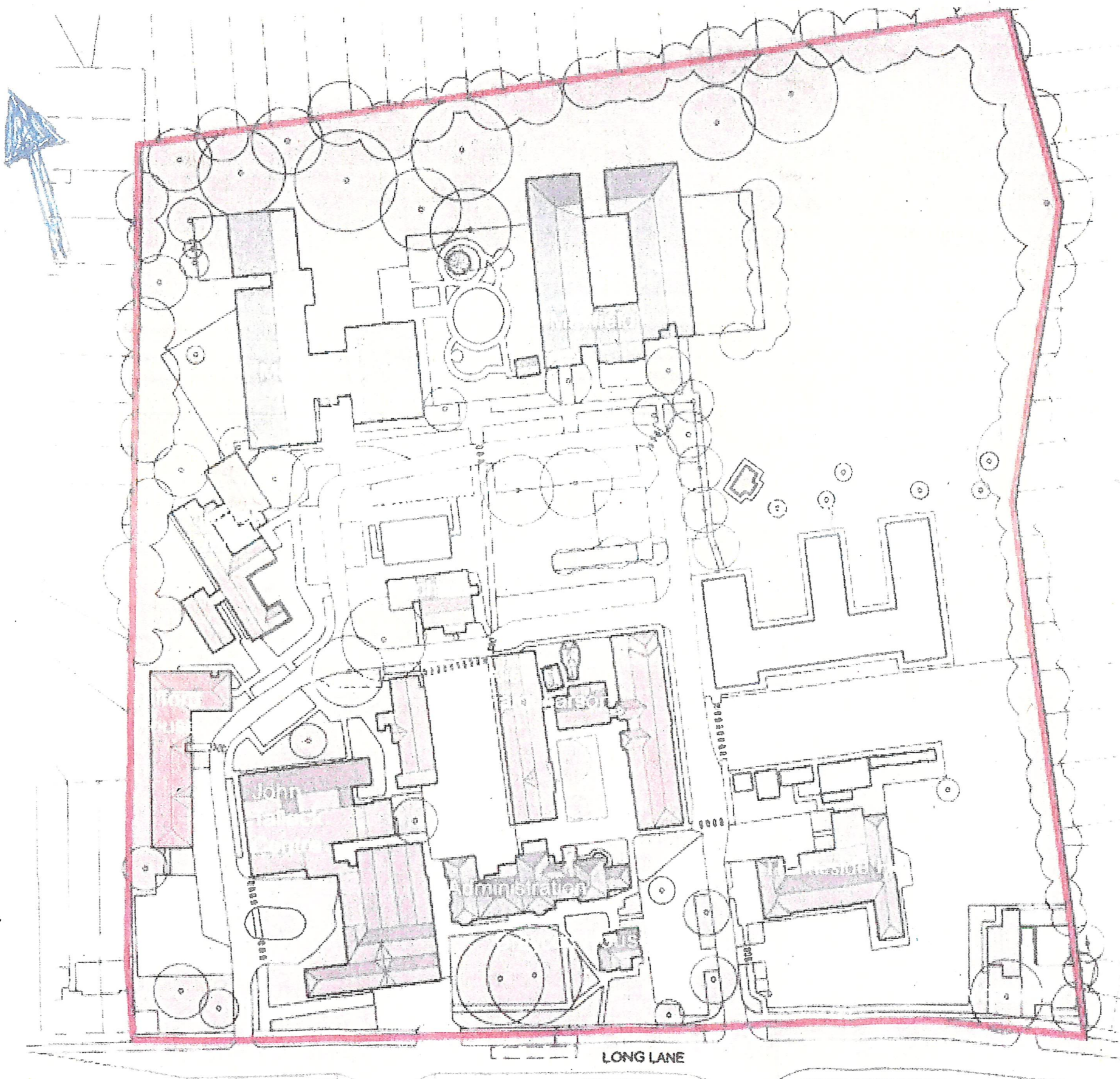
Department	Floor
Audiology	G
Day Unit	G
Diabetic Centre	1
Eye Dept	1
Eye Theatres	1
GU Clinic	G
Hearing Centre	1
Minor Injuries	G
Orthopaedic	G
Outpatients	G
Pathology	G
Physiotherapy	G
Purchasing	1
Rheumatology	G
Speech Therapy	1
Surgical Appliances Dept	1
X-Ray	G

- INFORMATION
- LINK CORRIDORS
- ENTRANCES
- CAFE
- PHARMACY
- VENDING MACHINES
- STAIRS
- LIFTS
- PUBLIC TELEPHONE
- CASHIER'S OFFICE
- WAITING AREA
- ONE WAY
- WC MALE & FEMALE
- BABY CHANGING
- DISABLED WC
- STAFF ONLY CAR PARKING
- DISABLED CAR PARKING
- CAR PARKING FOR PATIENTS & VISITORS



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SITE PLAN



The red line denotes the area to be developed as part of the masterplan.

The following pages give our appreciation of the site, and our understanding is broken down into the following:

- Circulation, Parking and Access
- Occupants and Use
- Scale
- Green Areas
- Planning History
- Buildings

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