

28 June 2019		ITEM: 7
Health and Wellbeing Board		
Integrated Medical Centres – Progress Report		
Wards and communities affected: All	Key Decision: Non-Key	
Report of: Cllr Halden, Portfolio Holder Health and Education / Cllr Mark Coxshall, Portfolio Holder Regeneration		
Accountable Head of Service: Roger Harris, Corporate Director of Adults, Housing and Health		
Accountable Director: Detlev Munster, Assistant Director Property, Regeneration and Development		
This report is Public		

Executive Summary

The Council and partners in the health sector have been working together to develop a new model of care. This will provide an integrated health and social care service, delivered from modern, high quality premises and able to attract the best staff.

Four new Integrated Medical Centres are proposed with the intention of locating the new model of care in the heart of the communities that they serve, thereby bringing a greater range of health and care services under one roof so as to improve and simplify care pathways for patients.

Good progress continues to be made with planning, financing and service transformation for all four Integrated Medical Centres, and dedicated programme management is now in place. This report updates the Health and Well-Being Board on progress of the programme, and with each of the centres, and also the work being undertaken which may result in a new integrated health centre in South Ockendon.

1. Recommendation(s)

1.1 The Health and Well-Being Board is asked to consider and note this report.

2. Introduction and Background

2.1 The Health and Well-Being Board will be aware that the quality of health provision in several areas of the Borough falls below the standards that the Council and National Health Service partners would like to see delivered. The Council, with its health partners, have an exciting opportunity to address this and improve the health and well-being of the population of Thurrock by moving from outdated facilities and fragmented services, improving the capacity and capability of primary, community and mental health care, and delivering an integrated health, social care and community/third sector care model with Thurrock's residents at its heart.

2.2 To this end the Council entered into a Memorandum of Understanding (May 2017) with Basildon and Thurrock Hospitals NHS Foundation Trust, Essex Partnership University NHS Foundation Trust, North East London NHS Foundation Trust, and Thurrock Clinical Commissioning Group. This ensured that our strategy locally evolved from the broad concept of Integrated Healthy Living Centres into a firm commitment to deliver four new Integrated Medical Centres in Thurrock. A dedicated programme management resource, reporting to an alliance of the Council and health partners, has recently been commissioned to oversee delivery of the Integrated Medical Centres.

2.3 The Integrated Medical Centres will serve local populations and will be located in:

- Tilbury - to primarily serve Tilbury and Chadwell;
- Corringham – to primarily serve Stanford and Corringham;
- Grays – to primarily serve Grays but also to act as a Central Hub for the whole of Thurrock; and
- Purfleet – to primarily serve Purfleet, Aveley and South Ockendon.

2.4 The Council has been working with the Thurrock Clinical Commissioning Group and health providers to develop the concept of Integrated Medical Centres which will provide an integrated

model of care, in high quality premises located in the communities that they serve. The Integrated Medical Centres, will be crucial to the introduction of the new model of care as presented by the Director of Public Health, including the new Primary Care offer, Well-Being Teams and Technology Enabled Care.

- 2.5 Discussions have been held with health partners over the future provision of community mental health services with the aim of improving accessibility. The Mental Health Peer Review in 2018 was clear that, where possible, mental health provision should be integrated into the proposed Integrated Medical Centres and officers are now working to see this implemented.

3. Issues, Options and Analysis of Options

The Operating Model for the Integrated Medical Centres Programme

- 3.1 The new model of service provision which will be delivered from the Integrated Medical Centres is focussed on integration of services across provider boundaries. With the exception of the primary care areas (which have a distinct funding mechanism), providers will not have dedicated rooms that may stand empty outside of set clinic hours, rather rooms will be multifunctional and therefore interchangeable across services. Maximising the use of the space and limiting void time will support the affordability of the Centre for providers and reinforce the integration of services. It will also require a move away from a typical head lease/sub lease arrangement as services taking the sub leases will not have defined square metre areas on which to base sub lease valuations.
- 3.2 Providers are currently working together to establish a set of finance principles which seek to share the risk and rewards created as a result of actual occupancy levels when the Integrated Medical Centres are operational, and reflecting this principle of shared spaces. The shared approach to risk incentivises all partners to maintain utilisation of the Centres. These broad principles are accepted by all partners in the Thurrock Integrated Care Alliance. Thurrock Integrated Care Alliance is the overall umbrella group established by all National Health Service partners and the Council locally to take forward our integrated health and care agenda. An agreement to define these principles is currently

being drafted and once agreed in final form will be the basis of the financial structure across all four Integrated Medical Centres.

- 3.3 To ensure this shared approach results in effective, efficient and economic use of space, Public Health are finalising details of all expected health and social care service activity data for the Integrated Medical Centres:
- Service activity across Thurrock will be apportioned to each Integrated Medical Centre;
 - Health planners will then be engaged to finalise the design requirements.
- 3.4 Consideration is being given to services operating at different times to improve space utilisation, along with new ways of working, maximising agile working and the use of Technology Enabled Care including Telecare and Tele-medicine. This work is integral to the development of Integrated Medical Centres. When completed, confirmation of design requirements from all parties can be sought, and funding and other commitments agreed. Thurrock Clinical Commissioning Group has agreed in principle to commit growth monies to support the funding of the Integrated Medical Centres.
- 3.5 The decision taken by the July 2018 meeting of the Joint Clinical Commissioning Group Committee to close Orsett Hospital and re-locate services into the community potentially further supports the need to develop Integrated Medical Centres in a timely manner. However, this decision has been referred to the Secretary of State and, it is understood, he has referred the matter to Lord Ribeiro for a screening assessment by 19 July 2019. Obviously, the plans for the Integrated Medical Centres cannot be finalised until the matter is determined.

Tilbury and Chadwell Integrated Medical Centre

- 3.6 The aspiration to deliver four Integrated Medical Centres in 2020/21 remains challenging. However, since the Council took the decision to lead on the delivery of the Tilbury and Chadwell Integrated Medical Centres on the site of the Community Resource Centre in Tilbury work has progressed significantly. The financing of this scheme has been modelled by the Council using prudential borrowing.
- 3.7 The Council, Thurrock Clinical Commissioning Group and health service providers have worked collaboratively to develop a schedule of accommodation that can be provided at Tilbury and Chadwell Integrated Medical Centre. This accommodation schedule fully subscribes to the integrated vision and includes provision for:
- Multi-functional consultation and examination rooms;
 - therapy rooms;
 - treatment rooms;
 - interview rooms;
 - group rooms;
 - phlebotomy bay;
 - mobile imaging docking bay;
 - shared workspace;
 - library;
 - community hub; and
 - public access meeting rooms.
- 3.8 The suite of flexible clinical rooms enables multiple services to make use of the space meaning patients can access the services they need on a single site. The community elements in the Integrated Medical Centre, including the library and community hub have a key role to play in addressing the wider determinants of health. This is supported by shared workspace which will allow staff from Council departments and other services to be based at the Integrated Medical Centre on a flexible basis, bringing the delivery of public services into the community and creating better opportunities for joined up working across professions and disciplines.

Stanford and Corringham Integrated Medical Centre

3.9 The delivery of the Stanford and Corringham Integrated Medical Centre, on the site of 105 The Sorrells, Stanford Le Hope, is being led and funded by North East London NHS Foundation Trust. Planning consent for this Integrated Medical Centre was secured in 2016 and amended in 2018 to extend the proposed opening hours.

3.10 The building will accommodate the following clinical services:

- General Practitioners (estimated 2,000 patient list size)
- Adult Services - Integrated Community Teams
- Diabetes Services
- Cardiac & Respiratory Services
- Therapy and Rehabilitation (including Hearing Therapy)
- Sexual Health Medicine
- End of Life and Palliative Care
- Children's Services
- Universal Children's Services
- Specialist Children's Services
- Community Children's Nursing Teams
- Therapy and Rehabilitation (including Speech and Language Therapy)
- Emotional Wellbeing Mental Health Service
- Visiting clinicians

3.11 A decision on the Business Case for the development is expected to be taken by the North East London NHS Foundation Trust Board imminently. As this Integrated Medical Centre already has consented development plans, there is a lesser dependency on the outcome of the referral of the decision to close Orsett Hospital. With an estimated build period of 15 months, it is anticipated that this Integrated Medical Centre could be operational from late 2021.

Purfleet Integrated Medical Centre

3.12 The Purfleet Integrated Medical Centre will be delivered as part of the wider Purfleet town centre regeneration scheme. An outline planning application which includes medical facilities was submitted in December 2017 and was approved in March this year. The Purfleet Integrated Medical Centre is part of the wider

Phase 1 development proposal submitted by Purfleet Centre Regeneration Ltd (PCRL), and reflects how key this is to the whole project.

- 3.13 Purfleet Centre Regeneration Ltd, the appointed developer for the scheme is committed to assisting with the delivery of the Integrated Medical Centre as part of the development. The schedule of accommodation is being finalised with partners and detailed design work will then commence (commissioned by Purfleet Centre Regeneration Ltd). The funding strategy for this Integrated Medical Centre is still to be finalised. Delivery of this Integrated Medical Centre is anticipated to be in 2022.

Grays Integrated Medical Centre

- 3.14 Thurrock Community Hospital has been designated as the new Integrated Medical Centre for Grays, and is the only Integrated Medical Centre which will be predominantly a refurbishment of an existing healthcare facility rather than an entirely new-build development. The site is owned by Essex Partnership University NHS Foundation Trust which leases part of the site to North East London NHS Foundation Trust, and third sector providers. The site currently has 19 separate buildings, with over half of the buildings vacant or underutilised which means the estate is inefficient in use and offers an opportunity to reconfigure and redesign to improve delivery.
- 3.15 A master planning exercise for the whole the current site has been undertaken with the support of the Council, and a range of options are under consideration. The layout of the site lends itself to the zoning of two main areas: a "Health Village", incorporating quieter and more long term activities, and a "Day Hub", the space where patients would come for appointments and more short term activities. ARCHUS (consultants) have now been commissioned by Essex Partnership University NHS Foundation Trust to undertake a further detailed costed development plan.
- 3.16 As the only site already built, Thurrock Community Hospital offers the opportunity to renovate and redesign facilities to accommodate services, with the potential to bring services on line in a shorter time frame.

3.17 Thurrock Clinical Commissioning Group is also in consultation with relevant primary care providers to try and ensure that there is a significant primary care service on site because until recently it was going to be the only Integrated Medical Centre without General Practice services at its core. These discussions are ongoing but health colleagues are confident of a positive outcome.

Integrated Medical Centres (Phase 2)

3.18 The Council is currently procuring the Design Team for a 21st Century Residential Facility on the White Acre/Dilkes Wood site on Daiglen Drive in South Ockendon. This is not an Integrated Medical Centre but may emerge as a related project which will improve health provision in Thurrock.

3.19 The South Ockendon Health Centre on Darenth Lane is adjacent to the White Acre/Dilkes Wood site and is currently occupied by a single handed General Practice, a branch surgery of an Aveley Practice, and a range of other clinical services including Health Visitors and dentists. Health partners have confirmed the building is no longer fit for purpose, and they see potential benefits in redeveloping the site to create a new health centre which could bring together other surgeries from the local area, and to equip it with a fuller range of primary care facilities as well as facilities for the local community. A series of workshops are currently being planned to explore the options.

4. Reasons for Recommendation

4.1 Delivery of the Integrated Medical Centres programme is essential to securing high quality health outcomes for Thurrock residents. The Council has agreed to take the lead on the delivery of the Tilbury and Chadwell Integrated Medical Centre and has already committed funding to the initial design phase. It remains closely involved in the design and delivery of all 4 Integrated Medical Centres, both through the overarching programme board, and its contribution to the development of each individual project.

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

- 5.1 Reports were presented to Planning, Transport and Regeneration Overview and Scrutiny Committee, and Health and Well-Being Overview and Scrutiny in September 2018. Further consultation on the specifics of each of the Integrated Medical Centres will be undertaken as part of the planning process.
- 5.2 Health Watch will be organising a People's Panel to gain public input into the development of all four Integrated Medical Centres.

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

- 6.1 The Integrated Medical Centres programme supports all three subsections of the 'People' element of the Council's corporate vision and priorities.
- 6.2 The programme also supports the four principles stated in the Thurrock Health and Wellbeing Strategy 2016-2021 and has a specific reference under 'Goal 4 Quality care, centred around the person' of the same strategy.

7. Implications

7.1 Financial

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

- 7.1.1 This report presents details of the current proposals for the development of 4 Integrated Medical Centres. Any financial implications related to the proposals in this report will be considered at the time decisions related to the proposals are to be taken.

7.2 Legal

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

7.2.1 This report presents details of the current proposals for the development of 4 Integrated Medical Centres. Any legal implications related to the proposals in this report will be considered at the time decisions related to the proposals are to be taken.

7.3 **Diversity and Equality**

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

7.3.1 The Integrated Medical Centres programme is crucial in addressing the health inequalities currently experienced in some areas of the Borough. All buildings developed as part of the programme will need to comply with equalities legislation and pay attention to the particular needs of the visitors to the centre a high proportion of whom are likely to be vulnerable.

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

7.4.1 The development of the Tilbury Integrated Medical Centre will allow staff from several Council departments to work in the community that they serve improving public access to vital services. There is a clear health benefit to pursuing this programme of work.

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):

- None

9. **Appendices to the report**

- None

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