

18 June 2020		ITEM: 7
Health and Wellbeing Overview and Scrutiny Committee		
Progress Update on Major Health and Adult Social Care Projects		
Wards and communities affected: All	Key Decision: Not applicable	
Report of: Les Billingham - Assistant Director Adult Social Care / Detlev Munster, Assistant Director Property, Regeneration and Development		
Accountable Assistant Director: Les Billingham, Assistant Director Adult Social Care / Detlev Munster, Assistant Director Property, Regeneration and Development		
Accountable Director: Roger Harris, Corporate Director Adults, Housing and Health		
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 and support that will see services offering an integrated health, social care and community services, delivered from modern, high quality premises able to attract the best staff. Four new Integrated Medical Centres (IMCs) are planned 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 the IMC development programme despite the restrictions relating to the emergency period.

Work is also being undertaken to address the future need for residential care in the Borough, including intermediate care to avoid hospital admissions and to enable timely discharge. Designs are well advanced on the 21st century residential care facility on the Whiteacre / Dilkes Wood site in South Ockendon and a planning application will be submitted at the end of the summer. In addition work is being undertaken on the future possible upgrade options for Collins House.

Wider transformation initiatives that reinforce the importance of planning and providing services that are tailored to the needs of local communities, have been established. Primary Care Enhanced Teams involve working across the collective practice within localities by working with the GPs and existing practice staff across their locality to ensure people can be seen by the most appropriate person in a location which is close to where they live.

Wellbeing Teams provide a tailored service to individuals to help them live well and be part of their community. Wellbeing Teams integrate three key elements of care and support to create true wellbeing:

- Ensuring that people are safe and well
- Supporting people to do more of what matters to them
- Helping people to stay connected to others and their community

Community Led Support provides a new approach to Adult Social Care, initially introduced in the Tilbury and Chadwell area. The service offers the opportunity to have a face to face discussion with a member of the team in a convenient location close to where they live. This approach aims to bring adult social care out into the community and ensure more accessible support is made available to people.

We will be launching our Technology Enabled Care Strategy later this year which will consider how the use of telehealth, telecare, telemedicine, telecoaching and self-care for people with long term conditions that is convenient, accessible and cost-effective. Our Technology Enabled Care Strategy will drive forward a transformation in the way people engage in and control their own healthcare, empowering them to manage their care in a way that is right for them.

Thurrock is part of a wider health and care system: Mid and South Essex Health and Care Partnership. This covers the 5 CCGs of Thurrock, Basildon / Brentwood, Southend, Mid-Essex and Castlepoint / Richford. This complex health and care partnership arrangement is developing into something called an Integrated Care System (ICS). ICS's will cover every part of the country and seek to ensure improved outcomes where services can be better developed at scale.

For some time we have been working with our partners in the ICS to get the right balance between what is done at place – i.e. Thurrock and what is done at system i.e. Mid and South Essex. Good progress has been made on this and we are hoping that a Memorandum of Understanding will be agreed soon that states these roles and responsibilities very clearly.

1. Recommendation(s)

1.1 Health and Wellbeing Overview and Scrutiny Committee is asked to consider and comment on this report.

2. Introduction and Background

Integrated Medical Centres

- 2.1 The Health and Well-Being Overview and Scrutiny Committee are aware that the Council entered into a Memorandum of Understanding with Basildon and Thurrock Hospitals NHS Foundation Trust (BTUH), Essex Partnership University NHS Foundation Trust (EPUT), North East London NHS Foundation Trust (NELFT), and Thurrock Clinical Commissioning Group (the CCG). This underpinned our local strategy of improving 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. In July 2019 after consulting with the Independent Reconfiguration Panel 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.

2.2 The IMCs 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.

2.3 In a report to HOSC on 5 March 2020 the Orsett Hospital Task and Finish Group recommended “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.” Each of the IMCs present specific challenges and consequently are at different stages of development. This report provides a progress update on the IMC development programme, and will provide Committee with proposed designs for two of the four sites. Work on plans for the Grays IMC have been particularly affected by the priorities in the emergency period, including the relocation of Mayfield Ward.

2.4 The Council has ambitious plans for development and improvement in the Borough, including ensuring the growing numbers of older people have genuine accommodation choices that meet their aspirations for later life, and high quality integrated care when they need it. To complement the Council's HAPPI housing for older people at South Ockendon and Tilbury, and its well-regarded care home in Corringham, in January 2019 Cabinet approved the development of a new facility, fit for the 21st century, to provide high quality specialised accommodation for older people with on-site social care and nursing care, as a means of meeting growing need through a desirable and effective alternative to additional care home provision.

2.5 Designs for the new residential care facility on the Whiteacre / Dilkes Wood site are progressing well and Committee is invited to comment on the designs prior to a planning application being submitted in late summer. Unfortunately plans for a series of workshops to engage local stakeholders, including the South Ockendon Centre, as well as public meetings to discuss the development with local residents have had to be abandoned because of restrictions during the emergency period. In view of this Committee is invited to comment on the proposed use of the Consultation Portal and other virtual channels to reach out to the local community and to seek their contribution to the design of the facility.

- 2.6 The report to Cabinet in January 2019 also instructed officers to work with Basildon and Thurrock University Hospitals NHS Foundation Trust (BTUH) and other NHS partners to outline the options for a possible future upgrade to Collins House. To this end the Council engaged architects Pollard Tomas Edwards to examine the constraints and opportunities of Collins House and the Councils neighbouring land holdings. Although no easy solutions were identified in this work it has been agreed a number of opportunities should be explored in detail under the direction of the Housing and Regeneration Group.

Wider Transformation Agenda

- 2.7 The Better Care Together Thurrock (BCT) Partnership, a sub-group of Thurrock's Integrated Care Alliance and Health and Wellbeing Board drives forward wider transformation programmes, discussed in this report, that include:
- Primary Care: Enhanced Team (PCET)
 - Introduction of Wellbeing Teams
 - Community Led Support Teams
 - Technology Enabled Care and Solutions

3. Issues, Options and Analysis of Options

Integrated Medical Centres

- 3.1 Work on three of the four Integrated Medical Centres is progressing well during the Covid-19 pandemic: This has been possible because design work can be undertaken remotely, and to date little work on site has been necessary. The current status of the IMCs is as follows:

Corringham IMC (Graham James site)

- The site is owned by NELFT and on 24th March 2020 the Trust Board signed off and approved the Full Business Case for the development.
- In recognition of the priority on public health communications, NELFT and the IMC Strategic Programme Board have agreed to pause any external communication during the emergency period.
- The Programme plan has been updated and reviewed. As the development has already received planning consent, construction is expected to start on site in November 2020 ensuring full compliance with guidance on construction during the COVID-19 pandemic. It is anticipated the IMC will be operational by February 2022.

Tilbury IMC: (Civic Square site)

- Architects Pick Everard are working with the Schedule of Accommodation, agreed by the Council and its health partners in February 2020, to produce a feasibility layout.
- The integrated vision for the Tilbury site includes a circa 6,000 list size surgery, a suite of flexible clinical rooms to enable various health and care services to make use of the facility, along with community elements such as the library and community hub.

Purfleet IMC: (Purfleet Town Centre)

- The developer, Purfleet Centre Regeneration Limited, is working with the Schedule of Accommodation agreed by the Council and its health partners in February 2020 and liaising closely with the Director of Primary Care Estates for the STP.
- Initial design options and floor plans for the IMC are being developed. An on-line community design panel held on 12 May engaged 30 local people.
- Site investigations have resumed after a pause and ensuring full compliance with guidance on construction during the COVID-19 pandemic. The Government recently awarded the project £75m from the Housing Infrastructure Fund.

Grays IMC (Thurrock Community Hospital site)

- The IMC at Thurrock Community Hospital was always going to be a slightly different offer – the site already has an extensive range of existing services, and it is likely to be the site chosen for those services which can only realistically be offered in one location – e.g. potentially an Urgent Care Centre and Renal Dialysis.
- A Master Planning exercise for the whole the current site has been undertaken, and a range of options have been considered. The layout of the site is felt to lend 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.
- Thurrock Community Hospital has played a key part in the local health response to Covid-19 and consequently work on the Grays IMC has been paused since mid-March, although work to plan the IMC's development is expected to resume in June.

21st century residential care (Whiteacre / Dilkes Wood site, South Ockendon)

- Work is continuing with design to RIBA stage 2/3.
- The design solution being pursued at Whiteacre / Dilkes Wood, is a 21st Century solution to residential care with the majority of units self-contained (into which social and nursing care will be delivered by the on-site team). This may make the facility more acceptable / attractive to frail older people - they could benefit from the on-site social and nursing care while avoiding communal living if they chose or if that was deemed necessary.
- Site investigations and surveys are continuing and the site has been hoarded in response to health and safety risks identified.
- A Planning application will be submitted in late summer and the facility is expected to be completed in summer 2023.

Wider Transformation Agenda

- 3.2 Updates on key wider transformation agenda projects that support our place based support model, providing services within the community, tailored towards their needs.

Primary Care: Enhanced Team (PCET):

- Primary Care paramedics from the PCN were redeployed to support the enhanced RRAS service during the COVID crises, which has proved hugely successful. Lessons have been learned as a consequence of new ways of working that need to be considered before any final decision is taken on future deployment of the team.
- New pathways and SOPs are still to be developed with the team – workshop postponed in March 2020. To be rescheduled at an appropriate date.
- Evaluation to be developed and supported by PHT to measure the impact of the team – postponed as the team are not operating at this time

Introduction of Wellbeing Teams

- As the teams are place based, they have built strong relationships with health, social care and the community so they can provide a better all-round approach.
- Decision taken to extend until March 2021 to cover the disruption caused by Covid.
- An evaluation will be carried out at the end of the year to test the impact and to identify next steps
- Next steps will include looking at how to extend the scope of the team to add value and cost effectiveness. This will further enhance integration at place and contribute to the continuing development of new models of care.

Community Led Support Teams

- There are now four place based social work teams covering the whole of Thurrock.
- Teams have built solid relationships with organisations and the community in the areas they cover e.g. GP surgeries, LACs, Wellbeing Teams etc. All teams attend MDTs at local surgeries to promote a joined up approach
- Ability to know communities has enabled the teams to work well in place over the Covid period
- The approach to streamlining bureaucracy and processes has served them well during the pandemic as they were able to find solutions in the most appropriate way.
- Work to consider expansion to include specialist teams will be re-introduced as part of the recovery plan.

Technology Enabled Care and Solutions

- Robot Cats provided for dementia sufferers in care homes with some very positive early results – used over the Covid period which is particularly useful with increased anxiety for people not being able to see their relatives and being in a different routine
- Testing of Docobo at Collins House Care Home – monitoring of vital signs to reduce hospital admissions-was delayed and will need to be picked up post-Covid.
- Testing new forms of technology – Brain in Hand – to manage anxiety of a number of people testing the technology and enabling them to have greater independence. Very successful.
- Improved use of technology across the broader system to enable virtual communication will be explored for potential benefits as part of recovery.

4. Reasons for Recommendation

- 4.1 The development of the Integrated Medical Centres, and the 21st century residential care facility and future upgrade options for Collins House are significant opportunities to improve health and well-Being in the Borough. In line with the Council's commitment to Stronger Together, the development need to be informed by the needs and aspirations of local residents.
- 4.2 Opportunities for face to face information sharing, engagement and consultation are necessarily restricted during the emergency period and so alternative channels are required including the Councils consultation portal. Overview and Scrutiny Committee have a particularly important part to play at this time to ensure local requirements are understood and fully addressed.
- 4.3 Our key wider transformation programmes focus on place based services across Thurrock. It is particularly important for Committee members to be

provided with updates and progress reports on the impact of new models being delivered at community levels.

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

5.1 Public consultation is usually a significant part of the planning process and the Council is committed to starting engagement early in the design development process, so that community views can influence proposals at a formative stage. Unfortunately plans for workshops with key stakeholders, including the South Ockendon Centre, scheduled for March had to be cancelled. Open events planned to enable local people to hear about and comment on the plans prior to a planning application being submitted are unable to proceed at this time. Alternative channels of communication are therefore needed and until restrictions are lifted it is proposed that the Council's consultation portal should be used as a primary channel levels of engagement, supplemented as appropriate by consultation letters and leaflets, media releases and social media.

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

6.1 These developments support all three subsections of the 'People' element of the Council's corporate vision and priorities.

6.2 The developments also support 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'.

7. Implications

7.1 Financial

Implications verified by: **Mike Jones**
Strategic Lead, Corporate Finance

This report presents details of the current proposals for the development of 4 integrated medical centres and wider transformation agenda initiatives. 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, although initial feasibility funding, and cost estimates for the Tilbury Integrated Medical Centre, and the 21st Century care home are included with the existing capital programme

7.2 Legal

Implications verified by: **Tim Hallam**
Deputy Head of Law and Deputy Monitoring Officer, Law and Governance

This report presents details of the current proposals for the development of 4 integrated medical centres and wider transformation initiatives. 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: **Roxanne Scanlon**
Community Engagement and Project Monitoring Officer

The IMC programme is crucial in addressing the health inequalities currently experienced in some areas of the Borough. Similarly, the development of residential care facilities fit for the 21st century will play an important role in the health and well-being of frail older people. All buildings developed as part of the programme will need to comply with equalities legislation and pay attention to the particular needs of the service users, a high proportion of whom are likely to be vulnerable.

Our wider transformation agenda provides services that are tailored towards the needs of individuals in locations that are local to where they live.

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

The development of the Tilbury IMC 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

Designs for the Integrated Medical Centres, Whiteacre / Dilkes Wood and options for Collins House will be circulated to Members separately.

Report Author:

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