

Portsmouth Community Care Estate Review
Report for the Health Overview and Scrutiny Panel
20 February 2014

1. Background

- 1.1 St Mary's Community Health Campus and St James' Community Hospital are only about a mile apart. There has been significant investment in both hospitals over the last few years - £20m in refurbishing part of St Mary's and the building of new mental health facilities at Orchards and The Limes on the St James' campus.
- 1.2 However, both hospitals have large amounts of surplus space. 3,000 sq metres is currently vacant at St Mary's, while several buildings at St James' are not fit for the delivery of modern health services. In addition, the main block at St James' is now largely an administrative centre with the Lowry Day Centre being the main clinical use. There is significant void space and clinical activity in the main block is estimated to be under 5%.
- 1.3 Maintaining and running surplus and outdated buildings is a significant and unnecessary financial drain on the local health economy. Investment in the local health estate to make sure space is better used will deliver both clinical improvements and financial efficiencies that will benefit service users; Portsmouth CCG and local NHS health providers.
- 1.4 NHSPS, Community Health Partnerships and Solent NHS Trust are working together to ensure that health services are being run out of the best buildings possible and to see whether investing in the estate can further improve patient services and release financial resources for the CCG and local health providers. A project team has been established, with NHSE and DH support, and is preparing an Outline Business Case on local community care estate options. The project Steering Committee is chaired by Tom Morton, an Independent CCG Lay Member, and also has Portsmouth CCG executive representation.
- 1.5 It is intended that the proposals will improve patient care and ensure that more financial resources are dedicated to patients rather than maintaining buildings that are no longer required.

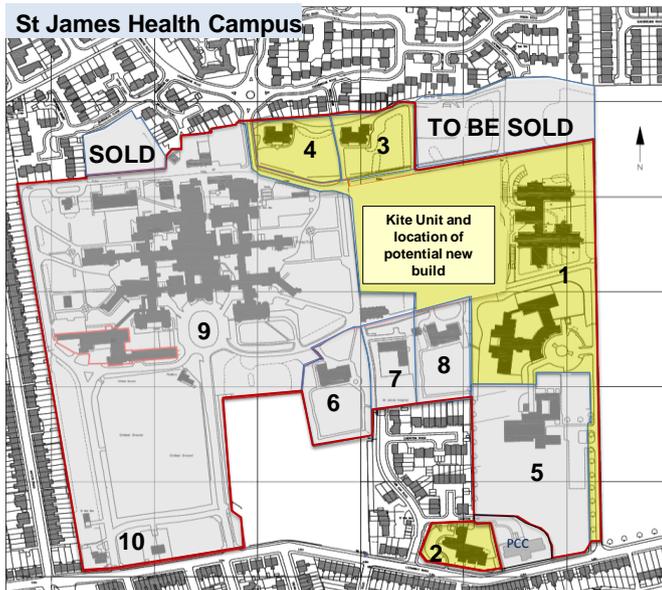
2. Project Overview

- 2.1 Portsmouth CCG has indicated that St Mary's is its core strategic site in Portsmouth and the project is focused on examining options which could maximise use of this hospital, particularly bringing back into use the two floors of Block B that have been empty since 2009.
- 2.2 One option under investigation is the potential to move the Child Development Centre (CDC) from St James' to the vacant 1st floor at St Mary's Block B. Staff could also move from the Battenburg Avenue Clinic and perhaps from the City Council's Children Social Care Team, creating a new integrated Child Development centre of excellence.
- 2.3 Subject to business case approval, it is intended that the new Child Development Centre will offer the latest facilities in a modern healthcare building, offering specific clinical and therapeutic environments. Co-location with other community services on a single site offers many benefits for children, young people, their families and staff.
- 2.4 As part of the same move, it is intended that the outpatient and pain clinic services located at The Beeches would move to 600m² of void space on the ground floor of Block A at St Mary's.
- 2.5 It is anticipated that the CDC and Beeches phases can be completed prior to end March 2015. If this is feasible, there is strong potential that the cost of refurbishing the vacant space at St Mary's (approx £4m) will be met by an interest free loan from the Department of Health (DH). The loan would be repaid in time by the sale of surplus land at St James' (notably the CDC site, together with Fair Oak, Yew House and The Beeches).
- 2.6 Alternative CDC location options have also been considered, such as building a new facility on the existing site at St James'. The drawback is that such an option will do nothing to fill the empty space at St Mary's, which is being paid for by the Portsmouth CCG. In addition, DH funding will not be available as the loan repayment is dependent on the sale of the existing CDC site.
- 2.7 The project team is also considering a second phase, which is focused on the future of the main block and the Turner/Langstone and Kestrel buildings at St James'. The main block is listed and relatively costly to maintain. It is also not really suitable for the provision of modern health services. Less than 5% of the activity in the main block is clinical, with most space being occupied by administrative functions.
- 2.8 The vision of the main provider on the site, Solent NHS Trust, is for a more compact, modern and efficient health campus, centred in the north east of the site, around Solent's two existing modern buildings (Orchards and Limes). These would be retained and ensure the long-term provision of health activity on the St James' campus.
- 2.9 In addition, any move out of the main block would probably mean investment in a new building on the St James' site. This would take existing mental health services from the main block and the Langstone/Turner and Kestrel buildings, but would be significantly smaller (3-4,000m² compared to the existing 18,500m²) and be much more suitable

for the provision of modern health services. This would enable Solent to continue to provide their existing range of health and care services, orientated towards older persons and those with mental health conditions in a more efficient environment, better able to meet modern standards and models of care. A new Suite 136 (secure place of safety) building will also be provided on the St James' site.

- 2.10 Other health activities would be moved from the main block and Turner/Langstone to the remaining vacant 2nd Floor at St Mary's Block B, while the administration functions currently located in St James' main block would be re-provided off-site in commercial office space.
- 2.11 The outline business case is still in progress and other options are being reviewed, including the potential to bring more administrative health related functions to St James', possibly in combination with subletting vacant space commercially. However, this is unlikely to be economically viable due to the expense of refurbishing the space to meet modern office requirements and the relatively low rents that would accrue.
- 2.12 The investment of a new facility at St James' and the potential disposal of the main block are on a longer timetable and are unlikely to occur before 2016/17.
- 2.13 Although analysis is ongoing, it is expected that the programme will deliver significant patient benefits, notably:
 1. The creation of a children's services centre for excellence at St Mary's, with staff from the CDC and Battenburg being co-located in modern refurbished space.
 2. Greater accessibility to children's services and the pain clinic owing to the more central location of St Mary's and better public transport links.
 3. A significant investment at St Mary's, which confirms its status as the core strategic community care site in Portsmouth. The programme could result in up to 3,000m² of space at St Mary's being refurbished and brought back into use.
 4. Ensuring that space is better used and more modern will generate significant operational costs savings of around £2m per annum, which will directly benefit both Portsmouth CCG and the local health providers, notably Solent NHS. More money will be available for patient services rather than being spent on buildings.
- 2.14 It is recognised that there is a potential negative impact regarding the effect additional activity at St Mary's will have on car parking. This is being reviewed and options are being considered, including working with the council to identify nearby parking sites for staff and the potential to create new parking places on site.
- 2.15 Although there is no obligation to formally consult, given the small distances involved, Solent NHS Trust is engaging with service users and inviting feedback on the proposals. There is a detailed engagement plan which includes a number of service user communications and there is also a plan to run a dedicated Accessible Information event. Solent NHS Trust will consider all feedback, making adjustments where possible and will provide a summary of this for HOSP in due course as required.

Appendix A: St James' Site



To Be Retained

1. Limes, & Orchards plus Kite Unit/New Build and new Suite 136
2. Oakdene
3. Baytrees
4. Falcon

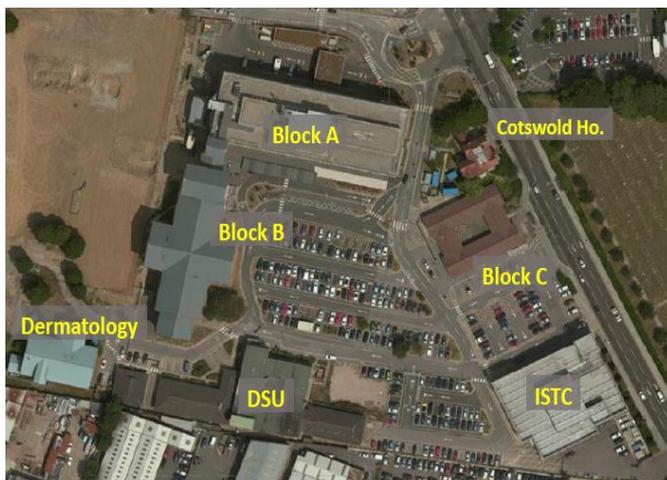
Phase 1 (2014/15)

5. CDC Centre/ Harbour School
6. Fair Oak
7. Yew House
8. The Beeches

Phase 2 (2016/17)

9. Main Block
10. West and Forest Lodges

Appendix B: St Mary's Site



Phase 1 (2014/15)

1. Children's services from St James' and Battenburg to 1st Floor Block B
2. Pain Clinic from St James' (The Beeches) to Ground Floor Block A

Phase 2 (2016/17)

3. Health Visiting, Speech & Language, Podiatry, Family Nurse Partnership & Occupational Therapy from St James' Main Block and Turner to 2nd Floor Block B.