

Portsmouth Community Care Estate Review

Update for the Health Overview and Scrutiny Panel on planned service moves

June 2014

1. Background

- 1.1 This paper has been produced to update members of the Health Overview and Scrutiny Panel on developments over planned service moves concerning St James' Hospital, St Mary's Community Health campus and Battenburg Avenue Clinic. It follows on from the presentation given at the HOSP meeting in February 2014 at which the initial plans were broadly welcomed by the panel.
- 1.2 NHS Property Services, Community Health Partnerships and Solent NHS Trust are working in partnership with NHS Portsmouth CCG, the City Council and other system stakeholders to ensure that community health services in Portsmouth are being delivered from the most suitable and cost-effective buildings and facilities available.
- 1.3 A Project Steering Committee, with executive representation from all involved organisations was set up late in 2013. Chaired by Tom Morton, a CCG lay member, the Committee oversees the production of investment proposals to rationalise the services and community care estate at St James' Hospital and St Mary's Community Health Campus.
- 1.4 The multi-disciplinary project team, established with NHS England and Department of Health support, successfully produced an Outline Business Case (OBC) for rationalisation proposals, which was approved by all stakeholders, including the CCG, in March 2014. The investment case was predicated on the fundamental principle that maintaining and running surplus, outdated and under-utilised buildings is a significant and unnecessary financial drain on the local health economy, and that the current arrangement of having services split between two under-utilised and costly sites so close to each other, was un-economic, unsustainable and increasingly inappropriate given prevailing and projected financial pressures and quality of care expectations.
- 1.5 St Mary's Community Health Campus and St James' Hospital are only about half 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' Hospital campus. However, both hospitals still 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 suitable for the delivery of

modern health services and the main block at St James' is now largely an administrative centre with significant vacant and underused space. Clinical activity within the main block of St James' is estimated to be less than 5%, with the Lowry Day Centre being the main clinical use – but this service too is currently being remodelled away from the facilities at St James, through separate arrangements with the CCG.

- 1.6 The investment and rationalisation proposals being developed will improve local facilities and patient care and ensure that more financial resources are dedicated to meeting the needs of patients rather than maintaining buildings that are no longer required.

2. Proposals Overview

- 2.1 Portsmouth CCG has confirmed that St Mary's Community Health Campus is the principal community care 'Hub' site in Portsmouth. The proposals set out and approved within the OBC are therefore focused on maximising use of this facility, in particular, bringing back into use the two floors of Block B that have been empty since 2009, and in so doing moving and consolidating a range of community services from St James Hospital into refurbished accommodation.
- 2.2 As part of the rationalisation plans, surplus land and buildings at St James' Hospital will be released for redevelopment; this would take place over two phases. Full Business Cases (FBC) are now in production for each of the reconfiguration phases.
- 2.3 Within the OBC, the proposals for phase 1 included plans to relocate the existing Child Development Centre (CDC) at St James' (along with complementary child and family services at Battenburg Avenue Clinic) into the vacant space in level 1 of Block B at St Mary's Community Health Campus. Since the approval of OBC, and as a consequence of feedback from staff and clinicians, a revised option to relocate the CDC services to Battenburg Avenue Clinic (BAC) has been considered, and found to be a more preferable and beneficial option. This solution would see the existing child and family services currently at Battenburg remain in that location, the current CDC based at St James' move to Battenburg – and the creation of a new Child Development Centre. This will bring paediatric and therapy services together, creating a focus for children's services. It will also optimise multi-disciplinary working, improving the experience for children and their families. The more service-user-friendly community setting of the clinic, its established child and family presence, and operational and physical adjacencies with The Willows Centre for Children and day-nursery, makes this option a much better proposition for children and their families.
- 2.4 Some other minor adjustments to the original reconfiguration plans are required to enable the CDC relocation to Battenburg, including moving the Adult Continence Service and Community Podiatry Services from Battenburg to St Mary's. In addition, the Child and Adolescent Mental Health Service (CAMHS) Primary Mental Health Worker Team will move to Falcon House. This will provide them with the opportunity to integrate with the specialist CAMHS team currently based there. Temporarily, while adaptation works take place at Battenburg, there will be a requirement to redirect some of the speech and language therapy activity to a nearby alternative location such

as Lake Road Health Centre and/ or Cosham Health Centre. This will be a short-term move effective from the beginning of September 2014 until the end of November 2014.

- 2.5 The relocation of the community Podiatry Service is part of a wider service improvement plan which will see the creation of a dedicated podiatry suite in level 2 of Block B at St Mary's. This facility will bring together the expertise and services currently provided at St James' Hospital (Turner Centre), as well as the podiatry services currently delivered at St Mary's, at Battenburg and possibly Eastney Health Centre. The new Podiatry Centre at St Mary's will allow the podiatry services to move to providing clinics six days a week. This will enhance the quality and range of services available and improve accessibility to other specialists and complementary services (eg at risk foot ulcer clinics). The new centre will also offer improved facilities for more specialist diagnostics and treatments.
- 2.6 As part of the Phase 1 proposals, Pain Clinic Services, currently located at The Beeches at St James', will relocate to 600m² of refurbished void space on the ground floor of Block A at St Mary's. A new section 136 suite will be re-provided on the retained site portion of St James', and a new community resource centre for service users with mental health conditions will be provided at St James' as part of Phase 2.
- 2.7 It is anticipated that the CDC, Beeches and Suite 136 projects will be completed prior to end of March 2015 and the surplus land and buildings be released by June 2015.
- 2.8 The vision of the main provider on the site at St James', Solent NHS Trust, is for a more compact, modern and efficient health campus, centred in the north east of the site, around Solent's existing modern buildings (Orchards and Limes). These would be retained along with Falcon House, Baytrees, The Kite Unit and Oakdene, and ensure the long-term provision of health activity on the St James' campus. The project team is also considering the second phase, which is focused on the future of the main block and the re-provision of 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.
- 2.9 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.
- 2.10 Although analysis is ongoing, it is expected that the rationalisation programme will deliver significant patient benefits, notably:
 1. The creation of a CDC at Battenburg Avenue Clinic, with staff from the CDC and Battenburg being co-located in modern refurbished space.
 2. Greater accessibility to 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.

- 2.11 It is recognised that there is some concern that the additional activity at St Mary's will make car parking on site difficult. This is being reviewed and options are being considered, including working with the City Council to identify nearby parking sites for staff and the potential to create additional parking places at St Mary's.
- 2.12 Whilst this is an update about service changes (to fit the remit of the Panel) it is also recognised that residents living in the areas adjacent to these sites, and in particular those living close to St James' Hospital, may have concerns about some of the proposals being put forward. To that end Solent NHS Trust, NHS Property Services and the CCG have been keen to proactively update local people on developments, delivering a letter outlining the plans to 2300 homes in the area and attending the Milton Neighbourhood Forum meeting in June to present an update.
- 2.13 Solent NHS Trust is meaningfully engaging with service users around the changes to services. An engagement plan has been developed and work has already begun to communicate and engage with staff and service users. .