

ITEM No 9: Neighbourhood Development Plan

TITLE: World Class Primary Care - Update

**MEETING: Overview & Scrutiny Committee
29 June 2009**

SUMMARY:

This paper provides an update on the implementation of key projects within the "World-class Primary Care" programme. These key projects are:

- Programme & Project Management
- Transport & Access Study
- Neighbourhood Development Planning
- Neighbourhood Health Centres:
 - Hornsey Central
 - The Laurels (including update on GP-led Health Centre procurement)
 - Lordship Lane

ACTION:

The Committee is asked to note the report and its contents.

LEAD OFFICER: James Slater

NHS Haringey

Meeting: Overview & Scrutiny Committee

Date: 29 June 2009

Title: "World-class Primary Care" - Update

1. Introduction

1.1 This paper provides an update for the Committee on the implementation of the key projects within the "World-class Primary Care" programme.

1.2 The key projects reported upon are:

- Programme & Project Management
- Transport & Access Study
- Neighbourhood Development Planning
- Neighbourhood Health Centres:
 - Hornsey Central
 - The Laurels
 - Lordship Lane

2. Programme & Project Management

2.1 The Clinical Executive Committee continues to act as Programme Board. A core group of TPCT managers, comprising the project leads, meets monthly and a management team meets weekly to review progress of the Neighbourhood Development Plans.

2.2 The Committee may be aware that the Programme underwent an independent Gateway Review in February 2009, during which a number of key people were interviewed including Overview & Scrutiny Committee members, clinical leads, primary care leads and programme management staff.

2.3 The positive aspects identified included:

- strong clinical & managerial leadership;
- commitment by key staff & stakeholders; and a
- systematic approach to engagement.

2.4 The areas for development include:

- stronger programme/project management - including a dedicated Programme Management Office (PMO);
 - enhanced risk management at project level.
- 2.5 An action plan has been developed and has focused on addressing the issues within existing resources and therefore has not sought to establish a PMO.
- 2.6 The work to reshape the PCT Director-level roles & portfolios in 2009/10 is based upon the PCT-wide adoption of a Programme Management approach, with a corporate PMO function which would monitor this Programme & its projects (along with the other PCT programmes). As such, this would address that remaining issue within the Gateway review.

3. Transport & Access Study

3.1 Mott McDonald has produced its final report which has been shared with stakeholders and is now available on our website. The report is lengthy & detailed. Its findings are summarised as follows:

- 95% of households within the borough are within 400 metres of a public transport service.
- 82% of households are within 250 metres of a public transport service.
- Almost half of Haringey households do not have access to a car.
- Households to the west of the borough are more likely to have access to a car than households in the east, however public transport in the west is less accessible than in the east.
- 99.9% of households in Haringey are within a 20 minute walk to an existing GP surgery; the average time for a resident to walk to their nearest GP surgery is just under 6 minutes.
- 78% of households are within a 30 minutes bus journey to either the North Middlesex University Hospital Trust or The Whittington Hospital Trust.
- The number of households that can access the nearest Neighbourhood Health Centre within 20 minutes by using public transport are shown below:

Travel Times	Number Households Public Transport	% of Households Public Transport
0 – 20 minutes	72,054	78%
Over 20 minutes	19,720	21.5%
Total	91,774	100%

- 3.2 The data has been shared with partners & stakeholders and incorporated in the work of the Neighbourhood Development Plans. The data will also be used as a baseline for our work to improve access.
- 3.3 Over the next few months, the PCT will develop its Estates Strategy, drawing upon the key findings of the Neighbourhood Development Plans & this Transport & Access Study. This Strategy will also sit within the Local Authority's Core Framework for spatial planning.

4. Neighbourhood Development Planning

- 4.1 The final drafts of the four Neighbourhood Development Plans (NDPs) were due to be presented to the May Clinical Executive meeting. However, this had to be postponed because of the urgency of work on swine influenza by key managers & clinical leaders.
- 4.2 The NDPs include local analyses of public health, community survey, Dr Foster and transport data and other information to inform the way ahead for each GP collaborative. They are intended to show a clinically-led view of the 3-5 years ahead for each of the four "neighbourhoods" that the GP Collaboratives serve.
- 4.3 The NDPs are now due to go before the July meetings of Clinical Executive & Board for sign-off and will be placed on our website. In the interim, a core team has met to identify how to use the NDPs as a basis for:
- local engagement documents; and
commissioning implementation plans.
- 4.4 The "user-friendly" local engagement documents will highlight how the local priorities fit with the six key benefits identified in the primary care strategy in 2008:
- Improved access to primary care
 - Improved quality in primary care
 - Tackling health inequalities and improving health
 - Improved premises
 - Greater range of more integrated services available
 - Community resource and involvement
- 4.5 During the Summer, the NDP project teams (including the new Directors of Commissioning) will develop detailed Commissioning Implementation Plans. We envisage that these implementation plans (informed by engagement results) will be completed by end of September.

- 4.6 During this period, we will also take the opportunity to work with partners, particularly Haringey Council, in order to ensure “fit” of the work described above with other strategic plans, both in terms of services (e.g. BEH Clinical Strategy; Transforming Social Care, Children’s Trust) and infrastructure (Local Strategic Framework/Draft Core Plan for Spatial Planning).

5. Neighbourhood Health Centres - Hornsey Central

- 5.1 As reported at the March Board meeting, the PCT has taken possession of the building at Hornsey Central. Work continues in commissioning & testing the building.
- 5.2 Guided tours took place in April for stakeholders, the general public, and patients of the two involved practices. Media coverage has been broadly favourable.
- 5.3 The formal GP consultation with affected patients is underway after some slippage, following a period of extended engagement/pre-consultation work by the practices.
- 5.4 It is still planned that existing services will relocate from their bases in a phased approach. The GPs will move in late-July 2009.
- 5.5 The local pharmacists (seven businesses) are progressing their proposal to operate a profit-sharing consortium from the Hornsey base and this is currently scheduled for August 2009.
- 5.6 The Local Authority Dementia Day Care Centre plans to open for services in August 2009.
- 5.7 Adult & Children’s Provider-side services are finalising their moving and public consultation timetables within the same three-month period.
- 5.8 Building upon the engagement work by Healthlink, we have a potential “development board” of interested local people and also a part-time community development officer working with local schools, play groups and voluntary groups to understand how they would like to use the centre as a real community hub.
- 5.9 The Hornsey IM&T project is running within its revised schedule - we have previously reported on delays. An IT Team is currently onsite while installing & commissioning the systems. Given the innovative &

large nature of this project, there is clearly an element of risk which we are currently monitoring closely.

- 5.10 Once complete the Hornsey site will be equipped with an IT infrastructure which will contribute towards the Trusts goal of world class primary care. Benefits will be an infrastructure which can easily accommodate multiple service providers, provide advanced telephony and also patient services such as electronic booking and check-in, advanced electronic signposting and information displays. These capabilities will permit single reception areas for GP and other services.

6. Neighbourhood Health Centres - The Laurels

- 6.1 The Committee is aware of the work to procure (by way of external tender) a provider for a GP-led Health Centre, to be based at The Laurels Healthy Living Centre.
- 6.2 The Procurement Panel met in February 2009 and identified Laurels Healthcare Services Limited (LHS) as the preferred provider for this service. LHS is a consortium of two Haringey GP practices (Laurels Medical Practice & JS Medical practice) and CAMIDOC the local GP out-of-hours provider.
- 6.3 Negotiation by PCT officers continues with Laurels Healthcare Services to conclude the contractual & other agreements necessary before full agreement can be declared. These negotiations are taking longer than planned. However, we envisage that (once negotiations have been concluded) we will bring a full paper to the July Board, setting out the detailed process & situation.
- 6.4 De-brief meetings have been held with all unsuccessful bidders to give feedback on the bids they submitted.

7. Neighbourhood Health Centres - Lordship Lane

- 7.1 Phlebotomy services are now provided at Lordship Lane and plans are in train to develop further diagnostic services.
- 7.2 The enhanced sexual health service is expected to commence imminently using the existing accommodation whilst alterations to the Centre are carried out later in-year to give greater support to this development.

7.3 In line with the NE Collaborative draft Neighbourhood Development Plan, plans are being developed to increase GP opening hours, with a view to implement from April 2010.

8. Conclusion & Recommendations

8.1 The Committee is asked to note this report and its contents.

James Slater
Director of Primary Care

June 2009