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# Haringey Health and Wellbeing Board 20<sup>th</sup> September 2023

## Wood Green Integrated Hub & Community Diagnostic Centre Update





# Wood Green Integrated Hub



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## Services to be provided from Hub

- Community Mental Health
- Customer support and advice services and Connected Communities
- Primary Care Services
- Community Dental
- Audiology
- Phlebotomy
- MSK
- Health Visiting
- Newborn Hearing
- Bladder and Bowel
- Nutrition and Dietetics
- Post Covid
- Lymphoedema
- Midwifery
- Haringey Talking Therapies
- Heart Failure
- Podiatry
- CYP PIPS service

+ continuing to explore priorities for central Haringey and possible inclusion of other services e.g Diabetes, Point of Care Testing, MSK Ultrasound diagnostics





# Wood Green Integrated Health and Wellbeing Hub – Case summary

*“We envisage this move to be life changing for our patients, for our team and for Haringey as a whole. The two most precious things we all share and value is our health and time. This is a wonderful opportunity for our community that have historically suffered from poor estates or limited local healthcare services to have an outstanding and innovative integrated healthcare centre on their doorstep delivering more than ever before to revive to the forefront Haringey's healthcare needs. It's also an exciting space to inspire and retain talented healthcare professionals and administrative team members from multiple disciplines in Haringey.” – Mahmoud Asgheddi, Lead GP, Hornsey Practice*



## The Problem

- Poor quality care facilities that are too small and often not fit for purpose to meet population need.
- Community health service delivery in several disparate locations – inefficient and disjointed.
- Lack of integration between health and care services, leading to residents shuttling between services and locations.

## Project Objectives

- Improved and expanded primary care facilities.
- A patient/community focused integrated service model - addresses current challenges in, and transforms, service delivery -optimising technology and with a focus on meeting patient/care community needs holistically
- Accessible, excellent facilities for service delivery in central Haringey that are fit-for-purpose and support the preferred service delivery model

## Resident and system-partners co-design and consultation

- Service model to drive design of facilities and digital requirements.
- Early and extensive consultation on proposals to relocate services – identifying key concerns and requirements. The OSC have approved go ahead.
- Use of inclusive design consultants to support excellent access for all.
- Partner-based governance with lead organisation and inclusive Steering Group and project delivery.
- Change management at the heart so behaviours, relationships and processes change from the start

## Benefits

- Easier access to services, for people in disadvantaged areas, tackling inequalities.
- Breaking the inverse care law – investing in areas that need it most.
- Supporting regeneration of high street.
- More efficient services through one-stop-shop and single reception
- Integration that allows holistic approach to health, debt, housing, mental health, dental, GP etc issues.
- Co-location with CDC for quick care journey e.g. from GP to scan to MSK

## Proposed solution

- Range of health & care services integrated and co-located: primary care; local authority customer support, advice & connecting services; adult community services; mental health; voluntary and 3rd sector, community dental services, audiology services, MSK.
- Creative and innovative approach to space and digital solutions driven by residents, services and service users co-designing the integrated service model. Flexible and shared spaces, single reception, meeting and counselling rooms, spaces that are welcoming, supportive and encourage and enable conversations. Accessible and secure, that provide privacy where needed.
- c3000 sqm of space over 2 floors of a High Street Retail Shopping Mall





# Partner organisations



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This project is brought as a partnership between a number of Haringey organisations\* within the Haringey Integrated Borough Partnership, and reflects the NCL ambitions for partnerships - to reduce health inequalities through:

- Improving the **quality and accessibility** of health & care.
- Tackling the **wider determinants of health** and wellbeing.
- Prevention and early help being embedded in **partnership working locally**.
- Working with residents to **co-design and deliver integrated services** at neighbourhood or place level for most complex, vulnerable or excluded.
- Supporting the development of **integrated frontline teams** wherever this delivers improved experience.
- Modelling **collaborative behaviours** – building trust, letting go and ceding to others where this will achieve the right outcome and agreed priorities.
- **Coming together** to solve problems, with residents and community heard and in the room.
- System, borough and provider being seen as **equal, inter-connected partnerships**.



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North Central London  
Integrated Care System



Barnet, Enfield and  
Haringey Mental Health  
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\* Whittington Health, London Borough of Haringey; Hornsey Wood Green Practice, North Central London Integrated Care Board, Barnet Enfield and Haringey Mental Health Trust



Two consultations have been carried out in relation to changes to service delivery relating to the Hub:

1. A consultation was carried out during the first part of 2022 for the specific proposal to relocate a number WH services to the Hub.

The WH consultation involved contacting 30,000 patients/service users, 300 VCS organisations and running 19 online and face-to-face engagement sessions. Nearly 2000 patient/service user and 193 stakeholder responses were received. **66% of patients/service users said they would be happy** accessing the service in Wood Green. Broadly positive, these responses were analysed in detail and a report prepared for the Overview and Scrutiny Committee. The proposal was approved by the OSC. The detailed analysis will inform the service model, physical design and digital strategy for the Hub.

2. A consultation was carried for the proposal to re-locate the Hornsey and Wood Green primary care practice to the Hub.

Existing patients at Hornsey Wood Green practice were asked to complete a survey and the response was overall positive to the proposal to relocate the Hornsey and Wood Green practice to the hub. Out of the 252 people who completed the full survey, **61% were in favour of the move**. An additional 31 people were interviewed onsite, of which **75% were in favour of the move**. In addition, the ICB and practice have produced an Equality Impact Assessment, which has been approved through internal governance



# Developing the Design Principles



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Summer 2022: series of workshops with residents and service voices to understand what works, and develop core design principles

### What works for people

- Easy to book an appointment
- Easy to find your way around
- Clean
- Friendly, well-informed reception staff
- Short queues
- COVID-19 safe
- Privacy considered in every interaction
- Good facilities, including water and toilets
- Well ventilated and cool
- Calm, spacious waiting areas
- Entertainment for children
- Accessibility considered in every area
- Continuity of care
- Feeling safe
- Clear communication
- Staff have key information
- Information available
- Human



### Design principles

Consider how we can be 'greener' at every opportunity

1. A new approach to reception
2. Self check-in and rebooking pods
3. One information point that is kept up-to-date
4. Floorwalkers and follow-up function
5. A central locality offer website
6. One central public number
7. Floors with different environments eg calm/bustling
8. Slimmed down face-to-face or digital rebooking
9. Shared staff space and desk space
10. General use of space out-of-hours v space that will need to be locked
11. Share staff rest areas to build relationships
12. Shared desk space and storage
13. Accessing different IT systems from one PC
14. Changing Places toilet accessible to the public
15. Space for drop-in 1:1 conversations
16. Flexible space that adapts as needs of community change
17. Clear messaging around Hub offer
18. Privacy and security, space for private conversations
19. Breastfeeding space
20. COVID-19/pandemic flexible
21. Staff directory
22. Workforce development
23. Link up systems to prompt behaviour change and recording eg Body Mass Index
24. Services sharing space

These design principles are informing the design of the facilities and the service model and digital transformation



# Key Messages as project develops



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In addition to the design principles, a number of key messages are continuing to emerge as the project develops:

- The need to deliver excellent disability access
- Addressing digital exclusion
- The importance of engaging with residents, patients and staff in developing service models and facilities
- Keeping the resident experience at the forefront of design development
- Learning from other projects e.g. Northumberland Park Resources Centre and the Community Diagnostic Centre
- Connecting with public health, and the importance of health promotion
- Addressing health inequalities
- The importance of seamless, integrated service delivery and ensuring good links across service locations.



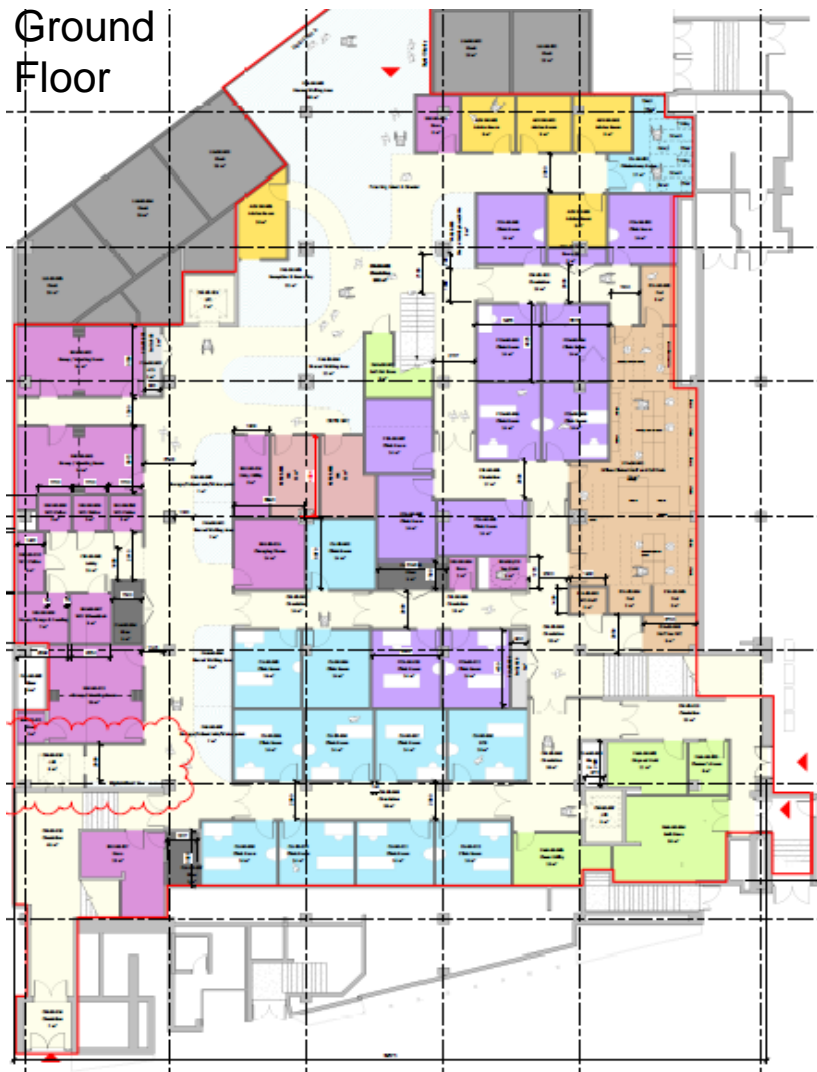


# Floor Layouts – July 23

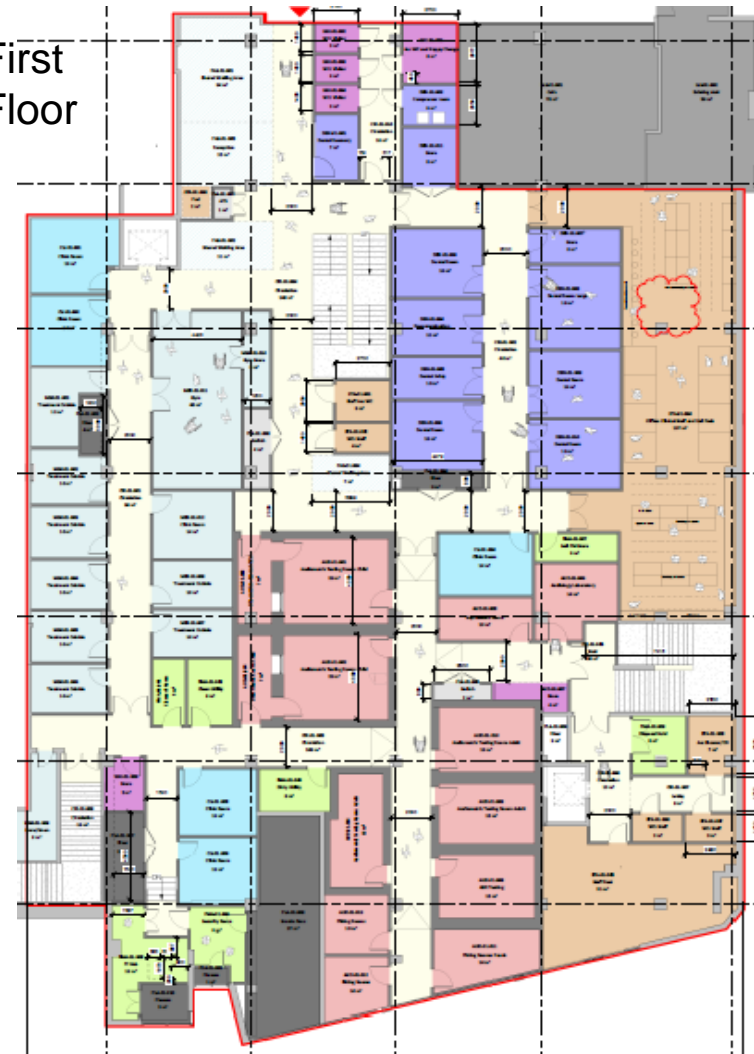


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Ground Floor



First Floor







The Business Case for the Wood Green Hub was approved by the Whittington Health Trust Board in November '22. Formal letters of support for the business case were received from all partners in early 2023.

## Capital funding

The capital budget for the project was approved at £13.5m (+ an additional £600k for primary care direct costs)

The following capital funding streams have been agreed:

- **Whittington Health**
  - BAU Capital: £4.5m
  - WH disposals: £6m (Bounds Green, Edwards Drive, Stroud Green Clinic)
- **LBH Grant:** £1m
- **NHSE Grant:** £2.6m

## Revenue Funding

Letters of support for the revenue funding based on the original Business Case have been received from all partners.



# Key Dates/Next steps



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- Service model/pathway and digital design development June 23 – March 25
- 1:200 Floor Layouts Sign-off July 23 ✓
- 1:50 detailed design development Aug/Sept 23
- Landlord Agreement for lease/lease October 23
- Service model design workshops (staff, patients and residents) October 23
- Tender for works Nov/Dec 23
- Development of Hub operating model Jan 24 – March 25
- Works delivery April 24 – March 25
- Site Operational April/May 25



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# Community Diagnostic Centre

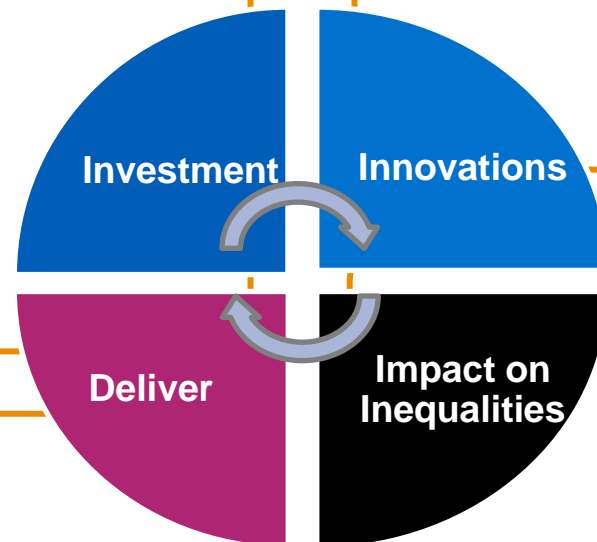


# Key talking points

- The programme has been running since **Feb 2021** with our first set of services going live at FMH in August of that year
- To date: we have secured around **£31m** in capital to fund estates works and equipment across the two sites, and around £46m revenue to fund programme and running costs through to the end of 2023/24.
- As of this year, revenue funding is predominantly provided on a tariff (cost per test) basis, and we are delivering our programme successfully **within the tariff envelope**

- **Tests completed to date:** across both sites we have delivered: c. 155,000 across both sites as of week ending 25 June 2023 (FMH: 123,762; WG: 31,236 tests)
- **Current tests per month:** c. 12,000 per month (FMH May: 7626, WG Jun: 4600)
- **Tests per month once fully live:** up to c. 19,000 tests per month (Jan 2024): (FMH: 10,691 planned; WG: 8,134)

- **Direct Access:** Straight to test model at WG
- **Targeting of GPs:** patients in most deprived areas
- **Ophthalmology lanes:** 45 minutes rather than 3 hour appointments
- **Pathways Development:** developing clinical pathways and a one stop shop model e.g. MSK Sarcoma regional hub, Cancer Rapid Diagnosis Centre, Targeted Lung Function Testing



## ALL SITES

- **Maximising accessibility:** extended hours during the week and on weekend
- **highly accessible:** FMH most accessible by car, WG by public transport

## WOOD GREEN

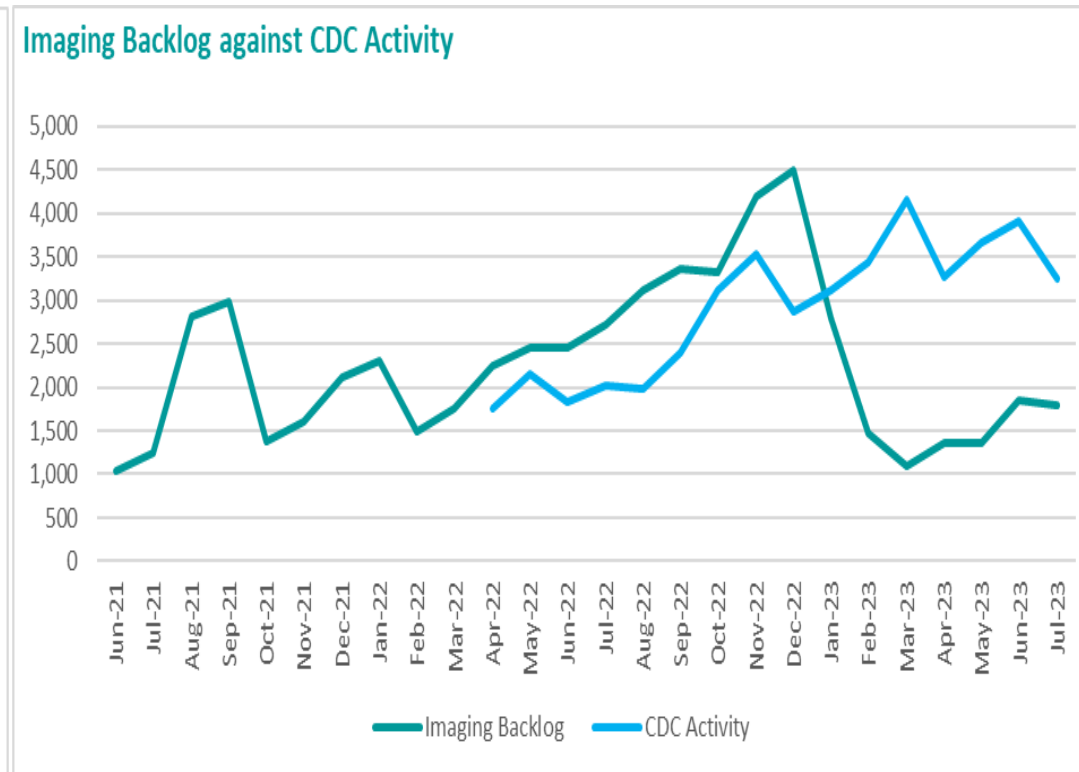
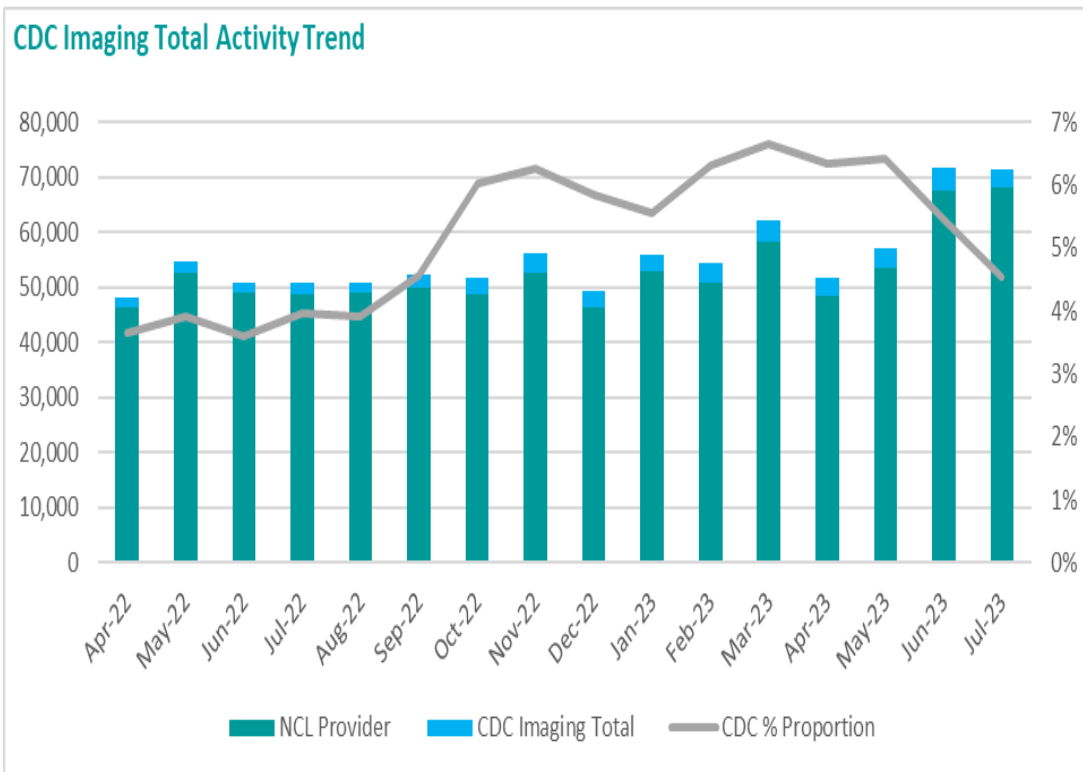
- **Data driven communications:** actively targeting health inequalities using GP dashboard and specific comms
- **Impact:** within a few months of opening 39% of referrals came from the three most deprived deciles (73% for X-ray in April 2023)
- **Anchor institution:** in the Wood Green Shopping city area: bringing footfall into shopping district





# CDC Diagnostic Imaging Impact

- NCL's Community Diagnostic Centres have delivered 6% of our total system target Imaging activity to date in 23/24
- When assessing the previous year, NCL's CDC sites at Wood Green and Finchley Memorial Hospital delivered **5% of the Systems DM01 Imaging activity throughout 22/23**. This equates to a total of **32,342 diagnostic imaging tests** which Providers across NCL would have been required to allocate diagnostic capacity.

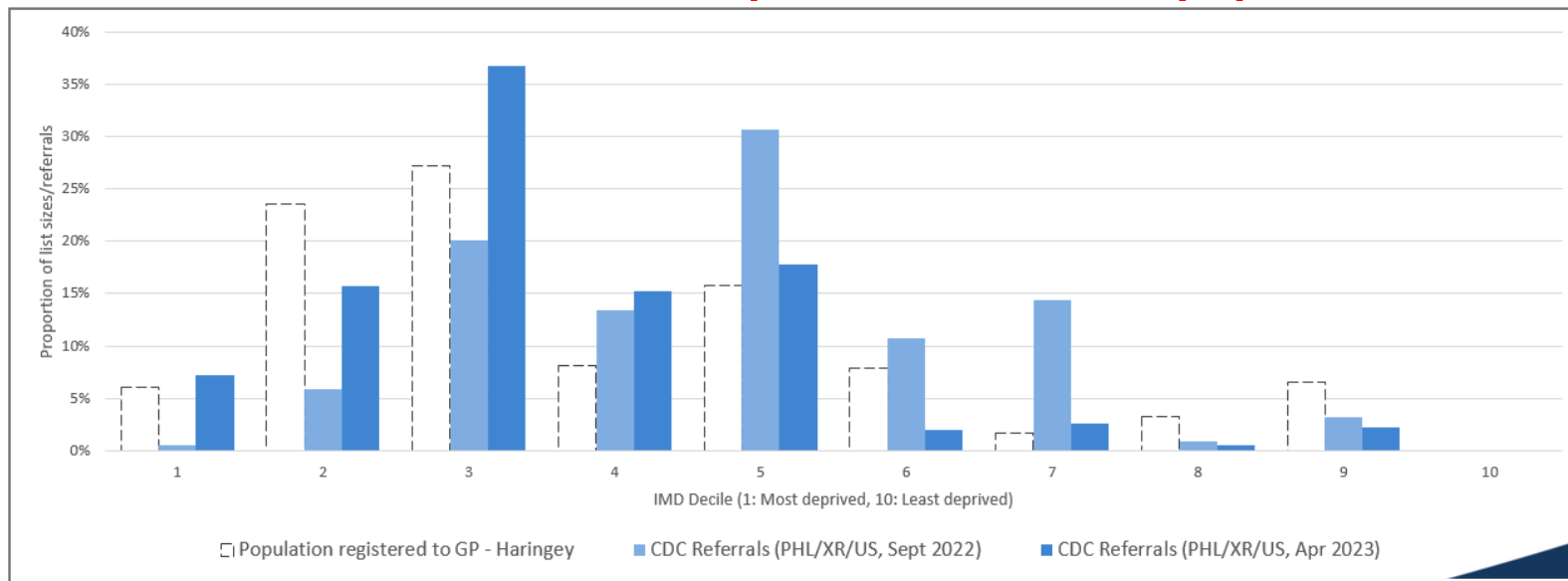
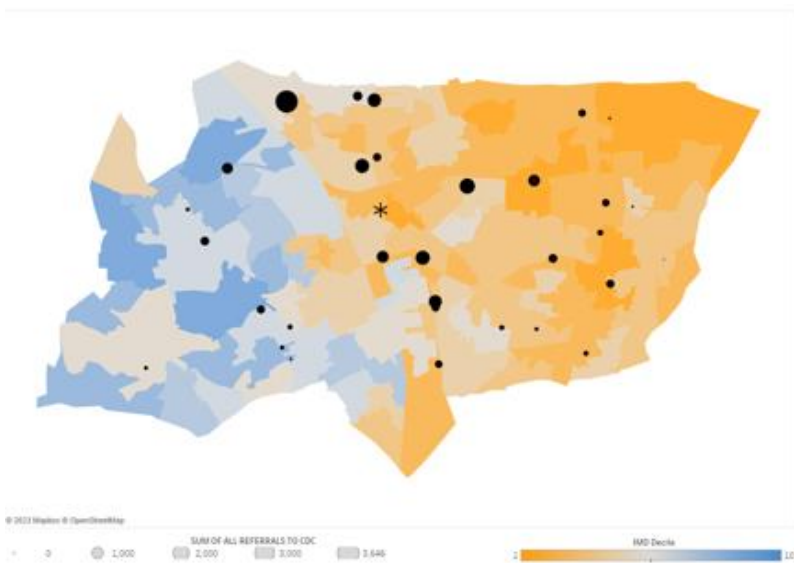




# Wood Green Inequalities Impact

Wood Green is trialling an innovative new straight to test / GP Direct Access clinical model that is aimed at improving access for NCL's most deprived and diverse communities. We have made significant progress on this front as illustrated by the bubble map and chart below.

**72% of activity at Wood Green CDC comes from the 30% most deprived areas of our population**



The bubble map above shows where our GP referrals are coming from, overlaid on a deprivation map where darker orange indicates more deprived communities. As can be seen from the map, WG CDC is successfully attracting GP referrals from NCLs more deprived communities.

The chart above shows a breakdown of the deprivation deciles of patients seen by the CDC and how this has changed over time. As can be seen from the chart, there has been a marked shift in the CDC towards increasingly reaching more deprived communities over time, particularly in the most deprived deciles (deciles 1-3). This has been achieved through development of a GP referral dashboard, that monitors levels of referrals from individual Haringey GPs and a targeted communication to help increase referrals from GPs located in our most deprived communities.



# Embedding a learning health system approach

UCLPartners is working as a learning and evaluation partner for the programme with the aim of understanding and improving how the CDC is impacting healthcare inequalities.

Aim:

To understand and improve the impact the Wood Green CDC is having on healthcare inequalities

Pathway visualisations

- Understanding current GP direct access pathways for WG CDC, highlighting opportunities for improvement, challenges and solutions
- Exploring alternative/future pathways to best utilise the CDC and address healthcare inequalities

GP engagement

- Understanding enablers and barriers to GP direct access
- Utilising data to inform a targeted approach for GP engagement

Patient and community engagement

- Understanding enablers and barriers to patients accessing the CDC
- Understanding experiences and attitudes of those not accessing the CDC
- Using insights to develop sustainable community engagement plans

Evaluation

- Understanding current data streams and where data capture can be improved
- Co-producing a data strategy to address data gaps and capture the impact of the CDCs on healthcare inequalities
- Designing an outcomes framework for the evaluation and wider programme

Support is focused on four key areas:



# Patient and community engagement approach

## Activities to gather and act on insights

Phase 1 Service user engagement

- Site visits to the WG CDC
- 27 semi-structured interviews with patients at the WG CDC
- 3 follow-up interviews with patients
- Semi-structured interviews with staff

Phase 2 Underrepresented groups engagement

- Facilitated four focus groups:
- 1 x Turkish and Kurdish Community, in partnership with Roj Women's Association (11 attendees)
  - 2 x Polish Community, in partnership with HoPEC (31 attendees)
  - 1 x Black Caribbean Community, in partnership with 4U2/Sewn Together (7 attendees)

Phase 3 Long-term engagement plan

- Develop and implement an action plan based on emerging insights
- Thematic analysis of insights gathered to develop recommendations for longer-term community engagement plans

**Throughout:**  
Feeding back the insights gathered to the CDC to make improvements to services





# Spotlight on improvements made



Priorities for patients	Improvements made at the CDC
Booking appointments at times most convenient to them	<ul style="list-style-type: none"> <li>• <b>Optimised booking slots</b> to accommodate patient choice and prevent DNAs e.g. providing appointments during Freedom Pass travel hours</li> <li>• <b>Earlier opening hours</b> for the shopping centre, to accommodate those with an appointment before 9am</li> <li>• <b>Extended opening hours</b> of the CDC to evenings and weekends</li> </ul>
Easy access to an interpreter and materials in their primary language	<ul style="list-style-type: none"> <li>• Updated patients leaflets with <b>information on how to access translation services</b></li> <li>• <b>Translated versions</b> of patient leaflets ordered for Haringey GPs</li> </ul>
Improved visibility of the CDC within the shopping centre	<ul style="list-style-type: none"> <li>• <b>Improved signage</b> within the shopping centre - wayfinding activity with 15 opportunities to improve signage identified</li> </ul>
Appointment booking and reminders by phone	<ul style="list-style-type: none"> <li>• The CDC phone number now appears as 'Wood Green CDC', rather than 'Private number' when calling patients</li> </ul>
Awareness of appointment waiting times	<ul style="list-style-type: none"> <li>• <b>Pager calling system</b> introduced for phlebotomy patients</li> </ul>