

Barnet Primary Care Strategy Update for the London Borough of Barnet Supporting the Vulnerable Scrutiny Committee

1. Introduction

The overall aim of the Barnet PCT Primary Care Strategy is to transform primary care and so maximise the services that are available. This will involve a step change in infrastructure so that people can receive modern healthcare services whilst at the same time preserving the skills and experience we already have in Barnet.

Barnet PCT Primary Care Strategy was originally written in 2002. It was updated and the service model refined and simplified into three levels in 2005 following introduction of the new General Medical Services Contract. In 2007 it was further refined to reflect a much fuller understanding of the degree of service shift from secondary care to primary care settings as a result of work to support the Barnet, Enfield and Haringey Clinical Strategy.

Work to implement the strategy is ongoing and includes the redevelopment of Finchley Memorial Hospital and the development of a GP led Health Centre as part of the national Equitable Access programme.

This paper, which builds on previous reports such as the urgent care report in March 2008, will set out; the key elements of the primary care strategy; provide an update on progress with the Finchley Memorial Hospital redevelopment and provide an outline of the proposed GP led Health Centre and the process being followed to procure the service.

2. Primary Care Strategy

Barnet PCT's vision for primary care encompasses 5 main themes.

- Accessibility, timeliness and convenience
- Continuity of care where needed
- Delivering services closer to home and providing choice
- Evidence based practice and value for money
- Universal high quality services

The primary care strategy supports the delivery of this vision and also supports the creation of increased capacity in primary care to accommodate the shift of services from secondary to primary care settings.

The primary care strategy is based on a three tier service delivery model:

- Community Hospital – primary hub
 - Intermediate care beds
 - GPs
 - Pharmacy (dispensing)
 - Urgent care (unbooked)
 - Community services such as physiotherapy
 - Range of outpatient services
 - Minor surgery
 - Diagnostics
 - Other primary care contractors if appropriate (optometrists and dentists)

 - Co-located local authority services if appropriate
 - Health promotion / self care advice and support services
 - Mental health outreach services
- Primary Care Centres – secondary hub
 - As above but without beds
- Spokes
 - GP practices, dentists, pharmacists and optometrists

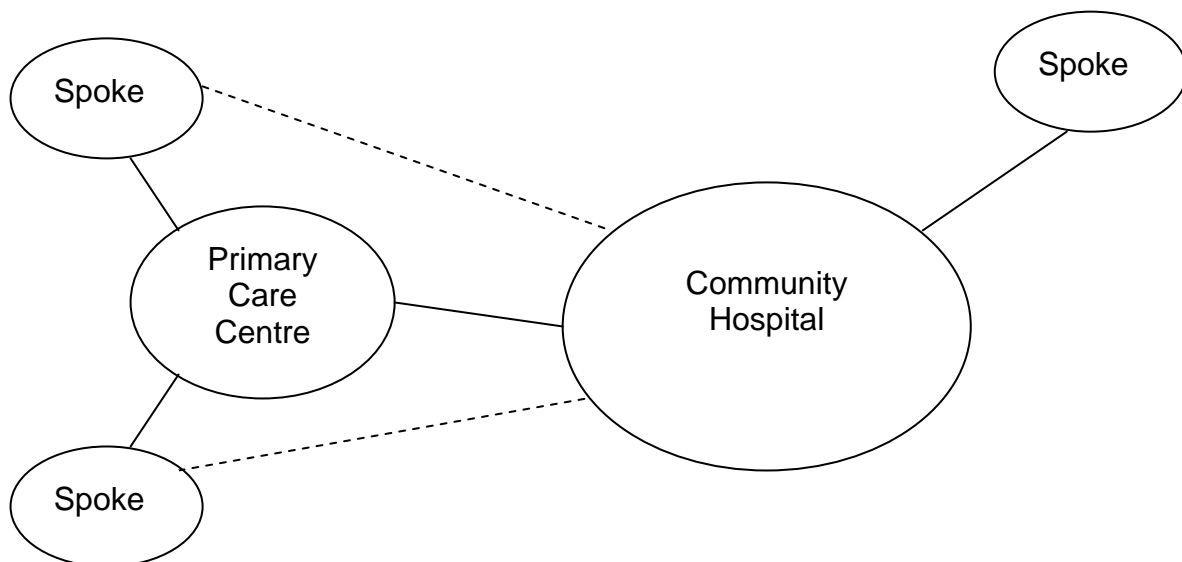


Figure 1: Hub and Spoke model

Existing GPs will have the option of either moving into Primary Care Centres where they can take advantage of new, modern premises and the co-location

of other services such as diagnostics or, of working with other local GPs to develop into spokes. A number of practices already meet the criteria to remain as spokes.

The Barnet primary care service model is predicated on a continuum of care from self-care, routine care, urgent care through to emergency care. There is evidence to support the idea that patients are happy to see clinicians other than GPs for non-complex and one off episodes of care but prefer to see their own GP for complex care. Therefore routine and urgent care have been further divided into complex and non-complex. This allows for the identification of areas of care contractors other than GPs could provide (such as nurses and pharmacists). This will help to create more capacity in general practice to accommodate the shift of more complex care from secondary to primary care. The vital role of intermediate care teams, community nursing teams and the local authority in the delivery of certain aspects of care for example, ongoing support and management of long term conditions, palliative care and admission avoidance are acknowledged.

Figure 2 below sets out the planned network of services in Barnet

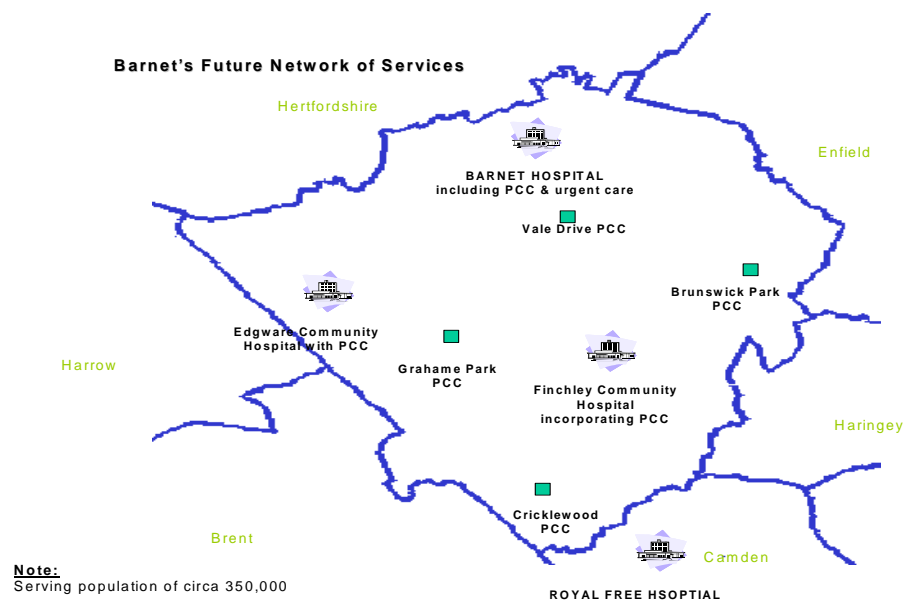


Figure 2

The PCT is also carrying out a range of work programmes to support and strengthen primary care in Barnet for example IT and workforce development.

The Barnet PCT primary care strategy is already compliant with the developments and direction of travel set out in Healthcare for London.

3. Finchley Memorial Hospital

The Committee has previously received information on the redevelopment of Finchley Memorial Hospital. Barnet PCT is redeveloping Finchley Memorial Hospital to provide a new community hospital and wider campus for health and well-being. The new Hospital will be situated on a piece of land adjacent to the current site. The scheme will support the delivery of the Barnet, Enfield and Haringey Clinical Strategy, the PCT's primary care strategy and will provide services which will act as a "hub" for a network of local community and primary care services for the local population.

Significant progress has been made over the last few months. Recently the PCT has been successful in securing £9.9 million from the Department of Health Programme Investment Board for enabling works for the new Hospital. An outline business case for the scheme was submitted to NHS London on 31st March 2008 and we are awaiting confirmation of approval.

In addition the PCT are in the final stages of purchasing the land required from Camden Council. The playing fields have not been used for over 16 years and will bring substantial local benefit if brought back to public use. The PCT plans to build on a portion of the site and use the remaining land to promote the general health and well-being of the local population. Discussions have been held with the Playing Fields Association, the Football Federation, local schools and representatives about future uses of the land and management models.

Services to be provided within the new Hospital will include specialist rehabilitation and intermediate care, primary care services (scheduled and unscheduled/urgent), outpatients, therapies, diagnostics, pharmacy, renal dialysis, as well as the relocation of the Marie Foster Centre (for patients with neurodegenerative diseases). Planning the new Hospital has involved local NHS organisations, the London Borough of Barnet, representatives from patient and public groups, clinicians and managers and members of the local community. We now begin a phase of much more detailed planning over the next year which will require a greater level of engagement of stakeholders. It is intended to open the new Hospital in 2012.

4. GP led Health Centre

Good access to health services improves both health outcomes and the public's perception of the NHS¹. Improving the range of places and times of day that patients can access primary care services remains a key priority for the NHS. The 2008/09 Operating Framework gave PCTs a target to commission either a polyclinic, a GP led Health Centre or a new GP practice (in under doctored areas) by March 2009. As Finchley Memorial Hospital (incorporating a Primary Care Centre/ polyclinic) will be redeveloped over the next 5 years and it cannot meet the target timescales. Therefore the PCT will commission a GP led Health Centre.

In terms of the primary care strategy, a GP led Health Centre sits between a primary care centre and a spoke. As such it will be used as a stepping stone towards a primary care centre. For this reason the south of the borough has been chosen as the site for the new centre as a primary care centre is already planned for this area as part of the London Borough of Barnet Cricklewood regeneration programme.

PCTs are required to follow an open procurement process to test the local health care market.

The procurement group overseeing development of the GP led Health Centre includes representation from the Health Improvement, Estates, Commissioning and Finance Directorates and a GP. The group reports to the Primary Care Strategy Group.

4.1 Services

The service requirements for a GP led Health Centre are:

- Core GP services
- Maximising opportunities to integrate and co-locate with other community-based services, including social care
- Easily accessible locations
- Open 8am to 8pm 7 days a week
- Bookable GP appointments and walk in services
- Registered and non-registered patients

Information to support development of the specification is being taken from the recently completed Barnet Health Profile and local strategies relating to for example, sexual health, drugs and alcohol and primary care.

5. Consultation

¹ Operating Framework 2008/09, Department of Health
Barnet Primary Care Strategy Update for the London Borough of Barnet Overview and Scrutiny Committee – July 2008

A focus group with local people was held on 17th May to discuss the new GP led Health Centre and the sort of service that might be included. Elements of the primary care and urgent care strategies were also discussed as they related to the GP led Health Centre. Fewer people than anticipated attended the meeting and the PCT is looking at other approaches to keeping the local population informed of progress.

6. Next steps

The PCT plans to go out to tender by September 2008 and is in the process of developing all of the associated documentation. Although the service must be procured by March 2009, the expectation is that the service will commence approximately 3 months later.

The London Borough of Barnet Supporting the Vulnerable Scrutiny Committee is asked to note and comment on progress of the primary care strategy.

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