

Report to Barnet Health Overview and Scrutiny Committee – 4th July 2016

Update on Barnet CCG plans for Finchley Memorial Hospital

1. Introduction

The Health Overview & Scrutiny Committee has previously received reports from Barnet CCG on its plans to develop new services at Finchley Memorial Hospital (FMH) and to improve utilisation of the building. This paper provides a further update for the Health Overview & Scrutiny Committee on the CCG's progress with this project.

2. Background & Process to Date

The CCG's short list of preferred options is:

- A) An Older People's Assessment Service (OPAS)
- B) Putting the empty inpatient ward to use for the good of patients
- C) Breast Screening
- D) New Primary Care services, closely aligned to the Walk-in Centre

3. Older People's Assessment Service

The CCG's Governing Body has approved the business case and clinical specification for the new OPAS. The aim is to commence procurement of the new service which will be formally integrated and co-located with the existing Falls Service. The new service should be operational towards the end of the year.

4. Inpatient Ward

The CCG is working with colleagues in LBB and the main provider organisations to develop a specification for the use of the empty beds at FMH. The aim is to establish a "Discharge to Assess" model to improve utilisation of beds on the acute hospital sites and to better manage the flow of patients back to the community. Our plan is to have these beds operational in good time for the winter.

5. Breast Screening

Plans are at an advanced stage for a permanent Breast Screening service at Finchley to replace the mobile service. Once confirmed, this will include converting two rooms on the ground floor to create a new Breast Screening facility as part of the diagnostics suite (alongside X-Ray and Ultrasound). Due to the timings of the Breast Screening Programme it is likely that the mobile unit will return for its tri-annual visit in July but, once the new facilities are ready, the service will then move indoors as soon as possible. This change will also allow us to host a mobile MRI scanner on a more regular basis.

6. Primary Care and the Walk-in Centre

As previously reported, the Primary Care issue is contractually more challenging and the CCG is working with NHS England to develop a strategy for how a new service can be put in place. The aim is to link the new GP service more closely with the Walk in Centre, for reasons of service integration, clinical leadership and also more efficient use of resources. Our aim is to agree the way forward with NHS England in the next 2 – 3 months and we will be able to provide a further report to the HOSC in due course.

7. Improved Utilisation and other matters

The above workstreams will all lead to a more intensively utilised building. For example the Breast Screening service will treat 50 – 60 patients per day or an increase in footfall of circa 15,000 patients per annum – more if carers, friends and relatives are included. The new OPAS service will treat almost 3,000 patients per annum when operating at full capacity. We are keeping a log of these projected increases in footfall.

The close focus on how Finchley is being used has led to other improvements in addition to the top priority issues identified above. For example we are seeking to increase the Phlebotomy service which will lead to another circa 25,000 patient visits per annum and we also have a proposal for a mobile MRI scanner to come to the site – circa 2,500 patients per annum.

The CCG is taking a stronger lead on how providers are using space in the building and identifying where individual rooms are under-utilised. This is allowing us to plan for more services to come into the building.

8. Centre Management

The above approach will be greatly enhanced by the introduction of a stronger and more proactive Centre Management role. The Department of Health's property company, Community Health Partnerships (CHP) is responsible for Centre Management and will be introducing a new service that is more closely aligned with the CCG's objectives to improve use of this building. This will also start to address the question of greater involvement of community groups – something always envisaged for this building but not fully delivered to date. We have recently been working with some Mental Health 3rd sector groups about increasing their use of the building's community facilities and available space out of hours (when the building is relatively empty). This is a limited exercise at this moment in time but will expand as the new Centre Management service is implemented.

9. Summary

The Finchley Memorial Hospital Transformation Programme has developed into an exciting, complicated, multi-faceted programme but potentially significant improvements to patient care are starting to materialise as commissioning solutions are put in place. Over the next year we are confident that Finchley will start to operate in a way that fulfils its true potential as a dynamic hub for healthcare and other community services at the heart of Barnet's out of hospital health system.