

Project name	Reimagining Finchley Memorial Programme
Directorate/Department	Commissioning
Senior Responsible Officer	Neil Snee
Project Manager	Garrett Turbett

Executive Summary

This report has been brought before the Committee to address the request to explain implications for Barnet residents of the NHS Property Services Ltd charging market rents for services at all NHS premises such as GP surgeries and health centres.

Charging arrangements changed on 1st April 2016 to reflect market rents. This applied to properties managed by both NHS Property Service and Community Health Partnerships as the landlords. The move to market rents is supported by Department of Health and they are working with NHS England to mitigate the effects of any increase.

In addition to property charges, this report will outline projects within the Reimagining Finchley Memorial Programme. A number of projects are progressing which will increase utilisation while improving access to services for Barnet residents.

1. Reimagining Finchley Memorial Programme

The utilisation of Finchley Memorial continues to be a high priority for BCCG and the issues of affordability are being addressed within the existing regulations. Barnet Health Overview and Scrutiny Committee have been kept informed and Barnet CCG have re-emphasised the importance of Finchley Memorial and developed the Reimagining Finchley Memorial Programme Board.

The national policy on moving NHS property to a market rent model does not impact on the challenge of affordability on this site. The CCG pass through rental costs as services are commissioned in FMH however the services charges which are generated from national contracts to impact on the ability of smaller providers to consider FMH; this is currently being addressed in negotiations with the landlord.

The Programme Board was set up in January 2017 by Barnet CCG. This includes senior executives and GP Board members, as well as senior staff from all CCG directorates, the landlords and the property owners. The Board is keen to progress with the provision of primary care as part of a holistic approach to Finchley Memorial becoming a health and wellbeing hub. Development of existing or new services will be closely aligned to the Sustainability and Transformation Plan, particularly around providing Care Closer to Home.

Programme Board meetings have resulted in positive discussions regarding the rent and related costs for tenants. Further meetings between Barnet CCG's Director of Commissioning and landlords' Regional Director of Estates are planned to discuss a variable pricing model with a view to building a model that more closely reflects the local economy.

A project to provide primary care services alongside the Walk-in Centre is being led by Barnet CCG's Primary Care Transformation Manager. The GP Federation, which represents GP practices in Barnet, have expressed interest in developing a practice at Finchley Memorial and a number of schemes linked to Care Closer to Home. These may include programmes linked to care of the elderly, health and wellbeing, and public health initiatives.

As part of the Barnet CCG Winter Resilience Programme, a community beds model was implemented from October 2016. This programme has supported flow in Barnet's main acute hospital and initiated assessment outside of the acute setting. There is significant re-design of services within the NCL STP as the committee is aware and part of the local work will actively explore utilising FMH for patients who require such assessment and further support to transfer from an acute bed to home or an alternative long term accommodation suitable for their needs. As part of this work specific discussions with providers on using Adams ward have been commenced and integrating this possible development into improving discharge and the quality of patient experience.

The project to bring the services delivered from the mobile breast screening unit into the building are now progressing at pace. A feasibility study has been conducted which concluded that a permanent site is both viable and desirable. The landlord has agreed the required capital to progress. There is agreement in principle from the provider, the landlord will be instructing their developer to define the exact cost of developing the space based on architectural specifications.

The Community Voluntary Service, CommUNITY Barnet, in partnership with Healthwatch Barnet, have been commissioned to work with our communications team in developing and carrying out a public and stakeholder engagement programme. This programme will help ensure local community needs are at the heart of service proposals and will involve extensive co-design between the local community, commissioners and clinicians.

Through the UCLH Cancer Collaborative vanguard, an exciting new initiative being explored is the siting of a CT scanner which will support an R&D programme for early diagnosis of lung cancer at FMH; it may be that latent capacity is available to the Barnet population which would be a significant attribute to services running from the site.

Through close engagement between Barnet CCG and CHP, we are developing a tiered pricing model for space within Finchley Memorial. This model will apply to bookable space in the first instance, which will include space that can be booked for a few hours as a one-off, through to space which can be block booked for months in advance.

Objective(s) / Plans supported by this paper:

The proposed action would be in keeping with the mission of the NHS Barnet CCG:

“We will work in partnership with local people to improve the health and well-being of the population of Barnet, find solutions to challenges and commission new and improved integrated pathways of care which address the health needs of the Barnet population. We will work within available resources.”

Additionally, the development of these projects within FMH support a number of national and STP agendas. For example, moving to all static breast screening sites is a target for the national breast screening programme. And developing the services within FMH aligns to the STP Care Closer to Home and Urgent Care programmes.