

Report to Barnet Health Overview and Scrutiny Committee – 4th December 2017

Update on plans for Finchley Memorial Hospital

1. Introduction

At the October 2017 meeting of the Health Overview & Scrutiny Committee (HOSC) Barnet Clinical Commissioning Group (CCG) reported on plans to improve the use and occupation of Finchley Memorial Hospital (FMH). HOSC members asked that the CCG report on progress to its following meetings to ensure that members were kept updated on the CCG's projects and their progress.

2. The CCG's priority projects to develop Finchley Memorial Hospital

As reported in October, the CCG's list of priority projects remain:

- a) Open Adams Ward as a "Discharge to Assess" ward
- b) Develop and open a new Breast Screening facility
- c) Develop and open the Cancer project New CT Scanner facility
- d) Develop a new service specification for a General Practice
- e) Move the CCG headquarters from NLBP to FMH

In addition there is an ongoing focus on improving utilisation in the bookable spaces and clinical rooms.

This paper provides updates on these five projects and provides, where known, timelines.

3. Opening Adams ward

The CCG is working with Central London Community Health Services NHS Trust (CLCH) and Community Health Partnerships (CHP) – the Department of Health Company who holds the head lease and provides management services at FMH – to open Adams Ward as a "Discharge to Assess" ward. This will be a 17 bedded ward and will complement the rehabilitation ward with which it is co-located and will provide "discharge to assess" beds. These are for patients to be discharged whom no longer require acute hospital care but do require a period of further assessment and time for their discharge to be planned and put in place.

This is a complex project that involves multiple workstreams to get the ward operational eg furnishing, staffing, support services establishing catering and cleaning, etc. This project is proceeding well and is on target to open as planned in December 2017.

4. Develop and open the new breast screening facility

The CCG has been working with CHP & the Royal Free Hospital (RFH) North London Breast Screening Service to progress this project. At the previous HOSC it was clarified to the Committee that there were two outstanding issues which prevented opening a breast screening facility in FMH. These were:

- Securing the capital money to finance the conversion of the rooms
- Paying the rental cost for the space.

Significant progress has now been made in both of these areas. A conversion cost appraisal has been commissioned to identify the capital costs required to convert two consulting rooms into a new breast screening suite, changing cubicles, administrative space and waiting area. When this sum has been confirmed CHP will consider identifying the capital to pay for this work from a fund it has to support “transformational” projects. Confirmation that this funding has been secured still currently remains outstanding.

The Royal Free Hospital, which provides the North London Breast Screening Service, has confirmed its support to move into a new FMH Breast Screening Facility. The RFH believes doing this will provide a superior facility for patients and improve patients’ experience and service satisfaction. The RFH has agreed to pay the rental costs for this facility.

NHS England, which commissions this service, has also confirmed its support for this change.

This change is now subject to CHP confirming the capital money to support the space conversion. If this can be confirmed this facility could be operational by May 2018.

5. Develop and open the cancer project new CT scanner facility

The CCG is working with University College Hospital to locate a CT scanner at FMH as part of a major research project to secure earlier diagnoses for lung cancer.

Barnet residents in the target group (heavy smokers) will be offered an enhanced package of services to those normally available on the NHS – specifically, a CT scan as part of a programme for preventative diagnosis.

As well as providing additional services to Barnet residents, the UCL CT scanner project will help the CCG financially by renting five clinical rooms that are currently empty.

The research project will fund the capital costs for the conversion and development of this facility and will also pay the rent for the space.

This facility is scheduled to be operational in May 2018.

6. High level project plan for developing the breast screening and CT scanning facilities

	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
Agree specification with UCL (CT Scanner)	14-Nov							
Agree specification with NLBSS (Breast Screening)	16-Nov							
Agree capital costs with CHP & LIFTCo		16-Dec						
Agree funding with UCL (CT Scanner)		08-Dec						
Agree funding with CHP (Breast Screening)		08-Dec						
Instruct lawyers to prepare legal agreements	16-Nov	Dec	Jan					
Formal approvals			31-Jan					
Let contract and commence construction				Feb	Mar			
Complete construction					31-Mar			
Commission new CT and Breast Screening equipment						April		
Commence new service							01-May	

7. General Practice

Since the last HOSC meeting the CCG's new Director of Care Closer to Home has developed a strategy to attract a General Practice into FMH. This builds on the CCG's Care Closer to Home strategy.

HOSC members will recall that the CCG's Chief Operating Officer explained that this hasn't been achievable historically because it was not considered a viable business opportunity for General Practice. However, the CCG is committed to exploring this one further time and is exploring a number of options.

This project is at the early stages of its development. The following timetable is indicative and subject to change.

General Practice Timeline

	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
FMH Options paper - draft paper to be agreed														
Options to be considered by Primary Care Committee														
Clarification of requirements to apply e.g. rated good or above by CQC														
Discussions with local GPs/engagement														
Financial appraisal														
Expression of interest/market engagement														
Review of expressions of interest														
Appoint preferred provider														
Engagement with appointed provider														
Patient consultation														
Review of patient consultation														
Practice/s move (Work up move and associated actions)														moved by 1/12

8. Move the CCG headquarters to FMH

The option of whether the CCG headquarters could move to FMH is being explored. This project is currently at the scoping stage. Further detail will be provided to the Committee at the next FMH HOSC update.

9. Improving Utilisation

The CCG has previously reported to the HOSC that the workstreams outlined above are part of a broader project to improve utilisation of FMH.

As well as the priority projects the CCG is working with CHP to improve the building management by better managing utilisation and promotion of available space to other services and local community groups in line with the original vision for the building.

The CCG is also pleased that CHP has selected FMH as the site of a pilot project to develop a new, more agile centre management service, which will combine new technology and building management systems to collect more accurate utilisation and usage information. This will enable improved accurate booking and billing but also allow the CHP centre management team to proactively use spare space for other uses, often at short notice when spare space becomes available. In particular the CCG is keen to see the building used more intensively in the evenings and at weekends.

10. Review of Services at FMH and activity information

The following services are currently provided from FMH:

- Marjorie Warren Ward (34 beds) rehabilitation & assessment (Central London Community Health)
- Adams Ward (17 beds - *opening December 2017*) Discharge to Assess (CLCH)
- Walk-in Centre (CLCH)
- Diagnostics - X-Ray & Ultrasound (Royal Free), Phlebotomy (CLCH), Audiology (UCLH)
- Breast Screening (NL Breast Screening Service – Royal Free - currently mobile unit)
- Mobile MRI scanner (InHealth)
- Falls prevention and bone health clinic (CLCH)
- Chemotherapy & Infusion suite (12 chairs) (Royal Free)
- NHS Community Pharmacy
- Out of Hours (NHS111) GP centre

The following service lines are also provided:

Royal Free Outpatients	CLCH Outpatient Services	Other providers
Consultant Obstetrics	Podiatry	ENT (Concordia)
Gynaecology	Urology	Dementia café (vol sector)
Community Midwifery	Tissue Viability (leg ulcers)	Pregnancy Advisory Service (NUPAS)
Dermatology	Orthotics	
Women's Health counselling	Diabetes	
Cardiology	Biomechanics	
Elderly Falls Clinic	Stoma care	
Pain Clinic	Spirometry	
Neurophysiology	Dietetics	
Endocrine	Pulmonary Rehab	
Breast Oncology	Respiratory COPD	
Urology		
Orthopaedics		
Rheumatology		
Nurse Assessment (general)		
Physiotherapy		

Activity

There are approximately **200,000 patients using FMH each year.**

Approximately 750 each weekday and 100 each day at the weekends.

This includes 56,778 patients attending the phlebotomy service and 56,656 patients attending the Walk-In Centre.

11. Summary

The CCG has made significant progress improving the occupation and utilisation of FMH so that it is now becoming the key strategic healthcare asset that it was always intended to be.

As well as the activity figures listed above, the unoccupied areas of the building are now being addressed and – once the new Adams Ward opens in December – the percentage of the hospital let to service providers will rise from 75% to 89%.

Prepared by Barnet CCG

November 2017