

Update on Barnet CCG plans for Finchley Memorial Hospital

1. Introduction

Following the production of Barnet CCGs Primary Care Strategic Framework document in May 2016, the Health & Wellbeing Board will be aware of some Barnet CCG's plans to develop new services at Finchley Memorial Hospital (FMH) and to improve utilisation of the building. This paper provides details of the CCG's progress with this project.

2. Background & Process to Date

The CCG's Clinical Cabinet in April 2016 agreed a short list of preferred options and these are set out below:

- 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 GP 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. General Practice and the Walk-in Centre

Of the main project areas, 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 H&WBB in due course.

7. Improved Utilisation and other matters

The above work streams 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, the CCG is 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 voluntary and community 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. Next Steps

During 2016-17 the CCG will continue to engage with health delivery teams, working on the specification for a primary care provider and seeking NHS England's approval for such a service aiming for implementation in 2017-18.

The CCG has stated an emerging vision that sees the site becoming a centre of excellence for integrated health and social care provision, especially for older people in Barnet, helping maintaining independence and achieving positive outcomes.

We are looking at ways in which we can engage with community groups so that the facility becomes a hub for social as well as health care interactions. Discussions have already taken place with a transport group and we hope to hold talks with schools in the area soon.

We will continue to meet with representatives from groups such as Healthwatch to ensure that the site provides maximum impact in improving health outcomes for the local population.

The CCG has a robust Project Management Office to help plan and monitor progress ensuring resources are targeted into achieving positive outcomes for the site. Our communications team are also now included in the work so that high profile messages promoting the facilities and updates on progress are delivered promptly to a wide audience.

10. 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.

Barnet CCG
July 2016