

Wiltshire Council

Health and Wellbeing Board

19 September 2017

Subject: Strategic Outline Case for Chippenham, Melksham and Trowbridge

Executive Summary

The towns of Chippenham, Melksham and Trowbridge are located within North West Wiltshire, with each having its own community hospital that provides differing services. Each site is currently underutilised and in poor condition, with the maintenance costs not providing value for money.

The demand for services in this area is increasing with a forecast population growth of c30% by 2026 and an ageing demographic.

This demand will mean that the existing primary care estate having a shortfall in of circa 8,000m² by 2026.

Taking all these factors together it is necessary to review the way in which we deliver primary and community services in order to ensure sustainable and high quality health services. This is further reinforced by the CCG's own out of hospital strategy and the national direction for care closer to home and expanded urgent care centres.

In response to this challenge the CCG commissioned a Strategic Healthcare Planning (SHP) exercise. An output of this was that a Strategic Outline Case (SOC) was taken to the CCG's Governing Body in July 2017. The SOC brought together the detailed process followed and its outputs to make a recommendation on the strategic way forward for these localities.

The next steps are detailed in section 7 and take forward the formation of a Strategic Outline Plan which will culminate in an Outline Business Case. This next stage also incorporates the communications and engagement activities, and consideration of the implications of the Trowbridge estates, technology and transformation fund scheme; to support the development of the Outline Business Case.

Proposal(s)

It is recommended that the Board:

- i) Notes the progress made and the next steps;

Reason for Proposal

The need to respond to forecast demand and the condition of existing healthcare estate.

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Title :	Interim Chief Officer
Organisation :	Wiltshire Clinical Commissioning Group

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Purpose of Report

1. To update the Health and Wellbeing Board on the work being undertaken and the next steps.

Background

2. The towns of Chippenham, Melksham and Trowbridge are located within North West Wiltshire, with each having its own community hospital that provides differing services. Each site is currently underutilised and in poor condition, with the maintenance costs not providing value for money.

The demand for services in this area is increasing which is in part linked to a change in the demographic profile and an increase in people over 65 years old. Alongside this the population is anticipated to grow by c30% by 2026.

This change in the population means that a greater demand will also be placed upon our primary care services – in comparison against the existing primary care infrastructure we face a shortfall in primary care estate capacity of circa 8,000m² by 2026.

Taking all these factors together it is necessary to review the way in which we deliver primary and community services in order to ensure sustainable and high quality health services. This is further reinforced by the CCG's own out of hospital strategy and the national direction for care closer to home and expanded urgent care centres.

Main Considerations

3. Strategic Healthcare Planning

In response to this challenge the CCG commissioned a Strategic Healthcare Planning (SHP) exercise. This exercise incorporated several key stages. Initially a baseline picture was established through:

- A review of the existing estate
- Stakeholder meetings
- Analysis of the current and projected activity with providers
- A review of the CCG's strategic priorities

Having completed this baselining position a series of 14 options was identified. This longlist of different options was reviewed and scored, against their non-financial benefits, through workshops involving a range of stakeholders. The longlist comprised different combinations of:-

- Hubs (which provide services that would traditionally be part of a community hospital)
- Spokes (a site which is intended to deliver community services on an outpatient basis)
- Urgent treatment centres (which are GP led sites open 12 hours a day, 7 days per week with same day access to primary care)

This process enabled the longlist to be shortened and in a second workshop with stakeholders the shortlist was assessed against their financial costs which led to a preferred option being identified.

4. Strategic outline case

The Strategic Outline Case (SOC) was taken to the CCG's Governing Body in July 2017. The SOC brought together the detailed process followed and its outputs to make a recommendation on the strategic way forward for these localities.

Of the 14 options considered the preferred way forward was identified as being comprised of one hub, one spoke and three urgent treatment centres.

5. Trowbridge estates, technology and transformation fund scheme

In 2016/17 the CCG was successful in having funding earmarked to it following a successful bid to the estates, technology and transformation fund (ETTF) to support a development for primary care capacity in Trowbridge. This funding was approved after the commencement of the SOC and the implications for those healthcare services have been considered as part of this SOC development. The funding earmarked from the ETTF is time limited and needs to be utilised by March 2019 – as such work on the scheme to expand primary care commenced prior to the completion of the SOC.

The new Trowbridge scheme is assumed to incorporate the current activity undertaken at Trowbridge hospital and that services will be re-provided within the new development – this will also be reviewed as part of the review of activity requirements as part of the development of the outline business case following the SOC. Funding for the non ETTF elements of the new scheme are still to be finalised. Following the completion of the SOC the next stages will consider where the hub and spoke should be located, as no decisions have been determined yet, and this will take into account the Trowbridge development.

6. Engagement

The SOC that has been produced is at a high level – detailed decisions on sites etc. have not been made. As this is a strategic overview to date our engagement

has focussed on discussing the process undertaken via the SHP with key stakeholders which have included:-

- Chippenham, Melksham and Trowbridge area boards
- One to one briefings with councillors from Chippenham, Melksham and Trowbridge
- One to one discussions with local MPs in the considered areas
- Involvement of the key service providers in the SHP and scoring of options
- Involvement of other key commissioning partners in the SHP and scoring of options
- Involvement of Healthwatch in an observatory capacity at the options scoring workshops

Next Steps

7. The SOC was agreed by the CCG Governing Body in July 2017 and contains a list of actions to be undertaken. The key actions are:-

- To scope a Strategic Outline Programme (SOP) for the whole of Wiltshire to identify if other programmes are needed for the areas not covered by the SOC
- Conduct a detailed review of activity and service requirements as part of the formation of an Outline Business Case (OBC)
- Reaffirm the CCG's primary and urgent care strategies to ensure congruence with national direction
- An assessment of services that need to be provided from each location and to identify if any additional services could be provided from community settings
- Assess travel distances / times to inform a decision making process for site selection
- A review of opportunities to work closely with mental health providers through community settings
- Develop a detailed communications and engagement plan

The full list of actions are contained with appendix 5 of the SOC. The SOC can be found via <http://www.wiltshireccg.nhs.uk/news-2/strategic-outline-case-for-wiltshire>

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