

**Wiltshire Council**

**Health and Wellbeing Board**

**7 February 2019**

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**Subject: Trowbridge Integrated Care Centre**

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**Executive Summary**

I. Update paper on the Trowbridge Integrated Care Centre

**Proposal(s)**

It is recommended that the Board:

- i) Notes the content of the paper

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**Title: Interim Accountable Officer**  
**Organisation: Wiltshire CCG**

**Subject: Trowbridge Integrated Care Centre**

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**1.0 Purpose of Report**

- 1.1 The purpose of this paper is to update the Health and Wellbeing Board on the Trowbridge Integrated Care Centre (Trowbridge ICC) project.

**2.0 Background**

- 2.1 In December 2018 it was announced that the Trowbridge ICC project had been allocated funding following the submission of a STP capital bid earlier that year.
- 2.2 Trowbridge and the surrounding area has a growing population, health care capacity issues, a shortage of primary care accommodation and a community hospital that is no longer fit for purpose. Health and social care services are provided from a number of different facilities. Wiltshire CCG, and its partner organisations, have identified investment in the new ICC as a vital component of its strategies to transform the delivery of primary care and urgent care for the local population.
- 2.3 The scheme involves a collaboration between Wiltshire CCG, the Lovemead Group Practice, Trowbridge Health Centre, Wiltshire Health and Care, Great Western Hospitals NHS Foundation Trust, Royal United Hospitals Bath NHS Foundation Trust, Avon & Wiltshire Mental Health Partnership NHS Trust, NHS Property Services Ltd and Wiltshire Council.
- 2.4 The project aims to address several key local and national service issues, including population growth in the Trowbridge locality of circa 20% by 2026 (Swindon & Wiltshire Strategic Housing Market Assessment, Wiltshire Council and Swindon Borough Council, 2017), including growth through new housing development, an ageing population with significant growth in the over 65s, general growth in service demand, urgent care and illness services, lack of primary care capacity and poor quality existing estate including the community hospital which is no longer fit for purpose. It aligns with national NHS strategies including the NHS Long Term Plan, the GP Forward view and responds to the STP's key priorities relating to primary care, proactive care and infrastructure in particular.
- 2.5 The ICC will support the development of integrated models of care, centred around the patient, in a community setting. This means providing an expanded range of primary care services available to all communities, shifting care closer to patients' homes, delivering care efficiently through networks of practitioners working together and integrating services across the health, social care and voluntary sector spectrum. The proposal is for

a new build to accommodate both primary care same day and urgent access services which will release space in the surgeries involved, to address the overall accommodation shortfall, as well as accommodate more secondary care services to be provided in the community. The new building will facilitate seven-day working supported by extended GP hours and will house GP Out of Hours service.

- 2.6 The key benefits to patients include a single point of access for out of hospital urgent care services, enhanced extended hours services provision, an expanded range of health care services provided locally and a significant increase in primary care capacity in the locality. Patients, carers and staff will also benefit from the provision of facilities suitable for modern healthcare that meet current standards and provide a significantly enhanced environment.
- 2.7 Anticipated STP-wide benefits include reductions in A & E attendances, reductions in non-elective admissions and improvements in performance against urgent care targets. The new development would also avoid circa £3.1m in the STP's backlog maintenance liability and generate a capital receipt of circa £1.8m from the disposal of the Trowbridge Community Hospital site.
- 2.8 The key service needs underpinning the Trowbridge ICC are the provision of additional primary care capacity to support 20% population growth, development of a "same-day primary care access" service and integration of this service with a urgent treatment, community health, mental health and acute outreach services.

### **3.0 Delivering the STP's clinical strategies**

- 3.1 The STP's key priorities are to: create locality based integrated teams supporting primary care; shift the focus of care from treatment to prevention and proactive care; develop an efficient infrastructure to support new care models; establish a flexible and collaborative approach to workforce; and enable better collaboration between acute providers. Wiltshire CCG is implementing a new Care Model focussed on delivering care in the most appropriate setting; the development of the Trowbridge ICC is a priority initiative to achieve this objective.
- 3.2 The development of the Trowbridge ICC will enable the integration of primary care, community health, mental health and acute outreach team, support the development of services targeted at proactive care and facilitate a flexible approach to workforce, e.g. through GPs, primary care nurses, nurse practitioners and other health professionals collaborating to deliver out of hospital urgent care services for the local community. By establishing same-day primary care access service at the Trowbridge ICC will benefit the wider health economy through reducing growth in A & E attendances, which in turn will also lead to a reduction in planned care referrals. The development of the new facility will also provide capacity for more services to be delivered out of hospital, thus releasing pressure on acute services, and will enable increased provision of mental health services.

## **4.0 Alignment and engagement with stakeholders**

4.1 All stakeholders (i.e. commissioners, providers and partner organisations, e.g. Wiltshire Council) have been actively engaged in the development of the project to date, e.g. through membership of the Project Board. All parties confirmed their support of the Project Initiation Document (PID) which was approved by NHS England in 2017. The project is a key One Public Estate scheme for Wiltshire. The stakeholders are continuing to work together on the development of the Outline Business Case, which will set out the key assumptions/constraints in terms of scope of service, activity, capacity, operational principles and legal/financial issues. At this stage, no major issues/concerns relating to alignment of stakeholders have been identified.

## **5.0 How the scheme will transform care**

5.1 The Trowbridge ICC scheme will transform care for patient by providing a single point of access for out of hospital urgent care services, enhancing extended hours services provision and expanding the range of urgent care services provided locally - more patients will receive a resolution at first point of access and their treatment will be delivered by the most appropriate professional to meet their needs.

5.2 The ICC scheme will also enhance access to core and enhanced primary care services for the growing local population, through increasing extended hours provision, reducing waiting times for routine appointments and significantly broadening the range of health and well-being services that can be provided – this transformation reflects the STP’s key priorities to support the sustainability of primary care, redesign the initial access points for urgent care and shift the focus of care from treatment to prevention and proactive care.

## **6.0 Capital funding**

6.1 Wiltshire CCG received written confirmation of c£16m STP capital funding (subject to business case approval) for the Trowbridge ICC in December 2018. The total scheme value of £19.8m is supported through an Estates and Technology Transformation Fund (ETTF) award of c£3.8m.

6.2 The ETTF part of the funding envelope was allocated to the scheme following an earlier successful bid. The CCG await confirmation of continuation of the ETTF award following the STP capital announcement in December 2018. If ETTF funding was not available there would be a likely impact on the size of the building and in-turn the range of services delivered from the new facility.

## **7.0 Current project status**

7.1 The Trowbridge ICC project started in a meaningful way in 2017. This was triggered by the announcement of ETTF funding for the project, which resulted in the establishment of the Project Board and the appointment of professional advisors to support the delivery of the project.

- 7.2 The project has an approved PID (Project Initiation Document), which was approved by NHS England in November 2017. STP capital correspondence has confirmed that the STP capital bid acts as an approved SOC. Work has started on the Outline Business Case (OBC).
- 7.3 The project has been paused since the submission of the STP capital bid in July 2018 to avoid the potential of abortive works whilst waiting for the capital bid decision. Now the project has been successful in being allocated capital, the project is being ramped back up and targeting an Autumn/Winter 2019 OBC.

## **8.0 Delivery route**

- 8.1 As part of the funding announcement, the scheme has been instructed to consider 2 main delivery options. RHIC (Regional Health Infrastructure Companies) which is a PPP, as well as publicly funded options.
- 8.2 RHIC doesn't yet exist as a delivery route as the RHIC business case is yet to be approved by the Treasury. It is expected that if the RHIC business case is approved the subsequent RHIC procurement will take a further 12 months. Therefore the earliest it is anticipated RHIC will be available to the Trowbridge ICC project is spring 2020.
- 8.3 The uncertainty around the delivery route is one of a number of areas of clarification that will be resolved through the development of the business case.

## **9.0 Maternity**

- 9.1 The STP capital bid for the Trowbridge ICC allowed for a 'lift and shift' of the maternity services currently delivered at Trowbridge Hospital. The project will take account of the maternity services review once concluded.

## **10.0 Mental Health**

- 10.1 The project has always made an allowance for mental health provision and at the time of the STP capital bid was mainly taking account of primary care mental health services. The project is now being considered for a wider range of mental health outpatient services. This scale of the potential mental health services are yet to be fully understood, but could impact on the size and in turn capital cost of the building.

## **11.0 Resourcing**

- 11.1 Wiltshire CCG currently has a small team of employees and consultants working on estates projects. A resource plan is being developed to ensure that the Trowbridge ICC and the other projects have the right team in place to successfully deliver these important projects.

## **12.0 Next steps**

- 12.1 The immediate next steps for the Trowbridge ICC are:

- Adequate resourcing including CCG professional team appointment;
- Re-establish the project board following the pause of the project since July 2018;
- Project governance refresh;
- Gain information on the detail behind the STP capital funding announcement;
- Confirmation from NHSE about ETTF funding element of the project;
- Refresh work on services and activity;
- Site options appraisal refresh;
- Re-fresh the project programme.

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