

HEALTH SCRUTINY BOARD

APPENDIX 1

PROPOSED SERVICE CHANGE OR DEVELOPMENT:
IMPACT ASSESSMENT

Originating NHS Organisation	Torbay Care Trust
Impact assessment completed by	Steve Honeywill, Head of Estates, Torbay Care Trust
Date of submission to OSC	September 2009
Ongoing point of contact and contact details	Steve Honeywill Telephone 210512, e-mail Steve.Honeywill@nhs.net
OSC area(s) impacted by proposals	Health and Wellbeing

Brief overview of proposal or service development	<p>Proposed Healthy Living Centre, Clennon Valley, Paignton</p> <p>The Proposed Healthy Living Centre for Health and Social Care has formed part of the strategic direction for Health and Social Care services in Paignton for a number of years.</p> <p>The scheme proposes a new build Centre for Health and Social Care that will provide facilities for two general medical practices and an extensive range of Community based services for the population of an area of Paignton and some services for patients from the Brixham and all of Torbay. It would be built by a third-party developer and leased back over a proposed period of twenty-five years. The Strategic Health Authority has approved the Outline Business Case in 2007.</p> <p>It should be noted that relocation of the surgeries has been classified by the Care Trust as a priority for some years as they are location in inadequate premises. The site at Clennon Valley has been viewed as ideal.</p> <p>The proposed Clennon Valley Healthy Living Centre for Health and Social Care comprises:</p> <ul style="list-style-type: none"> • Primary medical care (General Medical Practice) • Extended Primary Care • Community Pharmacy • Community nursing and social care • Specialist community based services: <ul style="list-style-type: none"> ❖ Podiatry ❖ Health Visiting
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	<ul style="list-style-type: none"> ❖ Occupational Therapy ❖ Physiotherapy ❖ Community Dentistry ❖ Speech and Language therapy ❖ Audiology ❖ Day/Intermediate/Rehab Care • Community mental health services • Services for substance abusers • Specialist Services: <ul style="list-style-type: none"> ❖ Consultant led Out Patients ❖ Specialist nurse led services (e.g. diabetes) ❖ Practitioner with a special interest led services • Health and well being related services: <ul style="list-style-type: none"> ❖ Healthy lifestyles ❖ Access to information • Services to support self care: <ul style="list-style-type: none"> ❖ Expert patient programmes ❖ Group education sessions ❖ Information “libraries” ❖ Citizen’s advice, Housing and benefits advice • Space for mobile diagnostics facilities. • Café area promoting healthy foods and lifestyles look to involve local colleges to help students develop a variety of skills. 																		
Anticipated timetable	<p>The indicative project timetables detailed below: Further works needs to be undertaken, and the timetable assumes a smooth passage through all stages of the project. This will be subject to change:</p> <table border="1"> <thead> <tr> <th>Task</th><th>Time</th></tr> </thead> <tbody> <tr> <td>Re-specifications/ Building design and layout / re-costings, Lease heads of terms and approval by Care Trust Board.</td><td>August/October 2009</td></tr> <tr> <td>OJEU Process</td><td>October 2009- February 2010</td></tr> <tr> <td>Agreement of detailed drawings</td><td>February 2010 – May 2010</td></tr> <tr> <td>Full Business Case to Project Team</td><td>March 2010</td></tr> <tr> <td>Full Business Case to Care Trust Management Team Board</td><td>March 2010</td></tr> <tr> <td>Full Business Case to Torbay Care Trust Board</td><td>April 2010</td></tr> <tr> <td>Full Business Case to SHA Capital Investment Group (Depending on nearest meeting dates)</td><td>April 2010</td></tr> <tr> <td>Full Business Case to SHA Board</td><td>May 2010</td></tr> </tbody> </table>	Task	Time	Re-specifications/ Building design and layout / re-costings, Lease heads of terms and approval by Care Trust Board.	August/October 2009	OJEU Process	October 2009- February 2010	Agreement of detailed drawings	February 2010 – May 2010	Full Business Case to Project Team	March 2010	Full Business Case to Care Trust Management Team Board	March 2010	Full Business Case to Torbay Care Trust Board	April 2010	Full Business Case to SHA Capital Investment Group (Depending on nearest meeting dates)	April 2010	Full Business Case to SHA Board	May 2010
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	Financial Close	June 2010
	Mobilisation	July/August 2010
	Start on site	September 2010
	Construction complete	March 2012
	Commissioning complete and service operational	April 2012
Brief overview of factors which have led to this proposal or service development	<p>Torbay Care Trust has worked with its community partners to plan and develop a vision for leading edge services for the people of Paignton. This vision is articulated in the form of two fundamental principles that underpin all our service development:</p> <ul style="list-style-type: none"> • Services should be developed to ensure that for each individual the Right Care, must be provided in the Right Place at the Right Time, and... • Wherever possible these services should be delivered locally in the person's own home or in the community. <p>This has been the driver for establishing local integrated health and social care centres in Torquay (Torquay North scheme), Paignton and Brixham.</p>	
Overall objective of proposals (e.g. improving quality of services, more cost effective service etc)	<p>Improvements to Health The following improvements to health will be promoted as a result of this facility:</p> <ul style="list-style-type: none"> • reducing smoking • promoting physical exercise, • promoting psychological and emotional well-being • promoting better sexual health • curative/relieving aspects of improving health • promoting integration and multi-agency working. <p>Reduction in Inequalities The facility and services are intended to be inclusive of the local community in particular supporting issues linked to inequalities in:</p> <ul style="list-style-type: none"> • Social Exclusion • Socioeconomic status • Carers • Young People • Age • Single Parents (Sure Start) • Disability <p>Delivery of Access Targets The Proposal will support delivery of additional local choice for the people of Paignton. Integral to the scheme is the use of Information Management and Technology to support processes and minimise handovers.</p> <p>Maintenance of the eighteen week target which has</p>	

	<p>already been achieved and a commitment to maintaining the reduced waiting times which it is hoped will have been achieved by the point in time when this development comes on stream.</p> <p>What national/National Service Framework (NSF) targets and local targets will it deliver?</p> <p>A broad spectrum of services from the specialist areas described below will be delivered at the new facility. Opportunities for integration will provide the service user with an enhanced quality and more timely service.</p> <ul style="list-style-type: none"> • Cancer • Cardiac • Children, Young People and maternity Services • Diabetes • Older people • Mental health • Substance misuse • Sexual health • Learning disability • Specialist service • Chronic disease <p>Quality Outcomes</p> <p>The proposal provides the following quality outcomes.</p> <ul style="list-style-type: none"> • Kaiser principles of integration • Pursuing/enabling perfection • Keeping the NHS Local • Reducing re-admission rates • Reducing health inequalities • Improving the service user experience. <p>The Impact on the Wider Health and Social Care System</p> <p>The proposed Healthy Living Centre will provide an integrated one stop shop for the people of Paignton in the optimum of settings and in fit for purpose facilities. It will achieve integration of health and social services which will in turn enhance the service received by the service user.</p> <p>What opportunities, over how long, will be foregone as a result of not accepting the proposal?</p> <p>Do nothing is not an option in terms of the existing provision and estate. If the proposal does not move forward there will be a failure to achieve the following:</p> <ul style="list-style-type: none"> • a full integration of health and social care services in Paignton area • a shift of services to a more localised setting • Relocation of the General Medical Practice Surgeries to fit for purpose facilities. • Increasing costs of repair and maintenance of buildings not fit for purpose.
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	<p>All the above services are currently provided in sub-standard accommodation unsuitable for modern health care in meeting patient's needs and aspirations.</p>
<p>Details of public and patient involvement undertaken to date and how this has shaped proposals</p>	<p>The Clennon Valley Healthy Living Centre been in the planning stage for a number of years (Since 2002 in its initial form). Throughout this period the involvement of the staff, service users and general public has been valued. The main mechanisms have been via face to face contact, press release, public forums and having patient representation at workshops and as a key member of the project team.</p> <p>Engagement with staff, service users and general public has been ongoing and will continue as part of an ongoing plan. Progress and outcomes are reported to the project team as a standing item on the agenda. The input is therefore considered to be proactive.</p> <p>The feedback has influenced the proposal in a range of ways for example, the General Medical Practices have an active communication with patients which has contributed to the planning, and information has been derived from local patient feedbacks, and has influenced the Design Brief.</p> <p>There is a formal Patient Public representation in the project group with views proactively sought. Contributions from of local groups within the area has also occurred. The next stage for active involvement is the building layout stage, when the groups identified on the plan will have an input to the functional layout of the building.</p> <p>There has been very close liaison with Torbay Council whilst exploring potential sites for the development and this liaison will continue throughout the stages of obtaining planning consent.</p> <p>If the scheme proceeds the Care Trust and it's partners intend to take an active approach to explaining the benefits of the proposed buildings to address any local resident concerns about the design of the building and related issues.</p> <p>Detail of Consultation</p> <ul style="list-style-type: none"> • The GP Surgeries at Grosvenor Road and Withycombe Lodge have been very active in undertaking a range of surveys and communications with in their patients. Over several years the surgeries have involved and informed their patients by a number of means. These include regular news articles on the website and newsletters/posters. A video display

	<p>was used in the waiting room areas displaying slides of the proposed building and also this was available in hard copy form. Feed back was encouraged for all of the above which proved positive in terms of patient support for the scheme. The practice Manager also dealt with a number of e-mails enquires concerning the proposal and visits to the surgeries have occurred by ward councillors who conveyed their support and encouragement for the Healthy Living Centre to proceed. The Local member of Parliament Adrian Saunders has also visited Grosvenor Road and offered his support to the project.</p> <p>In addition the Torbay Care Trust has sought feedback from a range of forums such as the Ward Partnership, Patient Forum, its own staff and the public in general.</p> <ul style="list-style-type: none"> • In 2007 we asked local people in Paignton to share their views with us with respect to the proposals for the building. Drawings were made available on the Care Trust website and at the same time drawings were placed in local libraries across the Bay and in Care Trust facilities with the public encouraged to provide feedback to us. This information was fed into the project planning. • Patient Public Involvement has been key to the evolution of the scheme. Judy Punshon has been the patient representative on the Project Group for the scheme and has taken an active role making suggestions and monitoring developments. She is also a member of the local Ward Partnership. • We have also involved our own staff throughout who have made a significant contribution to the buildings design. The Project group consists of lead Managers for all the service areas that will occupy the building including the GP's and Developer. As well as the Patient Rep council members have also attended this group. Progress on the scheme as been report to our Board at all material stages for key decisions, again None Executive Directors (some of whom are Torbay Councillors) and the Patient Representative have been involved in these forums/decisions. Not for profit groups have also been consulted at various stages, for example the Chadwell Organisation. • Trust operational staff and practices (Nurses,
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	<p>GP's, Dentists, and Podiatrist etc) have made detailed contributions to the building design and layout. Planning events have been held at various stages at which staff have shaped their facilities down to the detailed requirements for the space that they are responsible for. This has ensured at "bottom up" process to design and layout which is practical and pragmatic.</p> <ul style="list-style-type: none"> • Paignton Town Community Ward Partnership has also received a presentation with respect to the healthy Living Centre plans. The trust received some useful feedback concerning issues related to transport, car parking, GP facilities and the scheme in general that have helped shape the design and planning process. • The scheme has attracted coverage in the local press and radio. The Trust has put out regular communications at key stage to explain the state of play on the project and to pass on our message concerning the benefits that will be derived from the project to local community. <p>As the project progresses the Trust intends to under take further consultation during the pre-planning phase. It's important that we obtain maximum public support for the project and that we ensure the local community are informed with respect to our objective by creating the Healthy Living centre. During the pre-planning phase we intend to publicise the scheme via public meetings at the Clennon Valley Leisure Centre to patients and carers to view a model of the proposed building and ask direct questions to key Care Trust staff and the Developer. We are also keen to engage directly with local residents in the immediate area of the building to address any concerns they might have (for example visit already promised to the residents of Pebble Court which will be honoured)</p> <p>We will also use local media outlets to explain/promote the scheme and the Head of Estates and other Care Trust staff would be happy to attend other public forums again to update the community with respect to progress. We are confident the project is a positive investment in health care for the area of Paignton and we are thus keen to take any opportunities available to communicate this message. Since the enforced delay since 2007 the local media has continued to cover the scheme, recently the position of the Rifle Club has resulted in coverage. The Mayor has also referenced the project on many occasions in the media.</p> <p>In summary, once a building redesign has been</p>
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	<p>achieved the Trust intends to cover the same ground as it did in 2007 in terms on consultation, sharing the design via Open days and whatever forums are available, allowing a further opportunity for the community to influence the process.</p> <p>This will all be reported to the Health Scrutiny Committee on a regular basis.</p>
Other NHS organisations impacted by proposal or service development and their views from involvement	<p>Devon Partnership NHS Trust (Will lease space in the building)</p> <p>South Devon Healthcare Foundation Trust (Potential out-patients service activity transfer)</p> <p>Both organisations have been involved in the planning stages and are supportive of the project.</p>
Views of PPFs from involvement to date	Please see above consultation section.

The following assessment relates to patients*:	North Devon	Exeter	Mid-Devon	East Devon	Teignbridge
	South Hams/West Devon	South Devon			

* Highlight from which areas patients will be affected by the proposal.

1. Impact upon access to services

Ref	Aspect	+ or - impact	Detail	Plan to minimise negative impact
A	Eligibility of patients to receive the service		No change	
B	Ability of patients to access the service	+/-	+ the proposal is designed to improve local access by shifting services from hospital and placing podiatry more locally in response to public	With respect to the move from two surgery sites to one new location, part of the site selection criteria will include accessibility via public transport. In addition, close working with local

			feedback. - the General Practitioners plan to move from two surgeries into one location	transport team in Torbay Council to improve, where necessary, public transport routes.
C	Waiting times to receive service	+	Expectation is that waiting times will be maintained and even improved.	
D	Longer term sustainability of the service	+	It will achieve integrated working. The General Practice business will become more sustainable.	
E	Reducing health inequalities	+	The benefits of integrated working include improving health and wellbeing and reducing health inequalities as a result of more coordinated efforts.	

2. Impact upon quality of services

Ref	Aspect	+ or - impact	Details	Plans to minimise negative impact
A	Clinical performance/outcomes	+	A local centre which provides health and social care services in an integrated way will ensure a coordinated approach to care and will continue to improve the clinical outcomes for local people. More locally based services which are tailored to meet the needs of local people will ensure that service users are offered choice and	

			deliver on NHS target. This proposal is in accordance with the Darzi report.	
B	Statutory NHS targets	+	See above	
C	Patient Choice	+	See above	
D	Cohesion with wider NHS strategies	+	See above	
E	Operational effectiveness	+	See above	

3. Impact upon patients and carers

Ref	Aspect	+ or - impact	Details	Plans to minimise negative impact
A	Patient care standards	+	The plans to date have been developed using the views of local people. The proposal will respect the privacy and dignity of service users in its design and will be designed in such a way as to ensure excellent service user and carer experience by ensuring ongoing engagement at key stages of the project. The proposal is based on an integrated care pathways which reduce the numbers of appointments needed for service users.	
B	Privacy and dignity	+	See above	
C	Patient care journeys/pathways	+	See above	
D	Patient experience	+	See above	
E	Carer experience	+	See above	

4. Impact upon wider community

Ref	Aspect	+ or - impact	Details	Plans to minimise negative impact
A	Local economy	+	New purpose build health and social care building.	
B	Transport		To be established once site is confirmed	

C	Community Safety	+	Local pride and identity with new facility.	
D	Environment	+	New building must comply with BREEAM which is a high standard for building in terms of sustainability both during construction and once operational.	
E	Social Care	+	Continued integration.	
F	Cohesion with Community Strategy	+	Continued integration and coordination of services.	

5. Partnership working / involvement

How has the PCT involved the following groups in the development of these proposals?	Details
Patient & Public Involvement	<p>The Clennon Valley Healthy Living Centre has been in the planning stage for a number of years. Throughout this period the involvement of the staff, service users and general public has been valued. The main mechanisms have been via face to face contact, press release, public forums and having patient representation at workshops and as a key member of the project team.</p> <p>The responses/ feedback in relation to services people would like to see in a new building have differed from the service list proposed in 2007. (see body of main report) The most significant concern raised has been about transport links to the site and sufficient car parking capacity for all the activity at Clennon Valley.</p> <p>Engagement with staff, service users and general public has been ongoing and will continue as part of an ongoing plan. Progress and outcomes are reported to the project team as a standing item on the agenda. The input is therefore considered to be proactive.</p> <p>The feedback has influenced the proposal in a range of ways for example, the General Medical Practices have an active Patient involvement which has contributed to the</p>

	<p>planning, and information has been derived from local patient surveys, and has influenced the Design Brief.</p> <p>There is a formal Patient Public Involvement Plan for the project which proactively seeks the views and contributions from a variety of local groups within the area. The next stage for active involvement is the building layout stage, when the groups identified on the plan will have an input to the functional layout of the building.</p> <p>There has been very close liaison with Torbay Council whilst exploring potential on site for the development and this liaison will continue throughout the stages of obtaining planning consent.</p>
Staff / Human Resources / Unions	<p>Staff have been directly involved in the stakeholder meetings in order to develop the Design Brief and Outline Business Case. Staff will continue to be involved throughout the life of the project.</p> <p>The Joint Consultative Committee (JCNC) has representation on the Project Team and the Project Manager provides verbal briefings to the JCNC periodically</p>

6. Financial impact

Ref	Aspect	+ or - impact	Details	Plans to minimise negative impact
A	Implications for NHS organisation	+	This project is considered affordable.	
B	Implications for Health Community	+	This project is considered affordable.	
C	Implications for Peninsula	+	This project is considered affordable and the Strategic Health Authority has approved an Outline Business Case for the proposed project.	

D	Implications for Local Authorities	+	Will achieve better use of health a social care resources.	
E	Implications for Voluntary Sector	+	Creates opportunities for closer working.	
F	Implications for patient/ patient's family	+	This should reduce the need for travel by providing more services locally.	

7. Anticipated climate of opinion

Ref	Aspect	+ or - impact	Details	Plans to minimise negative impact
A	Clinical opinion	+	To date the project has received positive feedback although there is interest as to where this building could be built. The final site of the building will be part of an evaluation which takes into account both non-financial and financial benefits.	
B	Local community	+	See above	
C	Political	+	See above	
D	Media	+	See above	
E	Staff	+	See above	

8. Any other impacts not covered above

Ref	Aspect	+ or - impact	Details	Plans to minimise negative impact
A				
B				
C				

NHS comments on impact assessment and view on whether the proposed change is substantial	<p>The proposed Clennon Valley Healthy Living Centre will consolidate work that is currently underway on the integration of services. It will provide a local facility with enhanced services based on the feedback from local people.</p> <p>The General Practitioner surgeries intend to move from two sites to one; however as independent contractors they are free to manage their business as appropriate. Although the Care Trust seeks to work in partnership with them and to ensure that any solution meets local need.</p>
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	Additional services will be provided locally and no services will be removed. It is therefore the opinion of the Care Trust that this does not constitute substantial change.
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9. Outcome of assessment by OSC

Date of decision	
Overview and Scrutiny Committee	
Substantial variation?	Yes/No
Reasons for decision reached	
Other comments	