

South Yorkshire and Bassetlaw Integrated Care System Primary Care Capital Programme Business Case

Primary Care Commissioning Committee meeting

Item 11b

21 January 2021

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| Purpose of Paper | |
| <p>In November 2020 Primary Care Commissioning Committee (PCCC) approved the South Yorkshire and Bassetlaw Integrated Care System (ICS) Wave 4b Capital Schemes Programme Business Case for submission to NHS England and NHS Improvement for approval.</p> <p>Because of the commercially sensitive nature of the content of the Business Case approval was given in private.</p> <p>A public facing executive summary has now been prepared and this is attached at appendix 1 for noting.</p> | |
| Key Issues/Background | |
| <p>In July 2018, the Integrated Care System (ICS) submitted a System Sustainability business case in relation to a wide range of investments required across South Yorkshire and Bassetlaw (SYB) to deliver transformational change in the region. This included a proposal to invest £57,459k of capital into Primary Care facilities.</p> <p>The Programme Business Case outlines SYBs requirements for the development of our regional Primary Care Capital Programme.</p> <p>It builds on the successful outcome of the initial SYB System Transformation Partnership capital bid submitted in 2018 which outlined detailed plans to support SYB ICS to achieve its ambition of ensuring that all services are delivered in a more joined up way.</p> <p>Specifically, this focused on ensuring that these services are delivered from fit for purpose facilities in order to enhance the effectiveness, efficiency and sustainability of the care delivered.</p> <p>The Programme Business Case (PBC) explains how the continued development of the Primary Care estate will act as a key enabler to SYB ICS's strategic vision - achieving the best possible outcomes for local communities across our five places.</p> <p>The PBC comprises of 21 schemes to address the identified Primary Care estates issues, whilst also creating environments to meet the current health needs of the SYB population - including proposed new models of care. A summary of each scheme is provided in the executive summary.</p> | |

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| Is your report for Approval / Consideration / Noting |
| Noting |
| Recommendations / Action Required by Primary Care Commissioning Committee |
| The Primary Care Commissioning Committee is asked to note the South Yorkshire and Bassetlaw ICS Wave 4b Capital Schemes Programme Business Case Executive Summary. |
| What assurance does this report provide to the Primary Care Commissioning Committee in relation to Governing Body Assurance Framework (GBAF) objectives? |
| <p>Objectives Supported</p> <ul style="list-style-type: none"> 2. Lead the improvement of quality of care and standards 3. Bring care closer to home 4. Improve health care sustainability and affordability <p>Description of Assurances for Primary Care Commissioning Committee</p> <p>2.2 to 2.5, 3.1 to 3.3, 4.1 to 4.6</p> |
| Does this report relate to a formal statutory / delegated Primary Care responsibility of the CCG? |
| <p><i>If so please state which function?</i></p> <p>Yes – Planning</p> |
| Are there any Resource Implications (including Financial, Staffing etc)? |
| Yes |
| Have you carried out an Equality Impact Assessment and is it attached? |
| Not for this report, EIA and QEIA will be conducted on each scheme within the ICS programme. |
| Have you involved patients, carers and the public in the preparation of the report? |
| Involvement and formal consultation are required for each scheme. |



South Yorkshire & Bassetlaw ICS Primary Care Capital Programme – Programme Business Case Executive Summary

The Programme Business Case outlines SYB's requirements for the development of our regional Primary Care Capital Programme.

It builds on the successful outcome of the initial SYB STP capital bid submitted in 2018 which outlined detailed plans to support SYB ICS to achieve its ambition of ensuring that all services are delivered in a more joined up way.

Specifically, this focused on ensuring that these services are delivered from fit for purpose facilities in order to enhance the effectiveness, efficiency and sustainability of the care delivered.

The initial bid focused on a range of priority care settings - or enabling functions - which included Acute Care, Community and Primary Care, Mental Health and Digital.

In addition, a significant part of **the initial investment focused on the creation of additional capacity for delivering Primary and Community Care** services, including the training and development of staff.

The Capital bid resulted in £57.5m being awarded to SYB to support the transformation of estate in Primary Care.

Although the level of funding did not support all system-wide sustainability schemes, a Programme Business Case (PBC) has been developed to realise SYB ICS' Primary Care estate ambitions.

The Programme Business Case explains how the continued development of the Primary Care estate will act as a key enabler to SYB ICS's strategic vision - achieving the best possible outcomes for local communities across our five places.

The PBC targets capital funding with a specific focus on improving the Primary Care estate. There are a number of closely associated benefits with the estate improvement which will directly support integrated service models, sharing of assets and resources, surplus land disposal, the reduction of backlog maintenance and improving on the estate's running costs.

Transformation and remedial works to the Primary Care estate directly support the key priorities across the ICS strategy for the challenges that lie ahead.

Having completed a thorough assessment and audit of the SYB ICS estate portfolio, SYB ICS recognises that a vast amount of services are being delivered from a sub-optimal estate.

The organisations listed in this PBC have clinical areas that are not effectively configured to deliver the optimum service possible. Furthermore, these physical obstacles prevent

services from being able to meet expected and forecasted increases in demand. It has become evidently clear that the properties listed in this document require significant refurbishment to ensure they remain able to fulfil increasing capacity needs, remain fit for purpose and flexible enough venues to accommodate different types of healthcare appointments. Fundamental to addressing these issues is recognition that targeted investment is required.

Looking ahead, in order to increase capacity and enhance the capability of the estate as it currently exists, we present a number of recommendations that will also provide significant Primary care enabling support for more patient care to be delivered safely in out of hospital settings. Alongside noted improvements in physical access and the improved integration of a range of other community, health and social care services, the PBC is supporting the ICS's strategic vision to provide wrap-around support, care and services for people as individuals and improve lives.

As part of our detailed assessment within the PBC, we have outlined our delivery schedule based upon the Primary Care premises that need it most across the ICS footprint.

The Programme is focused on supporting our Primary Care estate to deliver the predicted and forecasted demand, but also by ensuring that the recommendations provide an enhanced patient experience; modern, accessible community-based assets that support Primary Care and the workforce within, at scale.

This sustainable approach to patient focused care will also enable an important and necessary shift in our healthcare delivery. This would enable us to facilitate, with the caveat of where it is safe and appropriate to do so, care in out of hospital settings.

As a result, this ensures that remaining hospital services, together and alongside our wider remit of health and care services, are delivered across all of our places in a more integrated and patient-centred way.

The SYB ICS Phase 3 delivery plan sets out how partners will address the impact of the Covid-19 pandemic on services. It recognises the priority associated with re-establishing services to pre-pandemic levels, whilst also building upon significant acceleration of transformational work in the areas of digital enablement and an increasingly flexible workforce.

The PBC comprises of 21 schemes to address the identified Primary Care estates issues, whilst also creating environments to meet the current health needs of the SYB population - including proposed new models of care. A summary of each scheme is provided below.

| No. | Scheme Name | Detail |
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| PC10 | SAPA (Southey & Parson Cross Association) | Creation of 1/2 new Transformational Hubs and reprovision of up to 9 existing GP surgeries, plus an expansion of an existing GP practice |
| PC12 | City Centre Hub | Reprovision of 3 existing Practices plus a branch surgery from 3 current locations into one City Centre Transformational Hub location. |
| PC11a | Foundry Hub + Lift re-utilisation | Creation of 2/3 new Transformational Hubs and reprovision of up to 8 existing GP surgeries, plus reconfiguration of 2 existing LIFT buildings to maximise utilisation and capacity. |
| PC11b | Foundry Hub | |
| PC11c | Foundry Hub | |
| PC11d | Foundry Hub | |
| PC4a | Void space | Reconfiguration of void and under-utilised space in 5x LIFT and 2x NHSPS buildings to maximise delivery of primary healthcare services and deliver efficiency and capacity gains. |
| PC9 | Developing Capacity (Dovercourt Surgery) | Development of an unoccupied area of the current premises to provide up to 6 additional Consulting Rooms and a Group Room. |
| PC9 | Developing Capacity (Manor and Park Surgery) | Extension to form 2 new additional Consulting Rooms and provide additional GP workforce training capacity |
| PC9 | Developing Capacity (Porter Brook Surgery) | Expansion within existing premises to create additional Consulting Rooms and facilities. |
| PC9 | Developing Capacity (Heeley Green Surgery) | Extension of existing surgery to form 2 new Consulting Rooms, adding training capacity for GP workforce. |
| PC9 | Developing Capacity (Gleadless Medical Centre) | Extension to form 2 new additional Consulting Rooms, adding training capacity for GP workforce. |
| PC9 | Developing Capacity (The Hollies Medical Centre) | Redevelopment of c100m ² of unused 2 nd floor space to create a MDT base, training hub and reconfigured admin base, freeing up lower floor space for patient facilities. |
| PC9 | Developing Capacity (Upperthorpe Eccleshall Medical Centre) | Extend existing building by 75m ² to provide additional consulting rooms and reconfigure existing layout to provide improved operational flows and capacity. |
| PC9 | Developing Capacity (Upperthorpe Medical Centre) | Expand into current void to provide additional 82m ² of clinical areas and reconfiguration of existing layout to improve access, clinical capacity, support functions and operational flows. |
| NHS Rotherham CCG | | |
| PC15 | Broom Lane Medical Centre | Relocation of all services from Broom Valley practice into an extended Broom Lane practice, with closure of the Broom Valley site. |
| PC14 | Waverley Medical Centre | Design and build of a new medical centre which will meet the S106 requirements for a medical centre due to housing development. |
| NHS Bassetlaw CCG | | |
| PC7 | Newgate St | Internal reconfiguration and extension to GP practice (redevelopment of the existing site and a new build) and integration with community-based services. |
| NHS Doncaster CCG | | |
| PC8 | Bentley | Improvement to/replacement of Bentley Health Centre to incorporate LA requirements. |
| PC22 | PCN Estates Transformation (4 Doncaster PCN) | Upgrade and minor refurbishment of the existing GP premises. |



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| PC22 | PCN Estates Transformation (Petersgate Practice) | Extension of practice premises into roof void. |
| PC22 | PCN Estates Transformation (Scott Practice) | Expansion of the current footprint over part of the existing car park. |
| TBC | Rossington | Design and build of a new medical centre which will meet the S106 requirements for a medical centre due to housing development created by the same developer at Waverley in Rotherham |