

Governing Body Meeting Date: 5 June 2014

Harrogate and Rural District
Clinical Commissioning Group
Report Sponsor
Amanda Bloor, Chief Officer

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1. Title of Paper: Healthy Ripon: Ripon Community Development Project

2. CCG Corporate Objectives supported by this paper

	CCG Corporate Objective	Tick
1	Engage and enable local people to be involved in decisions made about the healthcare we commission	X
2	Commission services to ensure and improve quality and safety of services and improve outcomes	X
3	Achieve a sustainable Health Economy	X
4	Deliver transformational service change	X
5	Develop strong and mature partnerships	X
6	Develop a strong, sustainable and successful CCG	X

3. CCG Values Underpinned in this paper

	CCG Values	Tick
1	Respect and Dignity	X
2	Commitment to Quality of Care	X
3	Compassion	X
4	Improving Lives	X
5	Working Together for Patients	X
6	Everyone Counts	X

4. Executive Summary
Background

The "Healthy Ripon" project commenced in March 2012, in part as a response to the North Yorkshire Strategic Review, as well as the growing view that Ripon Hospital building was increasingly not fit for purpose. This started with a World Café event to engage with local people followed up with a stakeholder event to further shape a vision for the future of health provision in the Ripon Community. This described the development of a "Community hub" with the ambition of addressing wider community needs, including disease prevention and individual wellbeing. The focus was on integration of health and social care.

A Wellbeing Collaborative was established with partners from North Yorkshire County Council (NYCC), Harrogate and District NHS Foundation Trust (HDFT), Harrogate and Rural District Clinical Commissioning Group (HaRD CCG), Tees, Esk and Wear Valley NHS Foundation Trust (TEWV), Harrogate Borough Council (HBC) and local GPs. The initial focus was on small scale steps promoting health initiatives and improving access to existing services.

In March 2013 the collaborative identified the opportunity for a partnership approach to service co-location and delivery as NYCC planned to use an existing site for the development of Extra Care Housing in Ripon. This led to a further event in which a new aspiration and high level concept design for a Community Hub emerged, pulling together Primary Care, supported accommodation (extra care housing), diagnostic and out-patient facilities, social care, rehabilitation, and leisure services.

Current Position

A need has been identified to ensure healthcare, adult social care and the voluntary sector are more joined up, specifically to prevent unnecessary admissions to hospital and also to enable people who are discharged from hospital to regain their confidence in living independently. There is potential to ensure all these services are more integrated by being co-located. There are likely to be clear economies of scale that could be achieved by bringing together the different providers and stakeholders in Ripon in one (or perhaps two) community hubs. At present GP surgeries, Harrogate and District Foundation Trust, Harrogate Borough Council, North Yorkshire County Council, and Tees Esk and Wear Valleys Foundation Trust are all providing facilities which overlap with respect to services delivered and facilities required.

Potential Outcome

A health hub on the site alongside Extra Care Housing to allow transformation of facilities and services. Dependent upon the site that is used for this development this may need to be developed in two phases to enable existing services to remain operational. (See paper for further details).

Next Steps

The Partnership are seeking external support to undertake an options appraisal. Following this the next steps for the project will be determined. Including public engagement and consultation as required.

5. Any statutory / regulatory / legal / NHS Constitution implications

Any significant service changes will be subject to public consultation.

6. Equality Impact Assessment

Any future service changes will be subject to EIA

7. Implications/Actions for Public and Patient Engagement

There will be significant Public and Patient Engagement as part of this work. The partnership are developing a communication and engagement strategy to ensure local people and stakeholders continue to inform and shape the proposals.

8. Recommendations / Action Required

The Governing Body is asked to: note that this update provides assurance.

9. Assurance

N/A

For further information please contact: Amanda Bloor, Chief Officer Tel: 01423799317

Healthy Ripon: Ripon Community Development Project

1.0 Background

The “Healthy Ripon” project commenced in March 2012, in part as a response to the North Yorkshire Strategic Review, as well as the growing view that Ripon Hospital was increasingly not fit for purpose. This started with a World Café event to engage with local people, with a stakeholder event to further shape a vision for the future of health provision in the Ripon Community. This described the development of a “Community hub” with the ambition of addressing wider community needs, including disease prevention and wellbeing.

A Wellbeing Collaborative was established with partners from NYCC, HDFT, HaRD CCG, TEWV FT, Harrogate Borough Council and local GPs. Initial focus was on small scale steps promoting health initiatives and improving access to existing services.

In March 2013 the collaborative identified the opportunity for a partnership approach to service co-location and delivery as NYCC planned to use an existing site for the development of Extra Care Housing in Ripon. This led to a further event in which a new aspiration and high level concept design for a Community Hub emerged, pulling together Primary Care, supported accommodation (extra care housing), diagnostic and out-patient facilities, social care, rehabilitation, and leisure services.

The Partners wish to enable the transformation of facilities and services in Ripon in an innovative partnership approach that will bring positive benefits to the community and secure and protect services into the future.

2.0 Current Position

A need has been identified to ensure healthcare, adult social care and the voluntary sector are more joined up, specifically to prevent unnecessary admissions to hospital and also to reable people who are discharged from hospital to regain their confidence in living independently. There is potential to ensure all these services are more integrated by being co-located. There are likely to be clear economies of scale that could be achieved by bringing together the different providers and stakeholders in Ripon in one (or perhaps two) community hubs. At present GP surgeries, Harrogate and District Foundation Trust, Harrogate Borough Council, North Yorkshire County Council, and Tees Esk and Wear Valleys Foundation Trust are all providing facilities which overlap with respect to services delivered and facilities required.

3.0 Proposed Scope

A health hub on the site alongside Extra Care Housing to allow transformation of facilities and services. Dependent upon the site that is used for this development this may need to be developed in two phases to enable existing services to remain operational. This would ideally consist of:

Phase 1

- GP Facility – ideally utilising all 3 practices to include:
- 25 GP consulting rooms
- 10 nurse rooms
- Out-patient Facility
- Imaging. (X-ray, Ultrasound etc)
- Extra Care Housing
- Housing for people with complex needs and LD (linked to the Extra Care)
- Bungalows for people with a physical disability (linked to the Extra Care)
- Beds for use within Extra Care as step up/step down or Rehab beds
- Base for Integrated Care Team to accommodate 8 hot desks
- Mental Health services provided in partners' facilities
- General needs housing (40% affordable 60% outright sale to provide subsidy to the Extra Care)
- Pharmacy

Phase 2

The second project would be based at the existing Leisure Centre off Dallamires Lane providing:

- Leisure facilities
- Pool
- Physiotherapy (using existing gym etc)
- Occupational Therapy

It was suggested that each project would have wider remits, with the first looking at education and self-care particularly around established conditions, the latter focussing primarily on prevention and wellbeing.

The partnership will consider a number of possible site options which need to be reviewed and appraised:

- the County Council owns a site in the town;
- the existing hospital (with car park) and pool site could be utilised (although current services would need to remain operational during the development of the new facilities); and
- there is the possibility for the partnership to acquire a site.

4.0 Aims and Objectives

The Partners wish to enable the transformation of facilities and services in Ripon in an innovative partnership approach that will bring positive benefits to the community and secure and protect services into the future.

Facilities and services required by the partnership include the following:

- North Yorkshire County Council seeks the development of an extra care housing scheme of approximately 40+ units with the usual associated

communal facilities; a supported accommodation block for people with a learning disability of 12 units; a supported accommodation block for people with complex needs of 8 units; 12 bungalows for people with a physical disability.

- Harrogate and Rural District CCG seeks to commission integrated hospital community and social care services from an integrated facility providing:
 - Flexible step-up step down beds provided through the extra care scheme (to include palliative care)
 - Integrated community teams
 - Hospital based services as below
- Harrogate Foundation Trust seeks to re-provide hospital type services currently provided at Ripon Hospital into a new facility. Those services will include: diagnostics, Out patients services; OT etc
- Harrogate Borough Council seeks to re-provide the existing pool facility on the current leisure centre site in order to facilitate improved integration between the Council's leisure functions and Health and Wellbeing activities.
- Three GP Practices in the town seek new purpose-built modern practices that will maintain independent contractor status, but will integrate elements of service provision and share some facilities.

5.0 Next Steps

The partnership has agreed to engage external strategic support to progress the project at this point and the following outputs are required:

- Undertake an option appraisal for the possible new site on Kirby Road, (initial site investigation information for which will be shared as and when available).
- Identify options for redevelopment of the existing hospital site, with, and without, the support of one or both local authorities and, of part, and all of the site, also include options for potential partners based on current health outcomes and market need locally and provide overview of how these visions could be delivered.
- Review existing/alternative uses for the sites that may result in capital receipt to support the project.
- Undertake a fresh search for potential alternative “brownfield” sites in the area.
- Consider service infrastructure options (centralised and integrated facilities to support integrated care and support for local people, shared staffing resources, considering flexibility of future beds, use of technologies for delivering care in the home or closer to home, diagnostic requirements, national horizon scanning, wellbeing agenda and development of a resource centre and use of agile working and flexible workspaces etc. This will include reviewing timelines and deliverables set out in the project charter.
- Consider synergies and options pertaining to the provision of Extra Care Housing and other County Council-required facilities on the site.
- Consider potential commercial structures, which would see expeditious delivery of the option, taking account of the partners' financial and governance arrangements.

- Make recommendations on the joint commissioning arrangements and implications for any future service plans. Provide advice on landlord arrangements and head lease options which may be preferential to the current arrangements in order to support joint commissioning with the local authority and to ensure capital funding for the redevelopment and make suggestions and advise on future tenancy agreements/market rates etc.
- Make recommendations regarding multi-agency governance and project management arrangements for the delivery of the project.
- Identify medium and long term use of the site and strategic objectives with health, local authority, voluntary and community partners for the provision of local services.
- Provide an indicative programme for the delivery and next steps to securing the future of Ripon Hospital, its redevelopment and potential incorporation into a wider community facility.
- Prepare a formal set of recommendations for the stakeholders to consider, which may be incorporated into eventual Outline Business Case, assuming the option is supported by the Partners.

Once the outputs have been completed, the partnership will then review and make further recommendations.

6.0 Recommendations / Action Required

The Governing Body is asked to note the contents of this update paper, which provides assurance on the progress of the Healthy Ripon Project under the leadership of the Ripon Partnership Group.

**Amanda Bloor, Chief Officer
NHS Harrogate and Rural District CCG**