



Item No: 19

Meeting Date: Wednesday, 21st September 2016

Glasgow City Integration Joint Board

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INTEGRATED HEALTH AND SOCIAL CARE HUB AT PARKHEAD

Purpose of Report:	To provide the Integration Joint Board with a briefing on the commitment within the Strategic Plan to develop an integrated health and social care hub in Parkhead and to set this proposal within the wider context of our strategy to improve services for older people in the North East, and the Health Board's draft proposals for re-designing services currently based at Lightburn Hospital.
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Recommendations:	<ul style="list-style-type: none">a) Note the contents of this report.b) Approval of progress to date.c) Instruct officers to bring forward detailed plans and a business case in early 2017 for the new integrated health and social care hub at Parkhead.d) Approve a joint engagement by the Health and Social Care Partnership and the Health Board is progressed on the review of Lightburn inpatient services.
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Implications for IJB:

Financial:	The total capital cost is estimated at £32m to £33m. Funding will be sought from the City Council, the Health Board and the Scottish Government's hub programme. It is our intention to use rental payments from terminating the leases for our existing rented properties as well as revenue released from closing buildings which we own to contribute to the total costs. Services based in these buildings would be re-located to Parkhead or to alternative locations as part of the wider integration and re-design of health and social care in the north
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	east.
Personnel:	Staff will be required to relocate to Parkhead or to alternative locations and there will be ongoing engagement with them as part of the development process.
Legal:	The normal legal issues for Glasgow City Council and the Health Board (such as building contracts) will arise from developing the hub.
Economic Impact:	There will be positive economic and regeneration impacts at a local level in Parkhead as a consequence of consolidating public services alongside a wide range of existing shops and leisure facilities.
Sustainability:	We will reduce our reliance on out dated, poor quality buildings through the construction of a modern, state-of- the-art facility. We envisage a reduction in energy costs as a result of the new build facility.
Sustainable Procurement and Article 19:	The procurement process will meet all legislative requirements.
Equalities:	We will undertake an Equality Impact Assessment of the proposals and ensure that we engage with a diverse cross section of the local community. The new building at Parkhead will be fully accessible for disabled people and will be located at a major public transport interchange.
Risk Implications:	<p>If Scottish Government funding is not made available the IJB will need to re-visit the accommodation strategy for the north east. Our properties will require an on-going investment programme to ensure that they remain viable in the longer term. In addition, we would not benefit from the service improvements which a modern facility would open up.</p> <p>The Health Board's proposed engagement on the future of Lightburn Hospital is controversial and there will be significant media, political and wider public interest in the public engagement process.</p>
Implications for Glasgow City Council:	The development of the integrated health and social care hub at Parkhead is part of a wider accommodation strategy for the north east which will see the rationalisation of buildings and the relocation of services to the one site. The major implication is the requirement to finance the construction of the building. However, there are many positive aspects to the development of the new hub and these are outlined in this report.

Implications for NHS Greater Glasgow & Clyde:	The development of the integrated health and social care hub at Parkhead is part of a wider accommodation strategy for the north east which will see the rationalisation of buildings and the relocation of services to the one site. The major implication is the requirement to finance the construction of the building. However, there are many positive aspects to the development of the new hub and these are outlined in this report.
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Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	✓
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Integration Joint Board with a briefing on the commitment within the Strategic Plan to develop an integrated health and social care hub in Parkhead.
- 1.2 The report will also set this development proposal within the wider context of our strategy to improve services for older people in the North East and the Health Board's draft proposals for re-designing services currently based at Lightburn Hospital.

2. Parkhead Health and Social Care Hub

- 2.1 The site at Parkhead has been identified as a potential health and social care hub for a number of years and is a key strategic development for the east end of Glasgow for the following reasons:
 - The area of Parkhead is ranked one of the most deprived in terms of income deprivation in the Scottish Index of Multiple Deprivation. In 2008 the life expectancy for males in Parkhead/Dalmarnock was only 63 years and for females 74 years. Given the ill health and health inequalities experienced by the local population, the services at Parkhead are very well used by the local population but it is very difficult to offer sufficient accommodation within the existing health centre to meet these needs
 - The Parkhead site is adjacent to the Clyde Gateway regeneration area with proposals to increase the population by 20,000, and, therefore, we need to plan ahead for meeting the health and care needs of a larger community.
 - The Parkhead and Dalmarnock area is one of the Thriving Places, which the Community Planning Partnership is prioritising in its strategy to promote more joined up working between the public agencies and local communities at a neighbourhood level.

- The proposals will contribute towards our wider efficiency drive by substantially reducing our portfolio of leased and owned property portfolio in the north east. Furthermore, the creation of fit for purpose accommodation will facilitate new methods of working, such as agile/mobile working.
- Despite receiving regular maintenance, the existing Parkhead Health Centre was assessed by the last property survey as in need of modernisation and expansion, if it is to continue to meet the needs of the local population in the medium to long term.
- A new hub will promote the integration of health and social care across the north east of Glasgow by creating facilities which encourage joint work and will improve access to services through a one-stop-shop approach.
- Our engagement with local people on the proposals for an integrated health and social care hub has found substantial support for a new development on the site, with a particular interest in the provision of facilities for local community groups.

2.2 The specification for the building is being developed and currently it is proposed that the following services would operate from the new hub:

GP surgeries	Community paediatric services
Dental services	Older people's mental health services
Community pharmacy	Learning disability services
Primary care mental health and psychotherapy	Physiotherapy and podiatry services
Rehabilitation and enablement services	Sandyford sexual health services
District nursing	Health and social work addiction services
Treatment rooms	Criminal justice social work services
Health visiting and school nursing	Social work training centre (relocated from Brook Street)
Social Work children and family teams	Management and administration functions
Child and adolescent mental health services	Meeting and seminar rooms

2.3 The capital funding for the building is estimated at £32m to £33m and would require support from the Scottish Government to bridge the gap between the resources available from Glasgow City Council and the Health Board. Our plan is to continue to develop the proposals for the health and social care centre so that we are in a good position to make a detailed bid for funding, should the Scottish Government release another round of funding for public sector building projects.

3. Lightburn Hospital

3.1 At the meeting of the Health Board on the 28th June 2016 the Board's Local Delivery Plan was approved; the Plan included four proposals for service change which will require public engagement. One of these was a proposal to re-design services currently based at Lightburn Hospital in Carntyne. The changes that are

being proposed for Lightburn cover the following services will lead to the closure of the hospital:

3.2 Reshaping inpatient rehabilitation services in the north east of Glasgow

3.2.1 There are two 28 bedded inpatient wards providing multi-disciplinary rehabilitation for older people. In 2015/6 there were a total of 714 inpatient episodes.

3.2.2 The Board is proposing that the acute rehabilitation support in Lightburn Hospital would be re-located to Glasgow Royal Infirmary, Stobhill Hospital and through access to a small number of beds at Gartnavel General Hospital, thus providing a spread of provision to patients living across the west, east and central areas of the north sector catchment area. Patients who no longer require care in an acute hospital but still require rehabilitation would be transferred to local intermediate care facilities, where there will be a strong focus on providing re-ablement support for people within a homely setting. This model of providing care and rehabilitation has proven successful in recent years in enhancing rehabilitation and helping people to return home at the earliest opportunity. The successful implementation of this strategy, though, will be dependent on having a jointly agreed service plan in place with the Acute sector and with sufficient funding to deliver on the commitments in this plan.

3.3 Modernising day hospital care for older people

3.3.1 The site includes a Day Hospital providing multi-disciplinary assessment and rehabilitation for older people. In 2015/6 there were a total of 436 new patients with a total of 3,787 attendances.

3.3.2 New proposals for the provision of current Lightburn Day Hospital services would see provision combined into a single day hospital on an alternative hospital site. This would bring the service into line with all other day hospitals across Glasgow by providing modern facilities with access to a range of services that support day hospital activity, such as laboratory medicine and phlebotomy, imaging and diagnostic services, orthotics and pharmacy. Lightburn Hospital has only very limited access to imaging facilities and cannot provide access to laboratory facilities. The HSCP would wish to work with the Acute to ensure that the site chosen for the day hospital is also accessible to patients.

3.4 Outpatient services and Parkinson's disease care

3.4.1 The outpatients' department provides three weekly consultant led clinics, one weekly nurse-led outpatient clinic and one fortnightly consultant led clinic. In 2015/6 there were a total of 417 new patients with a total of 1,084 attendances.

3.4.2 The Board is proposing that the outpatients' clinics and support services provided by the local Parkinson's Disease support group are re-located to the new Parkhead health and social care hub when it is completed. We will work together with the Acute to develop this proposal, with the potential for the development of a further range of community outreach to support the rehabilitation and enablement of older people. During the development of these longer term proposals we will

make interim arrangements to ensure outpatient services at Lightburn Hospital and the Parkinson's support service can continue to be provided in the east end.

4. Strategic Direction for Older People's Services

4.1 How we respond to the Health Board's proposals for Lightburn Hospital (and the potential joint work with the Acute on implementing future service changes, if they are approved) will need to be shaped by our existing strategy for improving services for older people in Glasgow and our local approach to delivery of this strategy within north east of Glasgow.

4.2 The Integration Joint Board's Strategic Plan outlined its strategy for reshaping care for older people and shifting the balance of care away from so called institutional care to supporting more people to stay safely within their own home and communities for as long as possible. A joint strategic commissioning strategy for the city, developed jointly with the third and independent sectors, and housing, was published in 2014 and set out the detail of this programme to transform older people's services.

4.3 Since the reshaping care strategy and the Integration Joint Board's Strategic Plan were developed, considerable progress has been made in taking forward the improvements to those services that are necessary to support more people to receive care and support at home or in their communities. Key elements of the city wide programme (which are also reflected in the locality plan for the North East) are:

- The development of intermediate care (step up / step down provision) as an alternative to hospital admission and to support people being discharged from hospital;
- The Council's modernisation programme for residential and day care, including the new Commonwealth Games Care Home in Dalmarnock
- A proposal to develop integrated older people's teams in each locality;
- The supported living strategy to support more people with complex needs to receive care at home;
- The accommodation based strategy that develops the housing contribution to supporting more people to live at home;
- Personalisation that offers older people more choice in the provision of support at home;
- The development of anticipatory care plans to better manage those with long term conditions at risk of admission;
- A programme of support to carers, including the Power of Attorney campaign;
- A programme to develop assistive technology to support people at home;
- The launch in June 2016 of a city wide dementia strategy with an ambition that Glasgow becomes a dementia friendly city; and
- The development of a falls prevention strategy to reduce the number of people attending hospital as a result of a fall.

5. Next Steps

- 5.1 The Health Board will be required to engage with the community and all stakeholders on the future of Lightburn Hospital. Therefore, a joint engagement process between the Health and Social Care Partnership and the Health Board on the Integration Joint Board's developing proposal for Parkhead and the Health Board's review of Lightburn Hospital, would provide the opportunity to present a coherent and strategic approach to the long term future delivery of health and social care services for older people in the north east.

6. Recommendations

- 6.1 The Integration Joint Board is asked to:
- a) Note the contents of this report.
 - b) Approval of progress to date.
 - c) Instruct officers to bring forward detailed plans and a business case in early 2017 for the new integrated health and social care hub at Parkhead.
 - d) Approve a joint engagement by the Health and Social Care Partnership and the Health Board is progressed on the review of Lightburn inpatient services.