



MIDLOTHIAN HEALTH AND CARE PARTNERSHIP

2018-21

PROPERTY STRATEGY

29th December 2017

Midlothian Health and Social Care Partnership

Property Strategy 2018-21

CONTEXT:

Midlothian IJB has no direct role in commissioning capital projects. This remains the responsibility of Midlothian Council and NHS Lothian. As integrated services develop, issues surrounding property, including the use of existing buildings and plans for new builds, require close collaboration. Joint teams and multidisciplinary working with the voluntary and independent sector is increasingly the norm and this brings with it property-related challenges. Alongside this, the growing population in Midlothian requires forward planning for facilities such as Health Centres and Dental Practices. As well as agreeing and managing capital and revenue costs there are other infrastructure considerations such as IT and telephony. In light of this it was agreed by Council Chief Executive, K Lawrie, and NHSL Deputy Chief Executive, J Crombie, that a Midlothian Health and Social Care Partnership Property Strategy be developed to inform the capital programmes of both organisations as well as the Midlothian Council Housing Strategy.

KEY OBJECTIVES:

This strategy is intended to ensure that the IJB has

1. The capacity to respond to the growing population
2. The scope to develop more integrated services
3. New housing models to provide more cost effective health and care services
4. Buildings which are fit for purpose

CURRENT ESTATE

1. **Council Properties:** The following buildings are owned and maintained by the Council
 - Cherry Road Day Centre Learning Disability
 - Highbank Intermediate Care Centre Older People
 - Newbyres Residential Care Home Older People
 - Cowan Court Extra Care Housing Older People
2. **NHSL Properties:** The following buildings are owned and maintained by NHS Lothian
 - Penicuik Medical Centre General population
 - Dalkeith Medical Centre General population
 - Old Bonnyrigg Health Centre Dentistry and Office Space
 - Primrose Lodge Learning Disability
3. **NHSL Leased Properties:** The following properties are leased directly by NHS Lothian
 - Midlothian Community Hospital (PFI) General population
 - Glenesk (Private Lease) Substance Misuse

4. **GP Practices:** The following properties are partially funded by NHS Lothian in relation to rental costs:

- Bonnyrigg Medical Centre (21.3% -a number of community teams are based there)
- Eastfield Medical Centre (19.88% community teams plus outpatient spaces)
- Newbattle Medical Centre (DNs; HVs; and outpatient spaces)
- Roslin
- Pathhead
- Loanhead/Paradykes
- Newbyres
- Danderhall Practice

SHARED ACCOMMODATION ACROSS HEALTH AND CARE:

The current arrangements for co-location of health and social care staff have been managed on a reciprocal basis with no financial transactions for property costs. The main logistical issue has been the provision of suitable IT access.

1. Health and Social Care Headquarters-Fairfield House Midlothian Council
2. Mental Health Team Old Bonnyrigg Health Centre
3. Joint Dementia Team Bonnyrigg Health Centre
4. MERRIT (Rapid Response and Hospital at Home) Bonnyrigg Health Centre
5. Newbyres Care Home which now includes a small nursing team

PROJECTS CURRENTLY UNDER CONSIDERATION IN HEALTH AND CARE:

1. **Recovery Hub:** The objective of strengthening links between mental health and substance misuse services led to a bid for capital funding from Midlothian Council. Following a feasibility study funded by NHS Lothian the Council agreed to allocate funding and a project plan is now being developed and implemented which includes IT and telephony as well as organisational development in terms of new ways of working. Following this decision, work is also underway to examine the options for providing more suitable accommodation in Old Bonnyrigg Health Centre for two voluntary organisations-Health in Mind and Women's Aid.

2. **Outpatient Space** A capital award is enabling outpatient space to be developed/improved in the Medical Centres in Bonnyrigg HC, Eastfield, and Newbattle.

3. **Newtongrange Clinic:** Refurbishment of a clinic in Newtongrange is underway to provide a branch surgery for the Newbattle Medical Practice.

4. **Learning Disability Premises Loanhead:** Inpatient premises for people with learning disabilities in Loanhead are the subject of negotiation about adapting them to residential and respite care facilities.

FUTURE PROPERTY REQUIREMENTS

1 Intermediate Care: The gradual expansion of intermediate care facilities in Highbank has proved a key component of the shift towards rehabilitation and consequent reduction in the reliance upon of residential care in particular. However Highbank was built as a residential home and despite some refurbishment it is not a particularly suitable environment for intermediate care. New build premises are required and, as part of such a development, there would ideally be scope for day care facilities currently located on a short term basis in the Community Hospital.

2. Learning Disability Service: The development of joint teams has been possible as a result of capacity freed up in local health centres. The planned recovery hub will allow further collocation of health social care and voluntary organisations. Another service which lends itself to co-location and eventually joint management is Learning Disabilities and, suitable premises have yet to be identified.

3 Health Centres: The projected significant growth in population in Midlothian requires future planning for Health Centre expansion as detailed below. Negotiations continue towards securing Section 75 developer contributions towards the cost of the premises. Similarly there is likely to be a need for additional dental practice premises although this has not yet been scoped out.

- a. Shawfair 2023
- b. Danderhall practice expansion (2019)
- c. Newtongrange Clinic replacement (2025)
- d. Increase Health Centre capacity in Rosewell/South Bonnyrigg

4 Dental Practices: House-building may reduce access to NHS dental services in Midlothian. There are 16 dental practices across Midlothian offering a combination of NHS and private dental services. There is currently not a reported issue of access to NHS dental services but there is a risk that as the population increases that there will be insufficient capacity for NHS dental services unless the existing dental practice can expand (both staffing and buildings). Further analysis of this is required. If expansion is not possible the population increase may lead to practices changing their business model and withdrawing from NHS provision as demand for private provision increases. This would widen health inequalities. To mitigate this risk the IJB and NHS Lothian should develop additional dental facilities in Midlothian which would provide NHS dental services. Further work is required with the local dental providers to assess the impact and their ability to absorb population growth.

FUTURE HOUSING REQUIREMENTS

There has been a long-standing policy initiative to reduce reliance upon institutional settings including long stay learning disability hospitals, psychiatric hospitals, and long stay hospitals and care homes for frail older people. The success of this shift to community based care has been heavily dependent upon the contribution of Housing providers. The escalating pressures on acute hospitals and care homes, alongside the public sector financial pressures has led to the demand for a further transformation of health and care services which again will require a major investment in special needs housing.

The vital role of housing was reflected in the requirement upon IJBs to include a Housing Contribution Statement (HCS) in their Strategic Plans. The Midlothian Housing Contribution Statement provides an analysis of local demographic features including the changing numbers of older people and those with disabilities and long term illness. It also explains what this analysis means for the provision of special needs housing, adaptations and supporting the objective of reducing inequalities.

Over the past 12 months the implication of the severe reductions in the Council budget has led to a further review of local models of care. This has identified the scope for delivering more cost effective services through the increased provision of specialist housing. The main areas for development are

- a. Extra care housing for older people building on the success of Cowan Court. This provides good quality housing, readily accessible support and companionship whilst reducing reliance on more expensive residential care.
- b. Shared or clustered tenancies for people with learning disabilities and those with complex physical disabilities. These would complement the recent 12 person development in Penicuik at Teviot Court
- c. Homeless accommodation for people with mental health needs

In October 2016 Council approved the proposed expansion of extra care housing for older people. This included work with RSLs to maximise existing sheltered housing schemes, consideration of new models of support to the Council's existing wheelchair accessible schemes, and consideration of opportunities for Council new build complexes, particularly in Dalkeith and Bonnyrigg.

Since the announcement of the Council's commitment to a further 1000 new houses, work has been undertaken to collate existing provision, particularly in the field of learning disability, and to quantify the requirement for special needs housing.

Although housing developments will be funded through the Housing Revenue Account depending on the design there could be some General Fund capital implications for communal facilities.

NHSL CAPITAL PROGRAMME

NHSL has recently agreed a Prioritisation Process through which all of NHS Lothian's capital investment decisions should be made. This process was approved by F&R Sep 2017 and work is underway to agree how to implement across 4 key areas;

- Four Health and Social Care Partnerships
- Royal Edinburgh Acute Services
- Acute Services
- Corporate Infrastructure

The prioritisation tool has been tested with Acute Services. The next step is to populate the 6 criteria with aims and potential measures that adequately reflect Primary Care to ensure the tool is fit for purpose for HSCPs. (Midlothian HSCP is represented through the Business Manager R Miller)

MIDLOTHIAN COUNCIL CAPITAL PLAN AND ASSET MANAGEMENT BOARD

The Council's Capital Plan Board oversees the General Services Capital Plan 2017/18 to 2021/22 currently at a projected cost of £110m. Alongside the ongoing capital commitment for the annual cost of telecare equipment capital funding for the Recovery Hub in Dalkeith and a feasibility study for a replacement for Highbank Intermediate Care Centre are included in this Plan. (Health and Social Care is represented through the Head of Customer and Housing Services, K Anderson.)

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