



South West London

Sutton and Merton Borough Teams
Merton Clinical Commissioning Group

Report to the Merton Clinical Commissioning Group Governing Board

Date of Meeting: Thursday, 27th September 2012

Agenda No: 7.7

ATTACHMENT 13

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| <p>Title of Document: Better Healthcare Closer to Home: Programme Highlight Report</p> | <p>Purpose of Report: For Note</p> |
| <p>Report Author: Adriaan van Heerden BHCH Programme Office Manager</p> | <p>Lead Director: Adam Wickings, Senior Responsible Officer</p> |
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| <p>Executive Summary: The documents provide updates on the two current active BHCH projects in the London Borough of Merton: the Nelson LCC and the Mitcham LCC developments.</p> | |
| <p>Key sections for particular note (paragraph/page), areas of concern etc:</p> <p>Nelson – delay to submission of business case due to financing issues.</p> <p>Mitcham – lack of fixed timescale due to London Borough of Merton’s Mitcham area master planning exercise.</p> | |
| <p>Recommendation(s):</p> <p>The CCG Governing Body is requested to note the report.</p> | |

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| <p>Committees which have previously discussed/agreed the report:</p> <p>BHCH Programme Board, 18th September 2012</p> |
| <p>PEC Comments where appropriate:</p> <p>N/A</p> |
| <p>Financial Implications:</p> <p>The PCT made a bid for financial support for BHCH work from the top-sliced 1% pooled at Cluster but this was not successful. The PCT team and BHCH Project Leaders are working together to deliver on the BHCH essential milestones whilst keeping spending to the minimum possible.</p> |
| <p>Implications for the Sutton and Merton Board or Joint PCT Boards:</p> <p>None</p> |
| <p>Implications for transition to future commissioning structures.</p> <p>None</p> |
| <p>Other Implications: (including patient and public involvement/Legal/Governance/Risk/ Diversity/ Staffing)</p> <p>None</p> |
| <p>Equality Impact Assessment:</p> <p>EIAs are undertaken on elements of the programme as and when required.</p> |
| <p>Information Privacy Issues:</p> |
| <p>Communication Plan: (including any implications under the Freedom of Information Act or NHS Constitution)</p> <p>A communications group has been convened for the BHCH Programme</p> |

BHCH PROGRAMME

HIGHLIGHT REPORT: 11 September 2012

Programme: Both the Sutton and the Merton CCGs are active participants in LLC work and local provider Trusts are also working constructively on the LCC Projects. A review is being considered of wider BHCH sponsorship and commitment in the light of transition changes to commissioners, the long history of BHCH and the significantly changed world within which the programme is developing, including BSBV proposals.

Jubilee Health Centre: The overall status of the project is AMBER. The ESH Board have approved a position on services at JHC and details will be published in due course. Preparations are in progress for the official opening on 12 October (with David Weir as guest of honour). Both East and West buildings are complete and being occupied. The X-ray and dental contracts have been let. Ongoing ICT issues are being resolved. SDBP have submitted claims for increased construction costs to the PCT which are being considered.

Nelson LCC: The overall status of the project is RED. Business Case approval has now been delayed to November pending resolution of the funding issues and re-submission of the business case. The on-going progress of the scheme i.e. Stage 2 approval and Financial Close is dependent on the approval of the Stage 1 business case. The planning application was approved at the September Planning Application Committee. We are awaiting the formal notification and the schedule of conditions that we will need to discharge prior to commencing the demolitions and build. We now enter a 3 month period during which a judicial review could be requested. On expiration of this period works can commence. All clinical services have now vacated the Nelson site and have either been relocated or repatriated to the host provider. Decommissioning of these areas has commenced.

Mitcham LCC: The overall status of the project is GREEN. The LBM master planning of the Cricket Green area is due to be completed by the end of December. The site selection sub-committee of the Mitcham LCC Project Board will be reinstated to review the outcome of the master planning exercise and make recommendations about the optimal site selection.

St Helier LCC: PCT to restate to ESH what St Helier LCC comprises and how it fits with Phase 1 development. PCT and ESH to agree how LCC will operate. PCT and ESH to agree whether moving from OBC to FBC requires the PCT to write a business case for the LCC.

Current Programme Status:

A

Main factors contributing to current status:

Clinical commissioning & service transformation,

Red: to achieve success immediate remedial action is required
Amber: delay possible, or task/milestone not mission critical
Green: on target to succeed

post-PCT resourcing and sponsorship of programme

CURRENT PROGRAMME STATUS

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|-----------------|---|---|
| Schedule | ESH clinical mobilisation at Jubilee Health Centre is significantly behind programme schedule | R |
| Budget | All projects currently within budget | G |

CURRENT RED RATED RISKS

| Risk ID | Description |
|---------|--|
| R-189 | PCT lacks resources, commitment and staff continuity |
| R-184 | Risk that bottom-up costing used in modelling savings is inaccurate |
| R-188 | Risk that short term focus on QIPP savings will make BHCH Programme appear unaffordable in comparison |
| R-178 | Risk that BHCH Programme loses senior level corporate sponsor and that there will be no cross-borough ownership of the Programme's commissioning intentions/clinical strategy when PCTs are phased out |
| Wa-027 | PCT cannot commission new model of care |
| Wa-002 | Developer overspends construction budget |
| Nelson | <i>No current red risks listed on Highlight Report</i> |
| Mitcham | <i>Risk register for Mitcham LCC to be developed</i> |

CURRENT KEY MILESTONES

| Milestones | Target Date | % Comp. | RAG |
|--|-------------|---------|----------|
| Project: Jubilee Health Centre | | | |
| ESH Board meeting on JHC operations | 7/09/2012 | 100 | G |
| Official Opening | 12/10/2012 | 80 | G |
| Migration of ESH Clinics to JHC | 1/11/2012 | 20 | A |
| OVERALL STATUS | | | A |
| Project: Nelson LCC | | | |
| Clinical Procurement Strategy | 30/09/2012 | 50 | R |
| Appoint Hard FM provider | 31/08/2012 | 80 | G |
| NHSL approval of Stage 1 Business Case | 22/11/2012 | 0 | R |
| Approval of Full Planning Application | 06/09/2012 | 100 | G |
| Vacation of the Nelson site | 30/09/2012 | 70 | A |
| Complete on the sale of surplus land | 30/11/2012 | 0 | G |

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|---|------------|----|----------|
| Decommissioning of Nelson Hospital | 31/10/2012 | 40 | A |
| NHSL approval Stage 2 Business Case | 23/01/2013 | 0 | A |
| Financial Close | 28/02/2013 | 0 | G |
| Start on site | 01/03/2013 | 0 | G |
| Construction completed | 30/10/2014 | 0 | G |
| Building operational | 12/01/2015 | 0 | G |
| OVERALL STATUS | | | R |
| Project: Mitcham LCC | | | |
| Option appraisal for site selection | | | G |
| Conclude discussions with LBM | | | G |
| Business case for land transactions to NHSL | | | G |
| Design Development | | | G |
| Pre-planning application | | | G |
| Submit Planning Application | | | G |
| Stage 1 Business Case to NHSL | | | G |
| OVERALL STATUS | | | G |

ACTIONS ON PROBLEM AREAS

- **Jubilee Health Centre service commissioning:** Detailed discussions continue with ESH re clinical mobilisation.
- **SDBP Ltd complete FM procurement:** Detailed specifications on statutory compliance to be agreed.
- **Nelson project funding:** A briefing paper has been prepared for the Project Board explaining the funding issues that have arisen with Aviva and propose a way forward. This has also been submitted to NHS London that is of an opinion that we will require written confirmation from Aviva that the form of contract proposed is fundable before we can proceed. This had been requested.
- **Continuing programme sponsorship:** Current Programme SRO has written to CCG leads about continuing SRO role and ongoing sponsorship of programme.

TASKS FOR NEXT PERIOD

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| Programme |
| PCT and GP Commissioners to resolve ongoing programme sponsorship issue |
| Jubilee Health Centre |
| Continue discussions with ESH re clinical mobilisation |
| Complete design work and licences to alter for dental suite, etc. |
| Complete X-Ray installation and handover |

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| Nelson LCC |
| Agree and sign off the Clinical Procurement Strategy |
| Complete 1:50 detailed design and Room Data Sheets |
| Complete options appraisal and economic case for revised funding/contractual options |
| Stage 1 Business Case refresh- to be completed by end of September |
| Complete draft legal documentation with appointed contractors and sub-contractors |
| Review risk register for next stage of the project |
| Mitcham LCC |
| Agree site selection |
| Develop project risk register |

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