



INTEGRATION JOINT BOARD

Date of Meeting	26 th March 2019
Report Title	Denburn/Aurora Project Investment in Facilities to Support the Redesign and Modernisation of Primary and Community Care Services in Aberdeen City.
Report Number	HSCP.18.148
Lead Officer	Sandra Ross, Chief Officer
Report Author Details	Name: Teresa Waugh Job Title: Project Manager Email Address: twaugh@nhs.net
Consultation Checklist Completed	Yes
Directions Required	No
Appendices	<ol style="list-style-type: none">a. Summary of Key Information for the Outline Business Caseb. Stakeholder and Communications Engagement Planc. Stakeholder Engagement Final Report

1. Purpose of the Report

- 1.1. The purpose of the report is to provide the IJB with a summary of the Outline Business Case (OBC) for the Investment in Facilities to Support the Redesign and Modernisation of Primary and Community Care Services in Aberdeen City.



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2. Recommendations

2.1. It is recommended that the Integration Joint Board:

- a) Approve the strategic direction for the delivery of Primary and Community Care Services (PCCS) set out within the summary of the Outline Business Case for the Denburn/Aurora Project (Appendix A).
- b) Agree that the Outline Business Case be submitted to the NHS Grampian (NHSG) Board on 4th of April 2019, with a recommendation to approve and submit to the Scottish Government Capital Investment Group (CIG) on 15th of May 2019.

3. Summary of Key Information

- 3.1. NHS Grampian (NHSG) and Aberdeen City Integration Joint Board (IJB) have worked together to identify the investment in infrastructure required to support the transformation of Primary and Community Care Services (PCCS). This will deliver on the commitments set out in the NHS Grampian Capital Investment Plan to develop new facilities for communities in the Denburn, Mastrick and Northfield area.
- 3.2. The joint IJB and NHSG Project Team follow the model set out in the Scottish Capital Investment Manual (SCIM) for the submission of Capital Projects to the Scottish Government Capital Investment Group (SG-CIG):
 - Stage 1 - Initial Agreement (IA), which was approved by the (SG-CIG) in March 2018.
 - Stage 2 - Outline Business Case (OBC – which this report presents) and;
 - Stage 3 - Full Business Case (FBC).

While the work is being undertaken within the Aberdeen City Health and Social Care Partnership (ACHSCP) and supports the IJB's strategic direction, new capital infrastructure remain the responsibility of NHSG and, as such the project team are working towards the following approval timelines for submission of the Stage 2 – OBC:

- NHSG Asset Management Group (AMG) – 27th March 2019,
- NHSG Board – 4th April 2019,



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- Scottish Government Capital Investment Group (CIG) – 15th May 2019.
- 3.3.** The role of the IJB is to approve the strategic direction set out in the OBC to ensure the future service delivery model will deliver on key commitments set out in the ACHSCP Strategic Plan, Vision for Primary Care and delivery of respective Transformation and Primary Care Improvement Plans.
- 3.4.** The purpose of the OBC is to identify the preferred option for implementing the strategic/service solution confirmed at IA stage. The Preferred Way Forward (PWF) confirmed at IA stage is the recommended Preferred Option (PO) at OBC stage, to build a single new integrated centre for the delivery of health and care services within close proximity to the existing services in the communities of Northfield and Mastrick, currently delivered by the Denburn/Aurora Medical Practice Grouping.
- 3.5.** A site options appraisal was completed and concluded in June 2018, this process included a feasibility study of available sites. The scoring methodology applied by the Project Group included assessment against a defined set of scoring criteria, weighting was applied and a scoring matrix completed, including an assessment against project tolerances. The long list of available sites was assessed and a short list defined following the above methodology. The site which scored the highest was Greenferns Area, D1 (Bucksburn Farm) Site A, and it was recommended that the Property and Asset Development team were instructed to begin dialogue with those relevant to secure the site.
- 3.6.** In addition to the new facility, a city centre General Medical Services (GMS) satellite site will also be established at the Health Village, Frederick Street. This is following the completion and approval of an options appraisal presented to the Aberdeen City Capital Programme Board in October 2018. This business case outlined the need to take into account the lack of growth to the Aurora Medical Practice List, the distribution of Rosemount Medical Group patient list as well as sustainability of wider GMS across the city. The Primary Care Team have developed a 7 year plan to rebalance city centre patients while increasing capacity for the currently dispersed Northfield, Mastrick and Cornhill patients to receive their GMS closer to their communities at the new facility. The need to retain GMS provision for the city centre/student population in the longer term will be reviewed following implementation of the 7 year rebalancing plan.
- 3.7.** In order to ensure a planned approach from January 2019 the Denburn/Aurora Working Group will refocus to support the detailed



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planning and transition of services to the new accommodation at both Health Village and Greenferns sites.

- 3.8.** Dental services will not be provided from the new facility, this is confirmed at OBC stage following an options appraisal presented to the Aberdeen City Capital Programme Board¹ in October 2018. The approved recommendation sets out a reduction of 2 current dental seats at Northfield when the new facility opens, whilst retaining 2 current dental seats at Mastrick for a transitional period of up to 2 years. As with all Public Dental Services (PDS) practices in the city, rebalancing work will continue where patients who require routine NHS dental care will be encouraged to transfer registration to a high street NHS dental practice. Where patients require the more specialised support of the PDS, their care will be transferred to another PDS practice within the city. This presents an opportunity to further integrate services from the Mastrick area to ensure an ongoing presence in the community; in addition there are plans within the Community Planning Partnership to develop this area too. During the longer term a clear defined exit strategy from the Mastrick Clinic within the 5 year period would be developed, along with an overall dental strategy for the city, linking to the North Corridor project and other strategies and projects across the Aberdeen City Health and Social Care Partnership, NHS Grampian and Aberdeen City Community Planning Partnership.
- 3.9.** The National Framework Scotland approach involved a mini competition to appoint a Principal Supply Chain Partner (PSCP). This process is now complete and a preferred contractor has been identified as a PSCP and approved at the NHSG Board on 6th December 2018. Further details can be found in Appendix A.
- 3.10.** The OBC sets out the following key drivers for change to develop new infrastructure for the identified communities:-
- the delivery of integrated PCCS focused on the needs of the local community,
 - continued growth in the population in the Green Belt areas away from the City Centre,
 - poor condition of the current Denburn Health Centre premises in the City Centre of the Central Locality means the building is unfit for purpose, with a limited period of operational use, and limited life of the Northfield and Mastrick premises with no further expansion space,

¹ Joint NHS Grampian/Aberdeen City Health & Social Care Partnership Programme Board



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- decant of all other services from the Denburn Health Centre to the Health and Care Village, Frederick Street, City Centre in the Central Locality,
 - destabilisation of the practice as current facilities do not enable the service to progress the transformational change required to further modernise and enhance service delivery, and
 - securing the provision of GMS for existing communities, specifically Northfield and Mastrick in the Central Locality.
- 3.11.** Due to the increasing demand, demographic changes and workforce challenges, it is important that Aberdeen City Health and Social Care Partnership redesign a future service delivery model for PCCS to ensure improved access and sustainability. The key aspects of the service delivery model remain unchanged at OBC stage, however due to the implementation of the new GMS contract these have been reshaped and enhanced to align with the opportunities this now presents. This future service model also supports the delivery of the Aberdeen City IJB Strategic Plan, Transformation Plan and Primary Care Improvement Plan.
- 3.12.** This stage 2 OBC Preferred Option (PO) was developed following a significant programme of communication with Key Stakeholders including GP providers, extended PCCS (including Allied Health Professionals, Community Nursing, Public Health and Social Care). Further engagement with wider Community Planning Partners was undertaken at the Aberdeen City Capital Programme Board.
- 3.13.** The Denburn/Aurora Communications and Engagement Sub Group will continue to progress communications and engagement activities including developing a further set of materials and information to be issued advising of the next steps and timeline to ensure key stakeholders are fully informed. The current live version of the Stakeholder and Communications Engagement Plan is attached as appendix B.
- 3.14.** The following stakeholder engagement sessions have been held as part of the OBC stage 2 development:
- Local Councillor Engagement Sessions, including 1-1 sessions – 26th November 2018 – 11th December 2018.
 - MSP Briefing – 30th November 2018



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- Patient, Carer, Public and Staff Engagement Drop in sessions held in a number of community centres and GP surgeries – 27th November 2018 to 5th December 2018.
- Attendance at Community Council Meetings – 11th November/18th December 2018 and 16th January 2019.

3.15. A stakeholder engagement report has been produced and is attached as Appendix C. Further engagement on the Preferred Option (PO) design, construction and commissioning phases will commence at FBC stage 3.

4. Implications for IJB

4.1. Equalities - A full EHRIA will be completed prior to submission to the SG-CIG.

4.2. Fairer Scotland Duty - Demographics, including socio-economic disadvantage, are considered throughout the IA. The proposed future service delivery model will be designed to meet the future demographics requirements of the area.

4.3. Financial - There are no direct financial implications arising from the recommendations of this report. Further information in relation to costs can be found at Appendix A.

4.4. Workforce - There are no direct workforce implications arising from the recommendations of this report. The identified workforce affected by the proposed changes have had the opportunity to attend engagement sessions and are also represented at the Project Group level by both Service Managers and Staff Side Representation. The process for further workforce engagement will be set out at Full Business Case Stage and will take place in advance of further public engagement.

4.5. Legal - There are no direct legal implications arising from the recommendations of this report.

5. Links to ACHSCP Strategic Plan

5.1. The Outline Business Case will support the following elements of the ACHSCP Strategic Plan:

- Develop a consistent person centred approach,
- Support and improve the health, wellbeing and quality of life of our local population,



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- Promote & support self-management.

6. Management of Risk

6.1. Identified risks(s)



The Risk Register developed at IA stage has been further developed at OBC stage to also include the identified PSCP risks. This overall Risk Register will continue to be a live document and will be reviewed on a continuous basis, this sets out more detail around the consequence, likelihood and specific action taken to manage or mitigate the risks.

Specific risks for the IJB at OBC stage have been identified as follows, with plans for mitigating these:

Risk	Impact	Likelihood	Risk score	Mitigation
The practice does not sign up to the preferred option/service solution (letter of intent)	Major	Low	Moderate	Relevant financial information to be available in advance of key reporting deadlines for consideration by the practice.

6.2. Link to risks on strategic or operational risk register:

There is a risk that the IJB does not maximise the opportunities offered by Locality working.

Approvals	
	Sandra Ross (Chief Officer)
	Alex Stephen (Chief Finance Officer)