

WEST DUNBARTONSHIRE COUNCIL

Report by the Director of Community Health & Care Partnership

Community Health & Care Partnership Committee: 21st August 2013

Subject: The new Vale Centre for Health & Care

1. Purpose

- 1.1 The purpose of this report is to formally bring to the CHCP Committee's attention the successful delivery of the Vale Centre for Health & Care.

2. Recommendations

- 2.1 The CHCP Committee is asked to note the content of this report; and to congratulate all of the staff involved on the successful delivery of the new Vale Centre for Health & Care.

3. Background

- 3.1 Delivering a new health and care centre to serve the Vale of Leven area has been a pivotal capital development priority for the CHCP (as re-affirmed within its Strategic Plan 2012/13); and a key element of the delivery of the NHSGGC Vision for the Vale of Leven.
- 3.2 The CHCP Committee endorsed the Full Business Case (FBC) for a new publicly funded £20.8 million Health & Care Centre on the Vale of Leven Hospital site at its November 2011 meeting. The CHCP subsequently successfully secured approval for that FBC from both the NHSGGC Health Board and the Scottish Government.
- 3.3 The approved FBC presented an affordable, value-for-money and high quality scheme for the confident delivery of a key element of the NHSGGC Vision for the Vale. In delivering the innovative Centre and improvements detailed within the FBC, the Committee will recall that the CHCP committed to bringing leading-edge health and care services to communities that have high levels of persistent health needs; and in a manner that supported the physical, social and economic regeneration of the area as whole. The CHCP's stated ambition was that the new Centre would provide tangible recognition of the needs and value of the people of the Vale of Leven, providing not just a showpiece health and care centre but a landmark building that engenders and reinforces a palpable sense of civic pride
- 3.4 Construction then began on the new Vale Centre for Health & Care in February 2012 as scheduled.

4. Main Issues

4.1 The Committee will recall that the 'Vision' for this new, state-of-the-art health and care centre has been that it will be welcoming, reassuring and revitalising for its patients, their carers, its staff, and visitors from the wider community. This new Centre will:

- Ensure a clear focus on the provision of excellent and continuously improving health and care services as an integral element of a positive patient experience.
- Provide a flexible base for a range of increasingly integrated and multi-disciplinary health and care services.
- Stimulate inter-disciplinary learning and networking through the optimal provision and creative use of shared and common space.
- Empower patients and visitors with clear information and diverse opportunities to make informed choices about their care and their health.

4.2 A guiding principle for this project has been that of "form following function" – that function being primarily the delivery of efficient and responsive primary care and community care services to; and the co-production of effective and meaningful health and care outcomes with the communities of the Vale of Leven area of West Dunbartonshire.

4.3 The Committee will recall that the site provided a rare opportunity to develop and deliver an innovative design for the Centre that:

- Optimally positions services within the facility, both to support their effectively functioning as discrete "units" and also (critically) to enable them to operate in an efficiently integrated manner.
- Ensures that all of the services for the public are on the ground floor, thus optimising ease of access.
- Capitalises on the green nature of the site – allowing views to trees and parkland - so as to maximise the use of natural light and ventilation - all of which enhance the health-promoting effect of the building itself.

4.4 The overall project has been successfully managed and delivered on schedule and on budget. It is worth noting that this has been supported by the CHCP having exemplified a community planning approach to working with partner organisations and local communities; and pro-active co-operation between NHSGG (notably Capital Planning) and West Dunbartonshire Council (notably HEED) - as enabled by the CHCP - in successfully delivering this major transformational public sector capital investment within the area.

4.5 At the time of writing this report, intensive work was well underway to target the Centre as a whole becoming operational on Monday the 19th August 2013.

4.6 A formal ceremonial opening for the new Vale Centre for Health & Care is being planned for October 2013.

5. People Implications

- 5.1** The entirety of this project has benefited from a comprehensive and on-going process of engagement with all relevant staff and services which has been recognised as best practice. As highlighted in both the previous Gate 3 Review and the Gate 4 Review (7.5 above) the CHCP has been recognised as having “demonstrated significant good practice in communications and engagement through broad based user (i.e. staff and service) design groups which were involved in an early stage of the design process and have been engaged throughout the construction and delivery process”.
- 5.2** The effective commissioning of the Centre has continued the effective processes and working relationships that have both supported and strengthened throughout the design and construction stages. In addition to maintaining appropriate service continuity, attention has been given to refreshing operational policies and necessary change management activities to optimise the opportunities afforded by the new Centre (e.g. adopting and adapting to agile working styles) as committed to within the approved FBC. The CHCP will continue to ensure that the development and embedding of refreshed ways of working for staff and services within the new Centre will be in keeping with the expectations of the NHSGGC Facing the Future Together Corporate Change Programme and the WDC corporate transformation agenda; and reinforcing the CHCP’s established commitments to its own well-developed Staff Governance Framework (including working constructively in partnership with Trade Unions/Staff Side as has been the norm within the CHCP) and successful Healthy Working Lives scheme.

6. Financial Implications

- 6.1** The new Centre has been successfully delivered on budget.
- 6.2** The Committee will recall that the project has been funded by treasury capital and thus included in NHSGGC's Capital Resource Limit allocation from the Scottish Government. The resultant asset will be included on NHSGGC’s asset register.
- 6.3** As the Committee will also recall, it has been confirmed that the net increase in revenue costs (part year 2013/14, and full-year thereafter) will be provided for within the unallocated financial resource of NHSGGC.

7. Risk Analysis

- 7.1** The Committee will recall, when this project began the Office of Government Commerce (OGC) Gateway Process was mandated for all programmes and projects within NHS Scotland over £5 million that have been identified as high risk/mission critical. While OGC has since been absorbed into the Efficiency and Reform Group (ERG) within the Cabinet Office, the Scottish Government has continued to utilise the Gateway Review Process to assess and provide assurance on the delivery of major public sector investments such as this.

- 7.2** This stage of the project is aligned with Gate 4 (*readiness for service*) Review which investigates the organisation's readiness to make the transition from the specification/solution to implementation.
- 7.3** A comprehensive and intensive Gate 4 Review for this project was undertaken at end of June 2013. The Review Team assessed overall delivery confidence as green, i.e. on target to succeed.
- 7.4** The Gate 4 Review highlighted that the project has benefited from a high quality FBC having been prepared internally the CHCP; with the thoroughness of the FBC enabling it to be used as a live document for the overall management of different aspects of the project (rather than just being viewed as a historic document to secure an investment approval).
- 7.5** The Gate 4 Review also made specific mention that "the delivery of the project through the current phase has been effective and hence there have been few lessons learned from negative events. While it is encouraging that there were so few negative events, many stakeholders identified positive learning from the delivery of the project. This included community engagement, user involvement in design, degree of CHCP senior management involvement, detailed design of built environment to promote interaction between service teams and to encourage education and training, and further opportunities for integration of health, social and community care". In praising the above, the Review highlighted that this learning should be recorded and shared both to learn how this facility can be a catalyst for further change for services provided from it, as well as for use on other projects and with other project teams.

8. Equalities Impact Assessment (EIA)

- 8.1** As the Committee will recall, the formal Equality Impact Assessment of the Full Business Case confirmed that there are no negative equality impacts anticipated from the proposal within; and that they are anticipated to generate a variety of positive equality impacts (particularly in relation to age, disability, sex, pregnancy and maternity).
- 8.2** The project has particularly benefited from constructive and consistent engagement with the West Dunbartonshire Access Panel, which has made a notable contribution to enhancing the overall quality of the Centre.
- 8.3** Representatives of the West Dunbartonshire Access Panel have now toured the facility: not only have they confirmed that they judge the development to be accessible, but they have recognised the Vale Centre (and the scheme as a whole) with a best practice award for "accessible design and innovation".

9. Consultation

- 9.1** As the Committee will recall, the project's comprehensive local community engagement process has been undertaken in accordance with the relevant requirements of CEL 4 (2010) Informing, Engaging and Consulting People in

Developing Health and Community Care Services, the principles set within the National Standards for Community Engagement (2009); and the Scottish Government's Participation Standards for the NHS in Scotland.

9.2 As has previously been reported to Committee, the extensive engagement undertaken with local stakeholders demonstrated:

- A high level of support for the overall design approach and accommodation layout having been based around how best to provide high quality and integrated services for patient/service users.
- Approval for all public services being easily accessible on the ground floor.
- Appreciation for how the design made use of the green space within the site, especially the views of parkland/trees available internally (including waiting areas) alongside high levels of natural light and ventilation.
- Enthusiasm for the 'modern' building shape.

9.3 As highlighted in both the previous Gate 3 Review and the Gate 4 Review (7.5 above) the CHCP has been recognised as having “demonstrated significant good practice in communications and engagement with the wider community throughout the construction and delivery process.”

10 Strategic Assessment

10.1 The delivery of the Vale Centre for Health & Care has and will contribute to all of the Council's strategic priorities, i.e.:

- Improve economic growth and employability.
- Improve life chances for children and young people.
- Improve care for and promote independence with older people.
- Improve local housing and an environmentally sustainable infrastructure.
- Improve the well-being of communities and protect the welfare of vulnerable people.

Keith Redpath

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Date: 31st July 2013

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Appendices: The Vale Centre for Health & Care: Gateway 4 Report
(2013)

Background Papers:

West Dunbartonshire CHCP Strategic Plan 2013/14

CHCP Committee Report: Approval of new Health & Care Centre for Vale of Leven (March 2012)

CHCP Committee Report: Full Business Case for the Modernisation & Re-design Of Primary, Community Health & Social Care Services & Facilities for Alexandria (November 2011)

NHSGGC Vision for the Vale of Leven:

http://www.nhsggc.org.uk/content/default.asp?page=home_valevision

Wards Affected:

Ward 17 - Renton / Alexandria South

Ward 18 - Alexandria North / Tullichewan

Ward 19 - Balloch