



**HEALTH SERVICES TASK AND FINISH  
GROUP**

**MONDAY, 18 OCTOBER 2021**

**ADDITIONAL PAPERS**

Agenda Item 5

**INTEGRATED HEALTH AND CARE HUBS  
UPDATE**

To receive an update from Central Bedfordshire Council and BLMK Clinical Commissioning Group in respect of the integrated health and care hub programme and in particular, plans for current and future healthcare in Leighton-Linslade.  
(Pages 1 - 22)

PLEASE BRING THE ATTACHED PAPERS TO THE MEETING IN ADDITION TO  
THE PREVIOUSLY CIRCULATED AGENDA.

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Bedfordshire, Luton  
and Milton Keynes  
Clinical Commissioning Group

Central  
Bedfordshire

great  
prospects

# Improving Service Delivery in Leighton Buzzard

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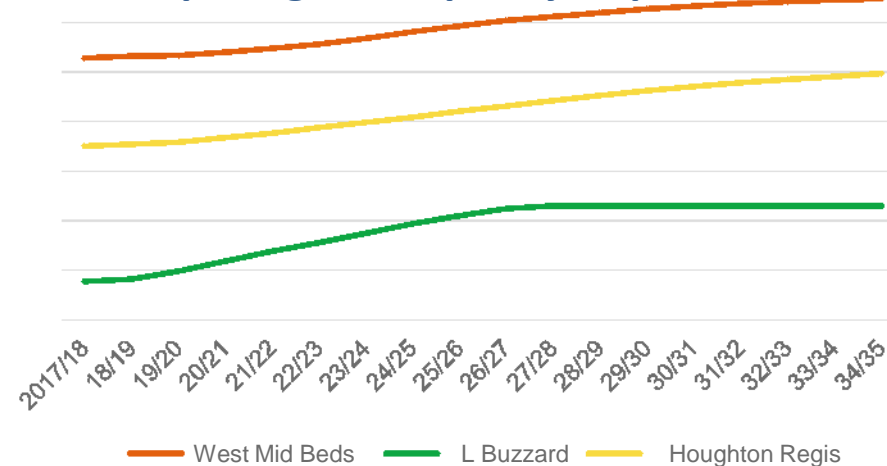
October 2021

# Central Bedfordshire Hub Ambitions

- Joint aspiration across health and Local Authority for five Integrated Health & Care Hubs across Central Bedfordshire, along with a number of key “spokes” – e.g. in Marston Valley growth area.
- The Hubs will bring together primary care services with community and mental health, social care and specialist services to better enable seamless integrated care. This aspiration is also endorsed by the wider ICS.
- Delivery of the programme is necessarily phased. The order of phasing has been based on a range of factors, including the level of constraints for the GP practice/PCN facilities in each area (taking into account projected housing growth) and our joint objectives of reducing health inequalities.
- For example, Chiltern Hills PCN (made up of the practices in Dunstable and Caddington) is the most constrained PCN in Central Bedfordshire (and the whole of BLMK), and serves some of the more deprived wards of Central Bedfordshire.

PCN	Total patients per m <sup>2</sup> per PCN	Proposed Hub and Spokes
Chiltern Hills	28.53	* Dunstable Hub * Improved facilities in Caddington
Hillton	23.75	* West Mid Beds Hub
H is for Health	23.33	* West Mid Beds Hub * Additional primary care capacity in Cranfield & Marston Valley
Titan	21.59	* Houghton Regis Hub
Ivel Valley South	20.41	* Biggleswade Hub * Additional primary care capacity in Lower Stondon and Arlesey
Ivel Valley North	19.90	* Biggleswade Hub
Leighton Buzzard	16.87	* Leighton Buzzard Hub

Comparing the Capacity Gap Over Time



# Order of Priority of Proposed Hubs in Central Bedfordshire

Hub	Prioritisation Factors
Dunstable Hub	<ul style="list-style-type: none"> <li>• Most premises-constrained Primary Care Network in BLMK; severe constraints for Priory Gardens Surgery (34 pts/m<sup>2</sup>)</li> <li>• Deliverability factors, including Council-owned land, part of wider development, site disposal opportunity for NHS</li> </ul>
Biggleswade Hub	<ul style="list-style-type: none"> <li>• Severe constraints for Saffron Health Partnership (27 pts/m<sup>2</sup>) requires an expedited solution, especially in context of significant housing growth (2,300 homes over the next 10 years) within town</li> <li>• Deliverability factors, including NHS enabling and Council capital funds secured, site disposal opportunity for NHS</li> </ul>
West Mid Beds Hub	<ul style="list-style-type: none"> <li>• Existing severe constraints for some of the Ampthill &amp; Flitwick practices (Greensand Surgery, Oliver St Surgery, Flitwick Surgery 38, 28 and 25 pts per m<sup>2</sup> respectively), further significant impact from nearby housing growth</li> <li>• NHS enabling funds secured for development of business case</li> </ul>
Houghton Regis	<ul style="list-style-type: none"> <li>• Severe constraints for Houghton Regis Medical Centre (31 pts/m<sup>2</sup>), to be impacted by further significant housing growth in HRN1 and HRN2</li> <li>• Timing of scheme influenced by wider Kingsland development, in line with preferred delivery location</li> </ul>
Leighton Buzzard Hub	<ul style="list-style-type: none"> <li>• Some operational constraints for Bassett Road Surgery (22 pts/m<sup>2</sup>). Practices to be impacted by housing growth over next few years, resulting in capacity constraints across the Primary Care Network by 2025-27 as indicated in graph above.</li> <li>• Deliverability factors include land secured for health use, potential site disposal opportunity for NHS</li> </ul>

Planning for both Hubs to be progressed in tandem

## Breakdown of Information per Practice

Practice	NIA (Net Internal Area of Total Premises)	Number of Patients Registered with Practice (April 2021)	Number of Patients per m <sup>2</sup>
Basset Road Surgery	791	18,138	22.93
Leighton Road Surgery	1,373	20,193	14.71
Salisbury House Surgery	797	11,626	14.59
<b>TOTAL</b>	<b>2,961</b>	<b>49,957</b>	<b>16.87</b>

# Specific needs for Leighton Buzzard include

- An IHCH will address a number of challenges:
  - ❑ a growing and ageing population with significant growth in people over the age of 65;
  - ❑ the considerable housing growth planned for the area (3,500 new houses from 2019 to 2035, to accommodate an additional population of c9000 people);
  - ❑ the general growth in service demand, urgent care and intermediate care services;
  - ❑ the lack of capacity in primary care (that will grow to a gap of approximately 23% by 2035, based on residents moving into new housing alone);
  - ❑ workforce shortages and the current lack of resilience within primary care, as reflected in national NHS improvement strategies including, the NHS Long Term Plan, the GP Forward view and the NHS Outcomes Framework 2016/17; and
  - ❑ the need to find efficiencies by changing the way services are delivered and applying new models of care which the Hub concept supports.


# Making the case for a Hub

- Strategic Outline Case-(SOC) developed for proposed Integrated Health and Care Hub
- This also required identifying the optimal estates solution to meet the health and care service needs within the Leighton Buzzard.
- An initial stakeholder workshop was held on 1st May 2018 - the focus of the workshop was gaining a common understanding of the specific needs of the locality and considering the potential scope of service for the Hub (key themes are summarised below)
- Second workshop to consider the potential location options for the Hub and to assess their relative advantages and disadvantages
- The potential options were then appraised in terms of benefits, risks and costs and a “preferred way forward”



# Stakeholder Engagement

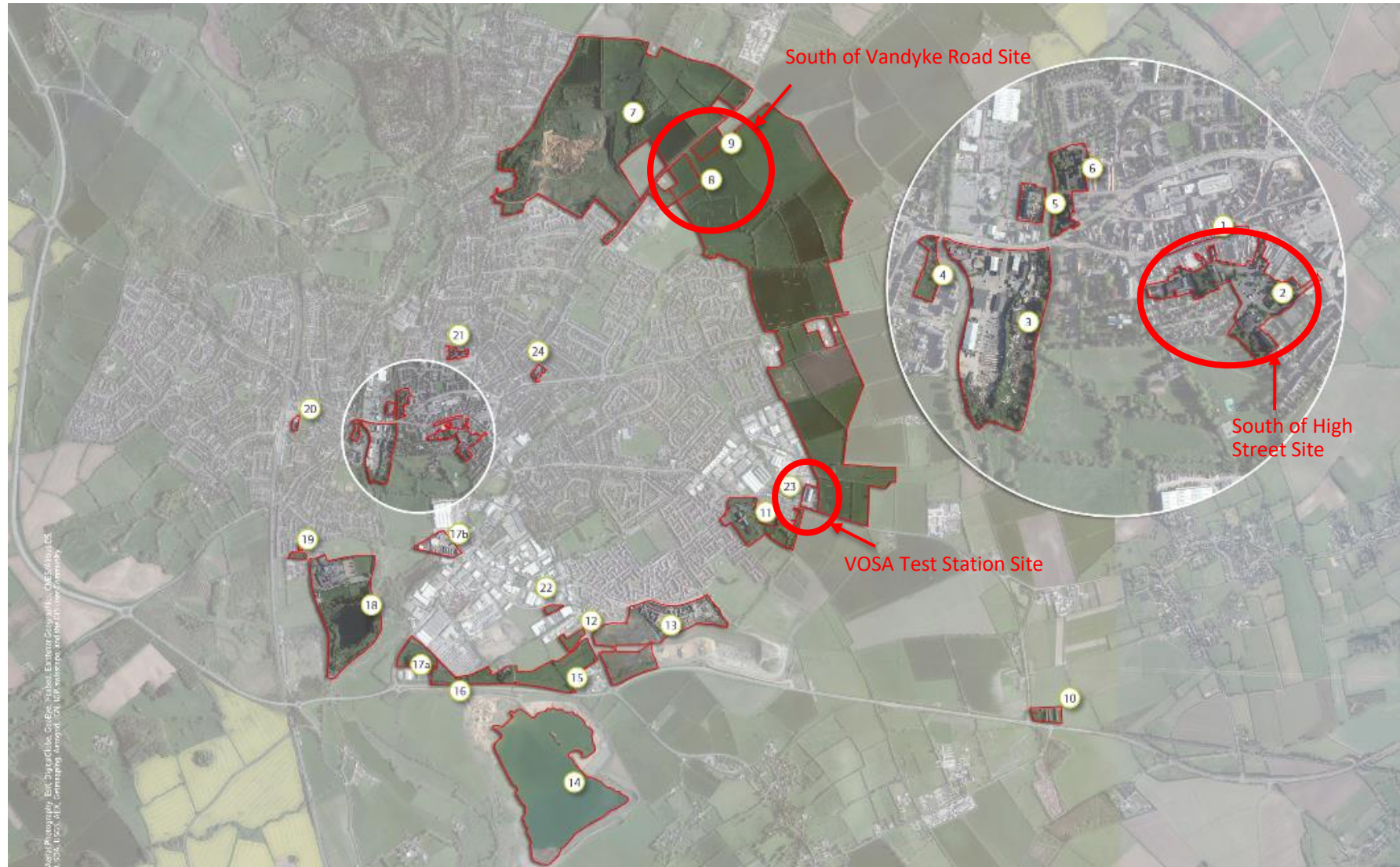
Stakeholder and public engagement in Leighton Buzzard helped to inform the development of the SOC. Workshops were held in May and June 2018 and stakeholders were invited to share their thoughts on the proposed development, its expected impact and the site options. Participants were from:

- Salisbury House Surgery
  - Bassett Road Surgery
  - Leighton Road Surgery
  - Leighton Buzzard Locality Team
  - BCCG and
  - CBC
  - Leighton Buzzard Practice Patient Network
  - East London NHS Foundation Trust
  - Local Councillors.
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- Stakeholder Workshop 1- 01 May 2018
  - Stakeholder Workshop 2- 11 June 2018

# Identifying Potential Sites

- An assessment was made of sites/locations that may be suitable for a Leighton Buzzard Integrated Health & Care Hub. Consideration was given to any:
  - NHS sites that could be redeveloped and/or expanded
  - Local-authority sites that could be redeveloped and/or expanded
  - Privately-owned sites that may become available for acquisition
  - New housing development areas that may include space where a Hub could be developed
  - Areas of significant planned regeneration that would benefit from good access to a Hub
- A short-list of three potential sites was identified for Leighton Buzzard as follows.

# Potential Sites



# Potential Sites

- **Land South of the High Street**

Prime town Centre site immediately south of Leighton Buzzard High Street, sustainably which will extend the town Centre's primary shopping area. The site can be developed as three connected and complementary land parcels.

- **Land South of Vandyke Road**

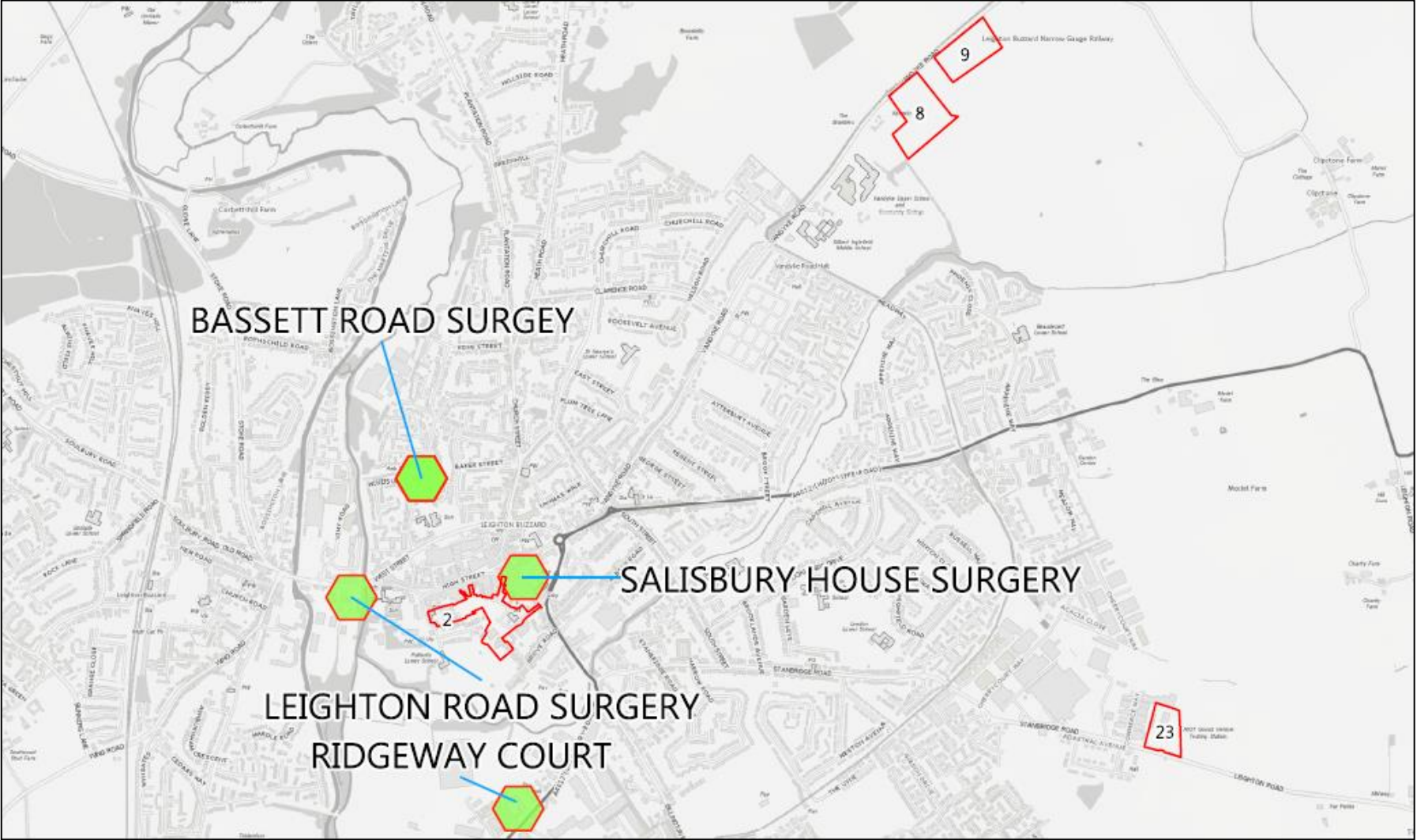
Consists of two adjacent plots of land – one is designated for a mixed-use neighbourhood centre for the new community at East Leighton Buzzard, the other can be integrated to form a larger development.

- **Leighton Buzzard VOSA Test Station**

Government-owned site deemed surplus to requirements, likely to come forward for sale in the short term. The site can be redeveloped for a mixture of employment purposes.

# Primary Care Provision

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# Comments on Land South of High Street

- Central Town Centre location to the rear of the High Street, primarily used for car parking/ day care and care home provision.
- The site is accessible through a number of pedestrian walkaways and alleys from the main High Street and by vehicle from Duncombe Drive.
- Heavy congestion and parking issues.
- Access is constrained on Tuesdays and Saturdays due to Market.
- Concerns of how much space is allocated for the Hub development as much of the site is in advanced stages of redevelopment already.
- Central location advantage.
- Impact on local businesses and the rest of the town and its function outside of health.

## Comments on Land South of Vandyke Road

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- Gifted Land for health provision
  - Edge of existing settlement adjacent to agricultural land.
  - The two sites have potential for amalgamating as part of eastern extension settlement.
  - Schools close to site hence difficult access at rush hour.
  - Largest site
  - Council have already allocated site for public services use.
  - Issues with parking and heavy congestion in area.
  - Possible that two new schools will be built on the site in the near future.
  - New housing community will need health service provision.
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## Comments on VOSA test centre

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- Edge of existing settlement adjacent to agricultural land within a short distance of eastern expansion of Leighton Buzzard settlement.
  - Access to site is difficult
  - Heavy congestion in area.
  - Smaller site.
  - Possible planned developments -500 houses planned behind the garden centre.
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# Conclusion

- Although feedback from stakeholders reflected public concern about all three identified sites in relation to access, car parking and congestion, it is considered that infrastructure improvements could be made to address these issues for the Vandyke Road and VOSA sites.
- The High Street site is more problematic in terms of access by car and impact on the town centre.
- Given this, the conclusion was that both the Vandyke Road site and the VOSA sites should be considered as the preferred way forward.
- The list of viable options for the Leighton Buzzard IHCH will be reviewed at the OBC stage as there is the potential for new sites to have become available during the intervening time.

# Where are we now?

- To date, capital funding has been secured to support delivery of the first two Hubs in Dunstable and Biggleswade, via Central Bedfordshire Council's Mid-Term Financial Plan.
- No significant capital funding has yet been identified for the further three Hubs proposed for West Mid Beds, Houghton Regis and Leighton Buzzard. However, the planning work for these schemes will continue as planned, to ensure our system is best placed to respond to any funding opportunities as they present.
- NHS Capital regime is complex, fragmented and short-term, which can impact on the ability and timeliness to deliver Estates ambitions
- Where NHS capital is not available across the BLMK Hub Programme, ICS is exploring feasibility and affordability of utilising third party capital for priority schemes – but this generally has a heavy revenue consequence and limits the number of schemes that can be progressed simultaneously.
- Maximising S106 contributions for all developments across Central Bedfordshire to support delivery of this programme
- Therefore, whilst there are aspirational timescales, it is not possible to commit to a firm timescale for delivering a Hub in Leighton Buzzard until funding has been secured.
- The current GP premises in Leighton Buzzard are relatively good quality, and this PCN has the greatest levels of capacity within Central Bedfordshire.

# Leighton Buzzard Primary Care Network

## An overview of changes

- During COVID, at the peak of the pandemic, the PCN reviewed how they could ensure the patients of LB could be seen safely and moved services around to free up the Leighton Road site to operate as a red hub. This was set up rapidly and was very successful. Staff across practices joined together to work there and support patients, whilst still keeping a 'routine' offer available in practices.
- The PCN joined together to offer an extensive vaccination programme to the residents of LB – quickly setting up a vaccination centre at the Rugby Club engaging with local population for volunteers, local bus services to put an extra stop in and local shops to provide drinks and snacks to keep the workforce motivated. They worked well across the practices to ensure the site ran efficiently and that vaccines were rolled out quickly to local people.
- Leighton Rd surgery delivery of the GMS contract was subcontracted to ELFT who have stabilised the practice staff team (both clinical and non-clinical) and recruited to vacancies. The practice now has access to wide range of ELFT services and plans and have implemented some locally such as the Quality Improvement programme. They are also working on patient pathways and include a range of staff and patients from the PPG in workshops as they review and agree changes/new pathways.
- There is a large number of patients now involved in the Patient Partnerships Groups – both in person and virtually who are available to support the practice
- The PCN and constituent practices are continuing to deliver good quality services to the local community making best use of their existing premises and are continuing to work with other health and care services to expand and enhance the range of services available locally

# Service Delivery in Leighton Buzzard

- Clinics have continued to operate in LB during Covid which include:
  - Contenance
  - Heart Failure
  - Podiatry
  - Parkinson's Disease

Whilst not all these clinics have continued face to face new digital technologies have supported virtual assessments.

- Strong performance on flu vaccination last year, (82.7% over over 65's) and now commencing this year's flu vaccinations and booster Covid vaccinations
- Improvement in uptake of screening services eg cervical smear, despite the challenges of providing the service during COVID.
- Weekly "check in's" with care homes have taken place to support care home staff to manage the health needs of their residents, they have included community district nurses and GPs
- Monthly MDTs have taken place where a representative from mental health, community, Local Authority and GPs have discussed patients who are complex and require significant support to ensure they are able to remain at home
- Domiciliary phlebotomy services have supported LB residents visiting patients in their own homes to take blood samples when referred from a GP

# Service Delivery in Leighton Buzzard

- An “in reach” service to support patients to be discharged early from both local acute hospitals
- A Community Mental Health nurse is now co-located with the 3 practices. This has enabled a much more joined up approach to managing patients with long term mental health conditions.
- A dementia intensive specialist service is now available and is being extended to support those residents in LB with this diagnosis
- Primary Care Teams, community and mental health and social care professionals are working together to reduce the need for multiple referrals for services. As a result care plans created will include both the patient’s physical, mental, and social needs that require support.
- GP Patient Survey (GPPS) published in July- Proportion of patients who rated their overall experience as good (national average being 83%).
  - 77% of Leighton Road Surgery patients, compared to 45% in previous year .
  - 76% of Salisbury House Surgery,
  - 84% Basset Road Surgery

# Collaborative working for Improved Outcomes

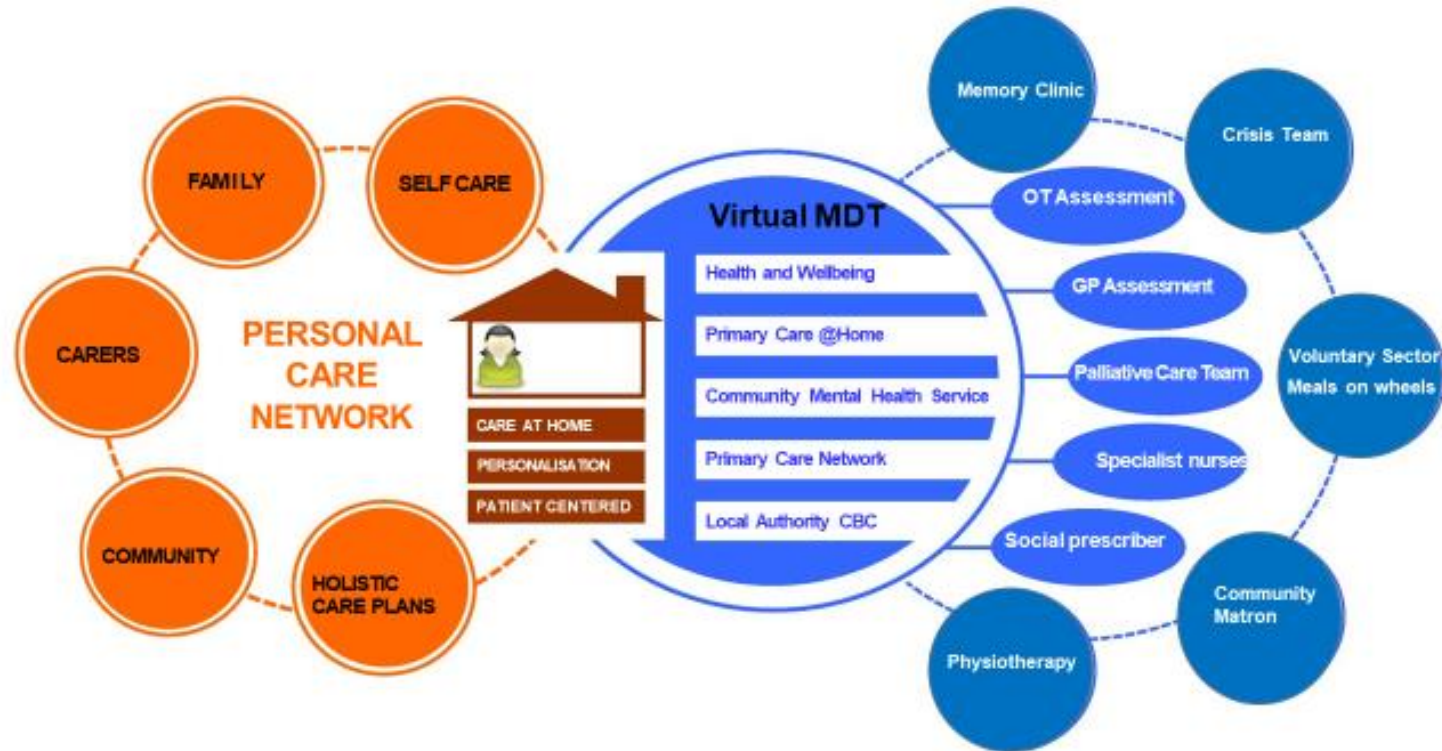
## Hub and Spoke



Empowered people supported at home and in the community to promote maximum independence

Responsive high quality care  
Population Health Management approach to Proactive care

Joined up care at PCN footprint to provide improved health experience and outcomes for the population.



# Summary

- Primary care provision in Leighton Buzzard has stabilised and local patients are generally satisfied with the service they are receiving.
- The three practices within the Primary Care Network have sufficient space to continue improving and developing new models of care over the next few years, whilst the plans for an IHCH in Leighton Buzzard continue to be progressed.
- The concept of a “virtual hub” is being implemented as precursor to IHCH, with multi disciplinary team working across organisational boundaries.
- There is a significant range of specialist and one stop shop services being delivered within Leighton Buzzard, and the Primary Care Network continues to expand their service offer for local patients.

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