

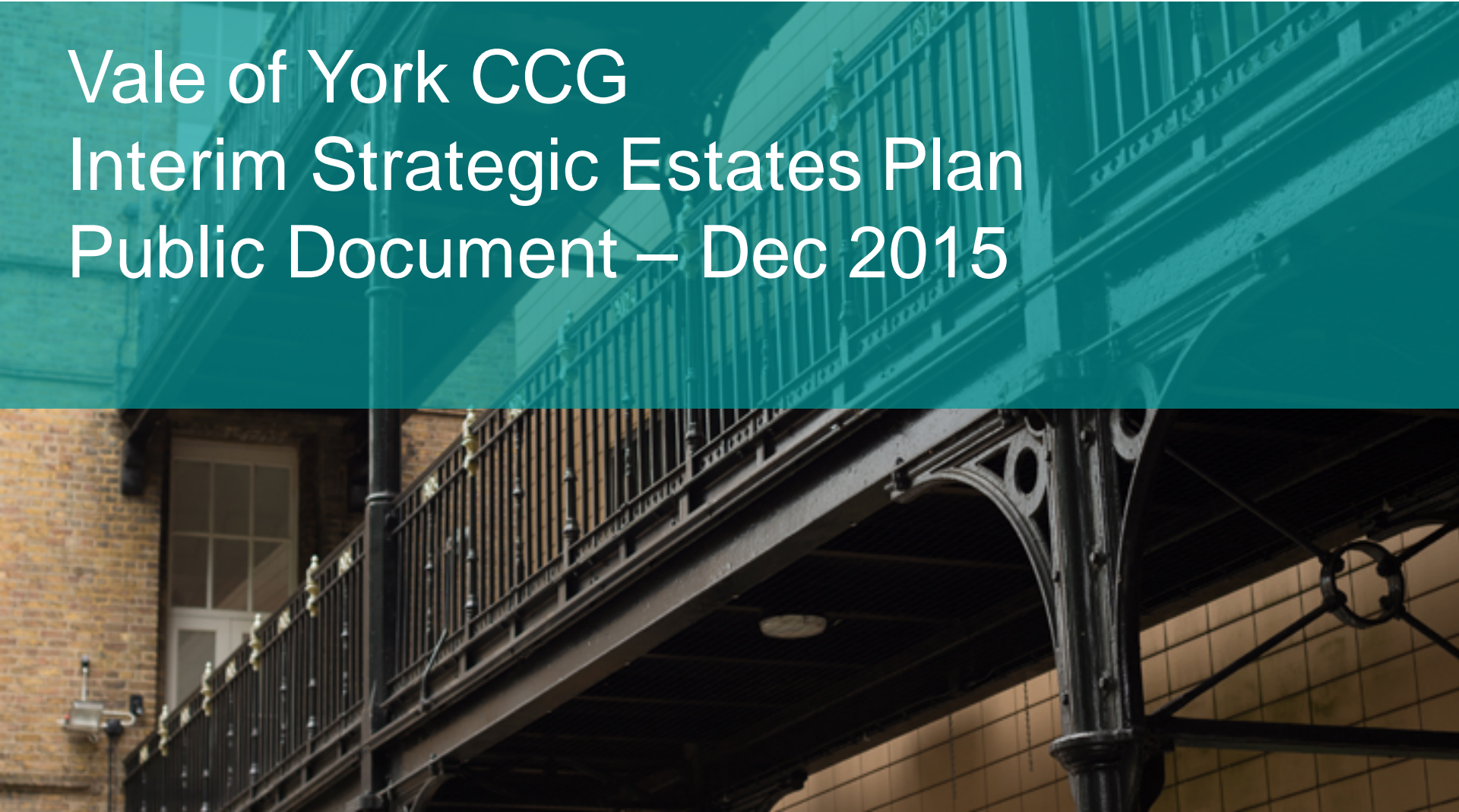


*Vale of York
Clinical Commissioning Group*



Property Services

Vale of York CCG
Interim Strategic Estates Plan
Public Document – Dec 2015



Notes to Strategic Estates Plan

- This document has been produced for Vale of York CCG by NHS Property Services Ltd (NHSPS).
- The property interests of general practices, NHSPS and York Teaching Hospitals FT have been included with the support of key provider organisations.
- Initial discussions have taken place with the local authority regarding NHS development plans and property opportunities. This has had a particular focus on mental health but also considered primary care and general practice development proposals.
- NHS England have provided advice on primary care and mental health estates matters.
- A number of the property opportunities contained within the review are at outline proposal stage only and may be subject to further public engagement.
- The costs and benefits set out in the document are indicative, and are subject to further planning and viability testing.
- This public facing version excludes some commercially sensitive matters.

Document Control

Interim SEP agreed by:

Name	Title	Date
T Preece	CCG CFO	DD/MM/2015
K Dare	NHS PS Property Strategy Manager	DD/MM/2015

Version control:

Issue Ref.	Version Date	Status / Summary of changes	Amended By
Interim document Version 1	17/12/2015	Document for review	Karina Dare, Property Strategy Manager
Interim Document Version 2	27/01/2016	Amendment to GP premises map following Council of Representatives feedback	Karina Dare, Property Strategy Manager

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Executive Summary

Vale of York CCG Estate Strategy (2015 -2020)

Below a summary of the CCG local estate strategy review process and the proposals to support the NHS 5 year forward view:

1. Scope overview:

- review covers both leasehold and freehold property in the CCG area along with an overview of General Practice properties.
- review of the NHS PS estate undertaken during July - Sept 2015 with input from Foundation Trust, NHS England, Partnership Commissioning Unit, City of York Council and Vale of York CCG
- review includes admin space required by the CCG and other NHS organisations

2. The CCG drivers and challenges:

- enable individuals to be active participants in their community and lead full lives
- align resources to where they will make the biggest difference
- transform the quality of care for individuals, carers and families
- inspire and support people to maintain their independence

Challenges

- growth in population aged 85
- effective sign-posting for 'self-payers' - 68% of population pay for their own social care
- full employment leading to skills shortages for health and social care in Vale of York area

3. Property overview:

- NHSPS properties 41k m², GP estate circa 21k m², YTHFT estate 102k m²
- community estate operating costs NHSPS c. £6.45m excluding soft facilities management costs
- 6 leasehold review opportunities in the next 5 years
- Substantial disposal opportunities linked to mental health strategy

4. Key themes emerging from the review:

- CCG has a clear vision for service change delivered through general practice led community hubs. The delivery model is in

- development, further work is required on estate requirements
- procurement has completed for a new mental health service provider. who will drive clinical service change which will be supported by changes in the physical estate (including Bootham Park Hospital)
- estate running cost to reduce and savings to be used to deliver improved clinical services

5. Property opportunities and savings:

- reduction in un-used or unsuitable mental health properties
- reducing administrative leasehold estate
- reviewing all leasehold occupations in the NHSPS estate

6. Investment requirements

- reconfiguration of the mental health estate to support service delivery, interim and long-term acute unit solutions
- property strategy to support community hubs linked to PCIF

7. Other property considerations:

- there are significant quality issues through-out the York estate due to historical under-investment. These issues are now service critical and will need to be resolved over the next couple of years
- a partnering agreement has been developed between NHS Property Services and Tees, Esk & Wear Valleys NHS Foundation Trust to jointly resolve quality and development issues
- utilisation is not well understood in the health centres and clinics. A utilisation review is required to support further community services procurements and Community Hubs planning.

8. Recommendations

- utilisation review for community space
- development of PID for new acute unit and progress to OBC
- further develop community hub property strategy
- review admin space requirements against GPU space standards

9. Next Steps

- NHS PS and the CCG to develop action plans to bring forward the property opportunities (see section 9)
- complete identified disposals to release operating costs

1. Scope Overview

- This strategy sets out the estates activities required to support the CCGs service strategy. This strategy is seen as being fundamental in ensuring that the CCG commission services from high quality buildings in the right location.
- The CCG has taken an active approach to community engagement and it is the views of patients and communities which have shaped the strategy and will inform the shape of the property portfolio in the future.
- The review was undertaken during July – November 2015 with the involvement of representatives from the CCG, York Teaching Hospitals NHS Trust, Harrogate & Districts NHS Foundation Trust, NHS England and City of York Council, Leeds & York Partnership Foundation Trust and Tees, Esk & Wear Valleys NHS Foundation Trust. Key partnership arrangements are in place with City of York Council and North Yorkshire local authorities as well as with neighbouring CCG commissioners and NHS England.
- This review covers NHS PS and general practice estate but makes reference to other schemes being developed by York FT
- NHS Property Services have a substantial estate in York with a particular focus on facilities for delivery of mental health services. The annual running cost of the NHSPS estate is c. £6.5m
- York THFT owns the main acute site located in York, community hospital sites in Selby & Easingwold and a substantial number of community services sites across the Vale of York area.
- This strategy provides an initial assessment of key areas of focus in the Vale of York Area. There is a particular focus on the mental health estate due to the high concentration of NHS assets and their relatively poor condition.
- Strategy around general practice estate is emerging as the CCG develops its role in primary care commissioning. Initial work has identified key contractor estate and further assessment of this estate is required to understand the long-term facility requirements to support commissioning intentions.

2. CCG Key Drivers and Challenges

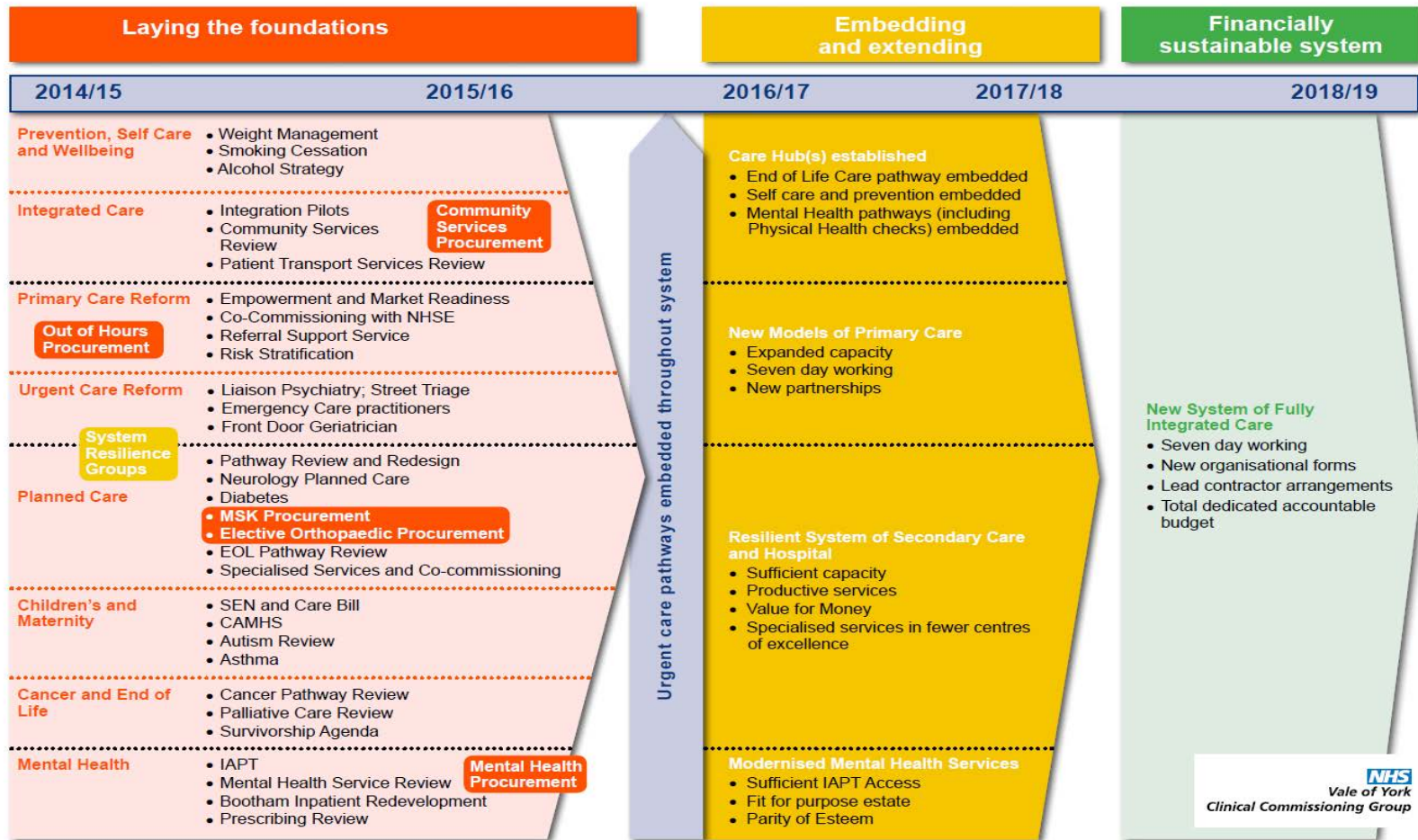
Working with our local authority neighbours Vale of York CCG has developed joint visions for health and social care systems that place individuals at the centre of easily reached, responsive and effective services that are built around them.

- enable individuals to be active participants in their community and lead full lives;
- align resources to where they will make the biggest difference;
- transform the quality of care for individuals, carers and families;
- inspire and support people to maintain their independence.

Challenges

- growth in population aged 85 or over (38% locally, compared with 20% regionally or 23% nationally). *eg. How to maintain 13/14 levels of social care provision in the areas that prevent hospital admissions and re-admissions*
- “self-payers” within our system”
 - 68% of people in York currently arrange and pay for their own care
 - to develop prevention and early intervention strategies ensure residents receive excellent information, advice and sign-posting
- extreme pressure put upon the health and care system as result of the “full employment” status of the city. York has a very low unemployment rate, with JSA claimants at pre-recession levels of 1.3%, compared to 3.4% regionally and 2.4% nationally. This manifests itself as a severe skills shortage. We need, to manage down demand to maintain current levels of front-line service provision

2. CCG Key Drivers and Challenges



NHS
Vale of York
Clinical Commissioning Group

2. CCG Objectives

The CCG have set out their objectives;

- People will be supported to stay healthy through promoting healthy lifestyles improving access to early help and helping children have a healthy start to life.
- People will have more opportunities to influence and choose the healthcare they receive and shape future services.
- People will continue to have good access to safe and high quality healthcare services.
- When people become ill, they are treated in a timely manner with access to expert medical support as locally as possible.
- Where people have long-term conditions they are supported to manage those conditions to give them the best possible quality of life.
- When people are terminally ill, the individual and their families and/or carers are supported to give them the best possible quality of life and choice in their end of life care.
- A move to 'Care Hubs', providing increased access to health promotion, care and support services, including GPs, pharmacies, diagnostics (for example scans/blood tests), community services, mental health support and social care and community and voluntary services.
- High quality mental health services for the Vale of York, with increased awareness of mental health conditions, improved diagnosis and access to complex care within the local area.
- A sustainable and high quality local hospital providing a centre for urgent and emergency care and planned care for a wide range of conditions and elective operations, maternity and other specialisms within the Vale of York.
- Access to world class highly complex and specialist care provided through specialist centres across the country.
- Opportunities for accessing and leading research to improve healthcare systems for all.

3. The Estate Overview

- This slide provides a summary of the NHS PS holdings in the Vale of York CCG area

42 Holdings / 41k m² NIA



19 Holdings
14 k m² NIA

Health Centre



3 Holdings
11 k m² NIA

Hospitals



7 Holdings
10 k m² NIA

Nursing /
Care Home



8 Holdings
5 k m² NIA

Offices



2 Holdings
(*unsuitable
for disposal*)

Land without
buildings



3 Holdings
0.3 k m² NIA

Residential Other

Top 5 properties (by size - NIA)

Bootham Park Hospital (FH)	7,632
Clifton Park Independent Treatment (FH)	3,486
Clifton House (FH)	2,353
Cherry Tree House (FH)	1,374
Acomb Gables (FH)	1,301

Total Cost of NHS PS Estate

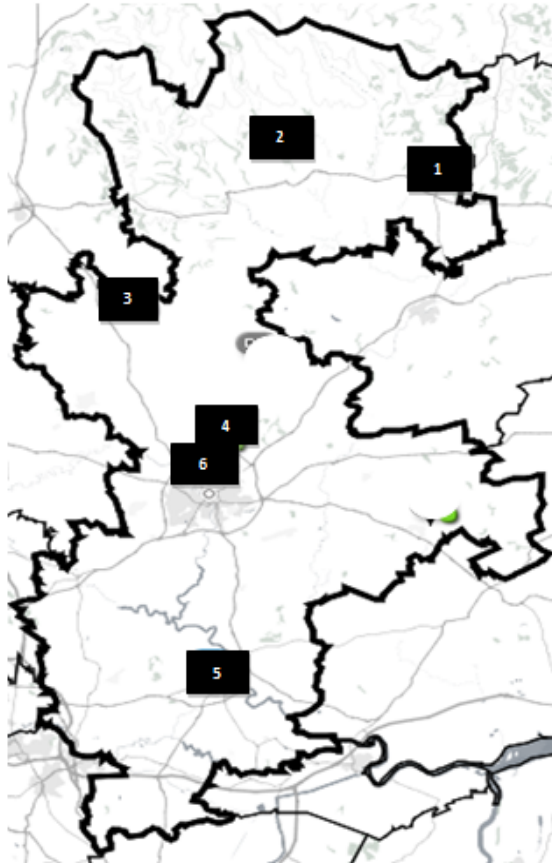
Based on 15/16 budget: £6.45m pa

Top 5 buildings by cost

Property	Running cost £000 p/a
Bootham Park Hospital	906
Clifton House	489
Triune Court	405
West Offices	360
Alpha Court	347
Total	£2,506k (39% of total cost)

3. The Estate Overview

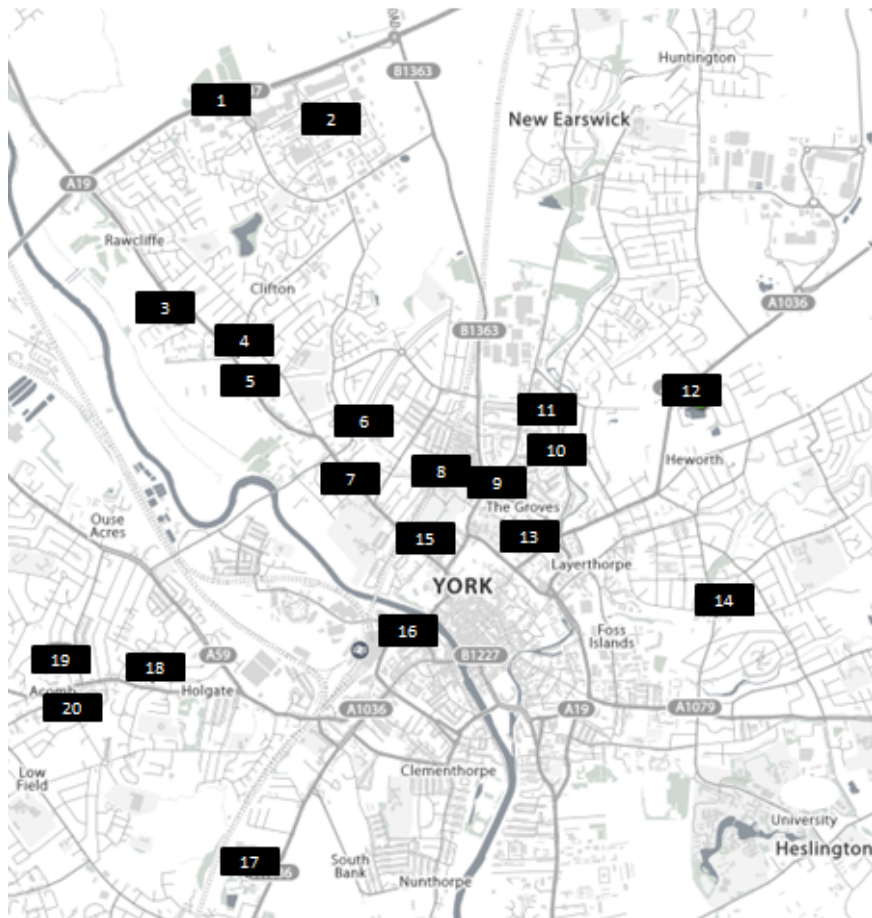
Estate Map – NHS Property Services Estate



- 1 Pickering Clinic
- 2 Kirkbymoorside Surgery
- 3 Easingwold Health Centre
White Horse View
- 4 Alpha Court
Haxby and Wiggington Health Centre
Mill Lodge
Triune Court
- 5 CAMHS Community Base
Worsley Court
- 6 *see map no 2*

3. The Estate Overview

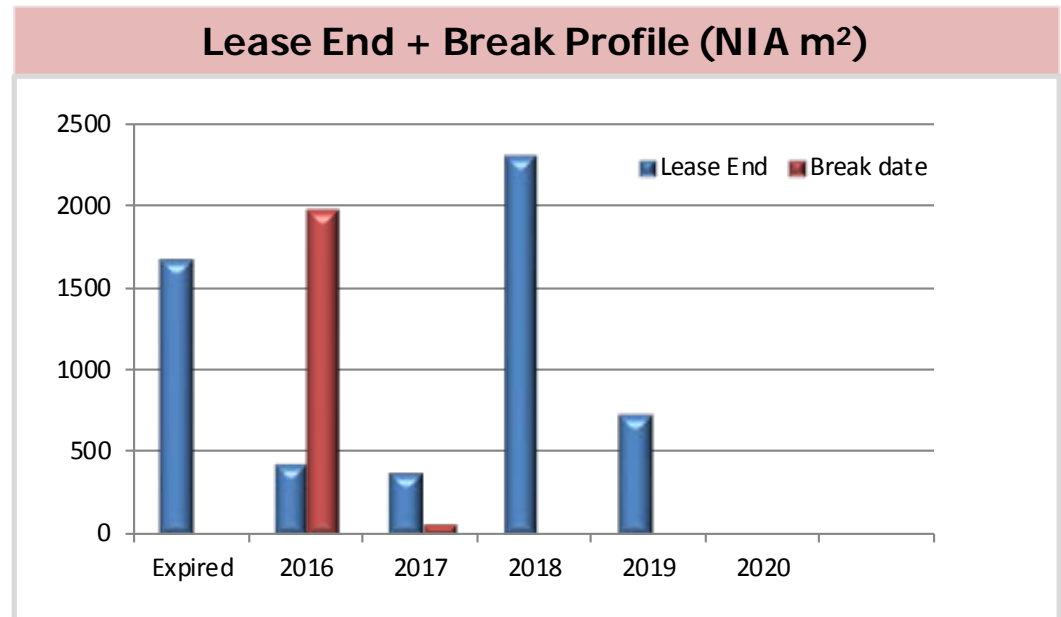
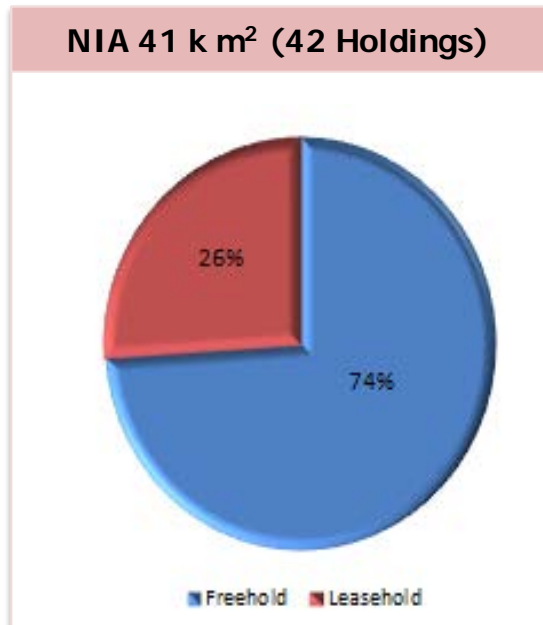
Estate Map – NHS Property Services Estate Central York



- 1 Systems House
- 2 Sovereign House
- 3 Blue Beck House
Clifton House
Clifton Park NHS Treatment Centre
Wheelchair Centre
- 4 Shipton Road Residential Home
- 5 Lime Trees
- 6 Clifton Health Centre
- 7 Mental Health Needs Residential Home
- 8 Bootham Park Hospital
Union Terrace Day Psychiatric Services
- 9 Sycamore House
- 10 Peppermill Court
St Andrew's Counselling and
Psychotherapy Unit
- 11 White Cross Court
- 12 Acomb Gables
Acomb Learning Disability Units
Elmfield Terrace Residential Home
- 13 Monkgate Health Centre
- 14 Cherry Tree House
- 15 Bootham Park Hospital - The Lodge
- 16 West Offices
- 17 Nelson's Court
- 18 Acomb Day Psychiatric Services
- 19 Acomb Health Centre
- 20 Cornlands Road Clinic

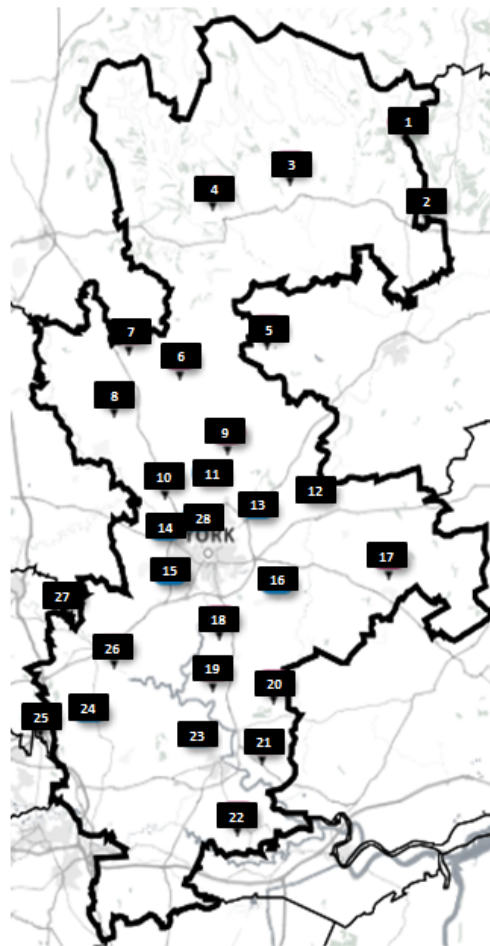
3. The Estate Overview

- Almost 75% of the NHSPS estate is Freehold. This offers future opportunities to release both sale proceeds and property running costs if consolidation is possible.
- The majority of leasehold opportunities are within the admin estate. All leasehold premises opportunities will be reviewed and business cases developed.



3. The Estate Overview

Estate Map – General Practices



- | | |
|---|---|
| 1 Pickering Medical Practice | 28 Clifton Medical Practice |
| 2 Thornton Le Dale | Dalton Terrace Surgery |
| 3 Kirkbymoorside Surgery | Dr Kemp&Partners (32 Clifton) |
| 4 Helmsley Medical Centre | East Parade Medical Practice |
| 5 Terrington Surgery | Hasby Group Practice |
| 6 Stillington Surgery | Minster Health |
| 7 Dr Westerman&Partners | Monkgate Medical Practice |
| 8 Tollerton Surgery | Park View Surgery |
| 9 My Health Group, Strensall | Petergate Surgery, Towercourt Health Centre |
| 10 Petergate Surgery | Priory Medical Group, Clemanthorpe |
| 11 Hasby Group Practice, Huntington | Priory Medical Group, Fulford |
| Hasby Group Practice, New Earswick | Priory Medical Group, Heworth Green |
| Strensall Medical Practice, Huntington | Priory Medical Group, Rawcliffe |
| 12 HMP, Full Sutton | Srensall Medical Practice |
| Strensall Medical Practice, Stamford | Tang Hall Lane Clinic |
| 13 Hasby Group Practice, Stockton on Elvington Medical Practice, Dunnington | Unity Health, Fulford |
| Strensall Medical Practice, Dunnington | Unity Health, Heslington |
| 14 Front Street Surgery | Unity Health, Hull Road Surgery |
| Beech Grove Medical Practice, Acomb | Victoria Way Surgery |
| Gale Farm Surgery, Acomb | York Medical Group, Monkgate |
| Gale Farm Surgery, Upper Poppleton | York Medical Group, St John's |
| Priory Medical Group, Cornlands Road | Yorkshire Doctors Uoc OOH |
| Priory Medical Group, Lavender Grove | Yorvik Gilligate Practice |
| York Medical Group, Acomb | |
| 15 Front Street Surgery, Copmanthorpe | |
| The Old School Medical Practice, Bishopthorpe | |
| The Old School Medical Practice, Copmanthorpe | |
| York Medical Group, Woodthorpe | |
| 16 Elvington Medical Practice, Elvington | |
| Elvington Medical Practice, Wheldrake | |
| 17 Pooklington Group Practice | |
| 18 Escrick Surgery | |
| 19 Beech Tree Surgery, Riccall | |
| 20 North Duffield | |
| 21 Posterngate Surgery, Hemingbrough | |
| 22 Beech Tree Surgery, Carlton | |
| 23 Beech Tree Surgery, Selby | |
| Posterngate Surgery, Selby | |
| Scott Road Medical Centre | |
| Selby OOH | |
| South Millfield Surgery, Willoughby | |
| 24 Sherburn Group Practice, Church Fenton | |
| Sherburn Group Practice, Beech Grove | |
| Sherburn Group Practice, Kirkgate | |
| South Millford Surgery, South Millford | |
| 25 South Millford Surgery, Micklegate | |
| 26 Sherburn Medical Practice, Ulleskelf | |
| 27 Tadcaster Medical Centre | |

3. GP Estate Overview

- There are 67 general practice properties in the VoY CCG area. The general practice estate is a significant resource totalling 21k sqm and 72% is owner occupied. The rental baseline (2013) was £2.9m. Total NHS England premises funding for GP premises was c. £4.3m in 2015
- There has been significant consolidation in general practice but the property portfolio has not yet reflected this. There has been limited investment in general practice premises in recent years.
- There is significant pressure on space in some practices with a number of practices at/near the thresholds for investment highlighted by NHS England. (*This assessment has been undertaken using NHSE guidance on premises size vs current floor area*).

	Current floor area	Space as a % of required	Space Gap m2	List size
Unity Health	737	51%	708	23,123
Tollerton Surgery	137	49%	141	3,337
Priory Medical	1883	55%	1545	54,848
Millfield Surgery, Easingwold	340	57%	259	7,189
Beech Tree Surgery, Selby	661	59%	464	15,805

- There is not currently a defined investment strategy for general practice however there is potential to consider investment in line with the development of community hubs .
- Opportunities to access premises funding exist through Primary Care Infrastructure Fund and the CCG will have a key role in assessing strategic fit of schemes.

3. GP Estate Overview

- There are currently a number of scheme proposals submitted for PCIF

Practice	Type [Improvement Grant / PID]	Access	Long Term Conditions	2015/2016 GPIF Request (by band)	Recommendation
MY HEALTH GROUP [B82080-4]	IG	Yes	Yes	Less than £10k	Support in principle
MY HEALTH GROUP [B82080-3]	IG	Yes	Yes	£10k - £100k	Support in principle
TOLLERTON SURGERY [B82064]	IG	Yes	Yes	£500k-£1m	Support in principle
PRIORY MEDICAL GROUP [B82005]	IG	Yes	Yes	£500k-£1m	Support in principle
MY HEALTH GROUP [B82080-1]	PID	Yes	Yes	Less than £10k	Support in principle
UNITY HEALTH [B82047]	PID	Yes	Yes	£10k - £100k	Support in principle
ESCRICK SURGERY [B82018-1]	PID	Yes	Yes	£100k-£500k	Support in principle
ELVINGTON MEDICAL PRACTICE [B82081]	PID	Yes	Yes	£100k-£500k	Support in principle
JORVIK GILLYGATE PRACTICE [B82098]	PID	Yes	Yes	£1m-£5m	Support in principle

- There are also schemes proposed for South Milford / Sherburn, Millfield and the Burnholme sites.

3. GP Estate Overview

- A number of premises may require review due to compliance considerations (based on 2008 survey results)

Site	Floor Area m2	Physical Condition	Functional Suitability	Space Utilisation	Statutory Compl.	Energy Perf.	Quality Letter
40 Moorcroft, York Medical	80	D	DX	O	B	D	D
Priory Medical Group, Clementhorpe	90	D	DX	O	DX	D	D
Sherburn Group Practice, Church Fenton	50	C	D	F	D	D	D
East Parade Med. Practice	125	B	DX	F	DX	D	D
Hemingbrough Surgery	56	B	DX	E	DX	C	D
Priory Medical Group, Fulford	230	B	DX	O	DX	C	D
Priory Medical Group, Cornlands	550	B	DX	O	C	D	D

General Ratings		Space Utilisation	
A	very satisfactory, no change needed;	E	Empty or grossly under used at all times
B	Satisfactory, minor change needed;	U	Under used - Generally under used. Utilisation could be significantly increased
C	not satisfactory, major change needed;	F	Fully used - A satisfactory level of utilisation; and
D	unacceptable in its present condition; and	O	Overcrowded overloaded and facilities generally overstretched
X	total rebuild or relocation needed		

3. York Teaching Hospitals Overview

- This slide provides a summary of the York Teaching Hospitals Foundation Trust holdings in the Vale of York CCG area
- York Teaching Hospitals is the main provider of secondary care services in the Vale of York CCG area.
- YTHFT have a substantial estate portfolio, a brief summary is provided below
- Annual operating costs for the main sites are £31.5m per annum (ERIC 2014/15)

61 Holdings / 102k m² NIA



17 Holdings
4 k m² NIA

Health Centre



3 Holdings
86 k m² NIA

Hospitals



3 Holdings
4 k m² NIA

Nursing /
Care Home



31 Holdings
7 k m² NIA

Offices



0 Holdings

Land without
buildings



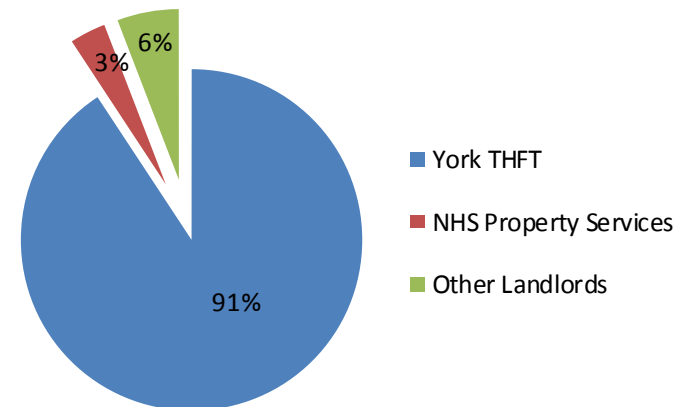
7 Holdings
5 k m² NIA

Other /
Unknown

Top 5 properties (by size - NIA)

York District General Hospital	80,946
Selby War Memorial Hospital	4,181
Whitecross Court	1,586
Park House	1,420
St Helen's	1,382

Portfolio Ownership

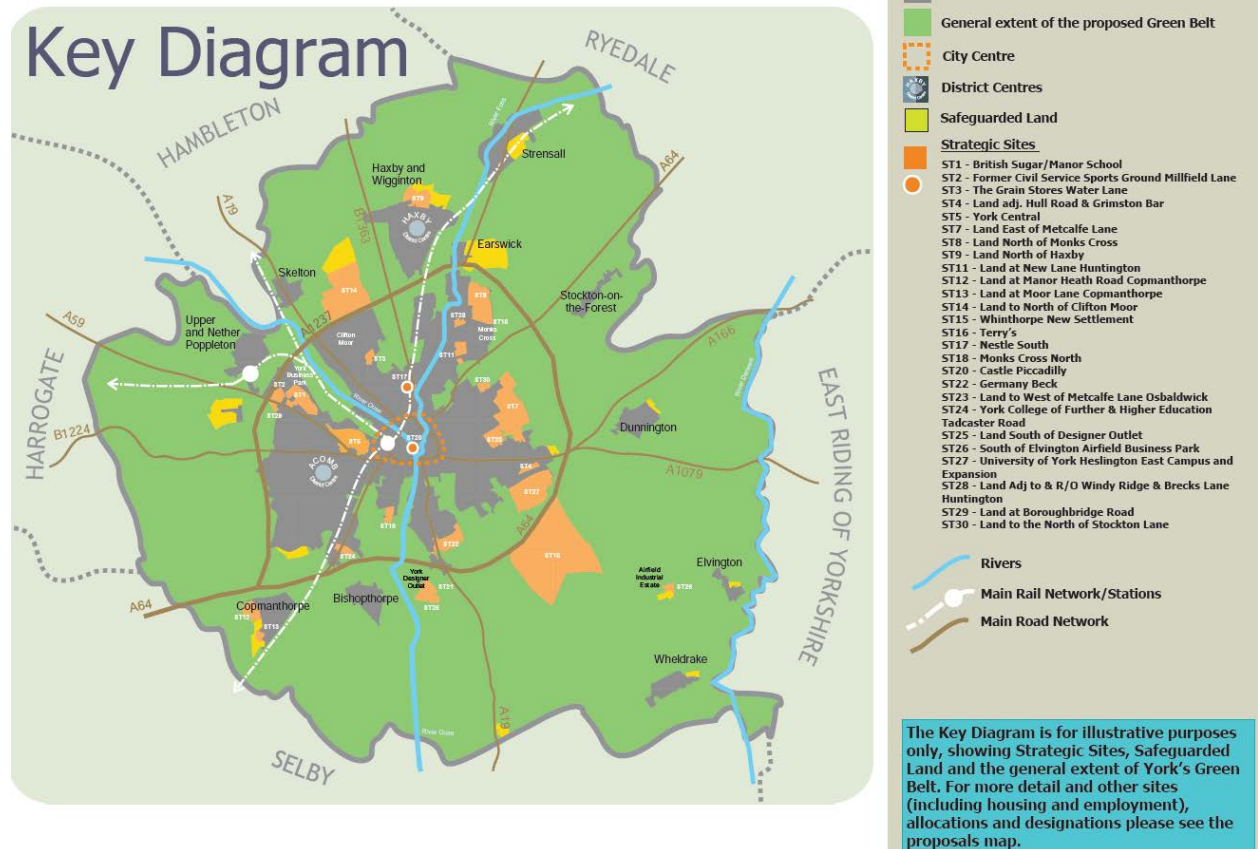


3. York Teaching Hospitals Overview

- YTHFT have developed a series of master-plans which set out their development intentions across the Trust portfolio
- The Trust has a programme of disposals of sites not required for core service delivery
 - Groves Chapel disposal
- They are also undertaking development at their main site in York
 - Endoscopy suite development
 - Hybrid theatre development
 - Expansion of vascular imaging
- As community services contracts are procured by the CCG YTHFT will be reviewing their current extensive community holdings and consolidate into core estate.
- YTHFT are also establishing new facilities
 - occupying space in the new football stadium at Monk's Cross
 - development of pathology regional centre

3. Local Authority Plans

- Vale of York CCG area includes a number of local authority planning areas
- **City of York Council** is anticipating substantial housing growth. They have identified a number of key strategic sites in Vale of York CCG area. These are shown in the diagram below
- Some of the strategic sites have potential to impact on primary care service delivery especially ST15 Whinthorpe which has indications for 4680 new homes circa 9,000 people
- Expansion of the university is also anticipated to impact on some practices
- Planning for healthcare delivery will need to integrate with planned housing growth in order to ensure hubs and service models are future-proofed
- Substantial housing growth is also anticipated in **North Yorkshire County Council** localities
- This is of particular note when planning services at Easingwold and Selby



3. Local Authority Plans

- CYC is a One Public Estate area and is bringing forward proposals for a further expansion of the public estate activities in York
- There are a number of key strategic developments planned
 - Burnholme
 - Lowfield
 - York Central
 - Southern Gateway
 - Guildhall
- The council anticipates that further space will become available in the West Offices facility to accommodate other public sector staff as council core staff levels continue to fall
- The CCG is already co-located at this site, this may offer further opportunities to consolidate from leasehold properties
- Opportunities for resource sharing with neighbouring authorities to be further explored

4. Key Themes Emerging from the Review

1. Immediate Priorities:

- Mental Health acute unit
- GP infrastructure in support of Community Hubs programme
- Review of Community Estate to support procurement activities
- Mental health community hubs

2. Healthcare Planning and Challenges:

- The VoY population is mainly urban, with 78.2% living in urban areas and 21% living in areas which are defined as super sparse (less than 50 persons/km).
- The majority of the CCG population live in the City of York Council (CYC) area. CYC are planning on the basis of population growth. York had a population of 198,051 people in 2011. This represents an increase of 9.2% in the number of people living within the authority area since the 2001 Census. There have been increases in the 65+ population but also significant increases in the proportion of 15-19 year olds (17.8% increase) and 20-24 year olds (39.1% increase) since 2001. This reflects that there are two successful and expanding universities located in the city.
- 32.4% of the registered Vale of York CCG population is resident in North Yorkshire, primarily in Selby and Hambleton.
- VoY has 206 Super Output Areas (SOA), IMD 2010 identifies 10 Lower SOAs which are amongst the 20% most deprived in England. 9 of these LSOAs are in York and 1 is in Selby. 15,700 people live in these areas.
- Excess weight in adults is an issue for North Yorkshire area, particularly in Selby where the rate is significantly higher (71%) compared to the national average (63.8%). Binge drinking adults is a significant issue with 28.8% of the adult population estimated as binge drinkers compared with 20% nationally.
- The rate for killed and seriously injured (KSI) casualties on England's roads in Hambleton is significantly worse than the national average at 89.5 per 100,000 compared to 40 per 100,000.
- ONS Population Projections 2012 indicate that the population in Vale of York CCG area will rise from 350,000 in 2014 to 394,000 in 2037 an increase of 12%.

4. Key Themes Emerging from the Review

3. Service Model Developments/Changes:

- Improved Quality of care in mental health services
- Parity of Esteem
- Community Hub Model(s) delivered by general practice and social care
- Re-procurement of a range of community services

4. Financial considerations:

- Savings required to allow investment in new services and models
- Legacy debt position from predecessor organisations
- History of acute contract over-runs

5. Existing strategies and plans:

- Improving Health & Wellbeing in York: Strategy 2013-16
- My Life. My Health. My way. NHS Vale of York Integrated Operational Plan 2014-19
- York Health and Wellbeing Joint Strategy (updated 2014)
- Mental Health Strategy in development

6. Key site requirements:

- Improvement in the quality of the mental health estate
- Reduction of the mental health estate in line with changing service strategies
- Development of estates strategy to support delivery of clinical hubs clinical strategy
- Review of primary care estate in line with consolidation of general practice

5. Property Strategy Forward View

As-Is Position

To-be Position



Clinical Estate

- Community hub services developing but require supporting infrastructure plan
- Requirement for acute mental health inpatient facilities in York
- Procurement of community services constrained by transforming community services business transfer arrangements which are not precisely defined



- strategy for delivery of community hubs and any infrastructure requirements
- interim acute mental health solution in place
- development of business case and delivery of permanent mental health solution for York
- Community hub solutions delivered and supporting clinical strategy
- Clarity on capacity in health centres to support procurement



Admin Estate

- CCG co-located with Council
- CSU admin base lease break served
- Review all leasehold estate
- Requirement for move to community hubs for mental health



- consider opportunities for co-location of office functions with local authority
- mental health community hubs established releasing a range for leasehold and freehold sites
- Reduction in admin estate of 28% by mid-2016



Estate Metrics

Running costs:

- NHSPS £6.45m
- GP reimbursements £4.3m
- YTHFT cost £31.5m

Estate footprint:

- The estate comprises:
 - NHSPS estate 41k m²
 - GP estate circa 21k m²
 - YTHFT estate 102k m²



Running costs:

- minimum reduction in running costs of 10%
- capital receipts from asset disposal 2015/16
- future capital receipts are only realised on completion of a new mental health facility

Estate footprint by March 2020:

- NHSPS estate 31k m²
- GP estate consolidated to reflect practice groupings
- YTHFT consolidated to reflect community commissioning changes

6. Property Opportunities & Savings

6.1 Consolidation and disposal opportunities:

- both properties were used as residential units, one as step-down accommodation for patients exiting forensic services
- declared surplus in the 3rd quarter 2015/16 and are progressing for disposal
- disposal will produce 2-3 housing units

Opportunity	Estimated Running Cost savings £k pa	Estimated disposal proceeds £k	Target Financial Year of savings
Elmfield Terrace	40	0**	2015/16
Field View, 70 Shipton Road	30	0**	2015/16
Totals	70	0**	



Elmfield Terrace



70 Shipton Road

6. Property Opportunities & Savings

6.1.1 Medium Term Consolidation and disposal opportunities:

- subject to the successful development and delivery of the mental health estates strategy (Annex B) there will be a substantial number of properties for disposal
- all of these opportunities are subject to business case approvals and appropriate consultation activities

6.2 Improved utilisation and sublet savings:

- A business case process will be initiated to review any under-utilised properties and to review all leasehold premises

7. Investment Considerations

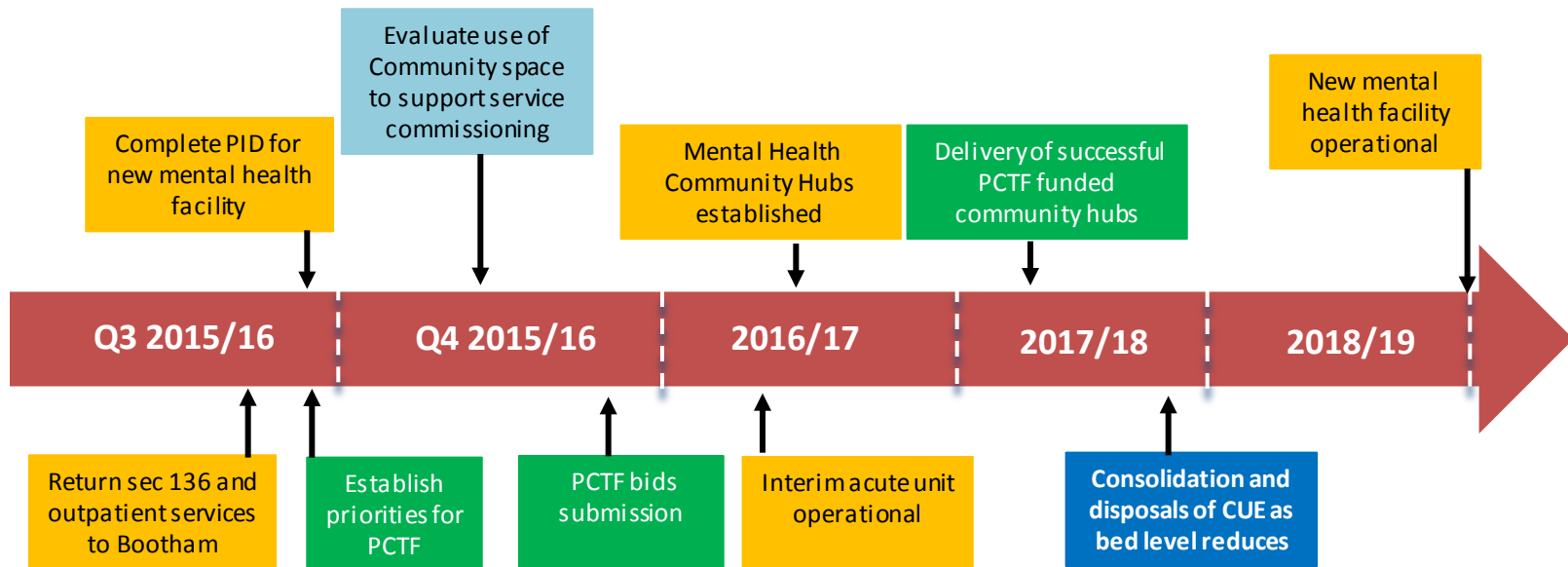
- A new mental health acute facility is required est. £35 m. These cost assumptions are based on initial PID development work and assume a facility providing 60 beds for acute and older persons mental health inpatient care
- Interim investment is required to return acute mental health services to York, proposals are in development for Peppermill Community Unit and start on site will be early in 2016
- Significant change in service delivery is planned focussed on community hubs. Several potential investment schemes have been identified and will be prioritised to access Primary Care Transformation Fund capital in 2016/17
- A number of general practice premises would benefit from smaller scale investment – requirements will be assessed in 2016/17

8. Financial Analysis

- Initial assessment is that total gross savings of £1.6m are available over 5 years
- This total excludes disposals linked to the new mental health acute unit, full details will be developed as part of the outline business case process for CCG consideration

9. Work Plan

- NHS PS has produced this SEP and is now working with the CCG to deliver the strategy in respect of the PS estate. This will also include the NHS PS capital and disposal teams who are also involved in supporting the delivery.
- NHS PS will establish projects teams for the key consolidation projects and will report back with inception plans and ownership.
- plans around the community hospital will be consulted on with OSC and members of the public.
- timeline of activities and planned disposals.



10. Other Property Considerations

- Utilisation is not well understood in the health centres and clinics. A utilisation review is required to support further community services procurements and Community Hubs planning.
- A detailed understanding of both YTHFT and H&DFT consolidation plans is required to ensure that the benefits are to the health economy as a whole
- Review of all lease breaks and exploring co-location options as part of One Public Estate
- There are significant quality issues through-out the York estate due to historical under-investment. These issues are now service critical and will need to be resolved over the next couple of years.
- A partnering agreement has been developed between NHS Property Services and Tees, Esk & Wear Valleys NHS Foundation Trust to jointly resolve quality and development issues

10. Recommendations

Vale of York CCG Estate Strategy (2015 -20): Recommendations for CCG approval:

1. Implementing priority healthcare changes

- utilisation review for community space
- development of PID for new acute unit and progress to OBC
- further develop community hub property strategy
- review admin space requirements against GPU space standards

2. Cost reduction opportunities

- the review has identified savings of £0.9m pa that can be realised with minimal impact on clinical provision and back office people
- capital receipts will be captured subject to formal approval of mental health unit business case
- market review on disposals to ensure the disposal achieves best value

3. Dealing with void space

- Detailed utilisation reviews are required to confirm availability of space to support service commissioning

- Review admin estate to ensure that it aligns with GPU guidelines for office accommodation
- sublet options pursued for underutilised leasehold space

4. Improving estate utilisation

- this strategy will improve the estate utilisation
- the utilisation will continue to be monitored and reviewed and any significant changes will be addressed by the CCG and NHS PS in line with this strategy
- the changes identified in the strategy will allow for improved estate
- utilisation, reduction in estate costs and deliver care linked to the CCGs commissioning strategy
- the CCG are keen to work with GPs on the utilisation of their current estate in line with NHS England's 5 year forward view. This work will be undertaken in 2015/16

5. Work Plan

- the plan at section 9 outlines a number of key projects that will need to be progressed to realise the savings

- these projects need to be worked through utilising NHS PS Asset management teams, Capital and Facilities teams or through provider routes
- NHS PS and the CCG will work together to drive forward the opportunities and optimise the benefits
- business cases will be developed by the CCG for NHS England's approval
- capital investment will need to be secured

Back-up Slides

Annex A – Community Hubs

- The hubs will be staffed by a multi-disciplinary, multi-agency team who will act as the enablers to ensure care and support packages are put in place as quickly as possible and in the best interests of the individual and their carers.
- New funding models to incentivise providers to deliver this approach will ensure they deliver transformed models of care as alternatives to admissions to hospital or care homes.
- One hub already an established a hub in York, delivered by Priory Medical Group. Funding through the Better Care Fund.
- Projections on the efficacy, cost effectiveness and outcomes of this hub are promising, establishing formal evaluation process with the University of York.
- The CCG will be reviewing the property requirements to support delivery of the hubs model. It is anticipated that this will be a key factor in assessing bids for Primary Care Transformation Fund
- A number of proposals have already been received and are being evaluated by the CCG.

The current hubs groupings are;

1. Priory Medical / Haxby / Unity / Myhealth / Kirkbymoorside
2. SHIELD – Selby
3. CAVA – City Centre and Vale
4. Easingwold/ Stillington / Tollerton – Mini-hub
5. East Riding & Pocklington – Mini-hub

Annex B – Mental Health Estates Strategy

Three work-streams are proposed to deliver a mental health estates strategy that supports the changes in clinical services

1. New Mental Health Facility - York

- New 30 Bed acute unit required
- New 30 bed facility for organic and functional older persons services
- PID for a replacement acute & older persons facility by December 2015
- five site options to be included in the PID and OBC
- decision-making will be via CCG routes once the PID is signed off by NHSE
- a number of delivery routes for the scheme including the new mental health provider and NHS Property Services Ltd.
- Anticipated timescale - new facility operational target 2019
- Reduction on older persons beds from 80 to 30 by 2019

2. Learning Disability Residential Alignment

- Potential identified for reduction in LD bed numbers linked personalised care planning
- Potential to release part of White Horse View 2016

3. Community Mental Health Hubs

- Review of locations for community mental health delivery and establishment of hubs
- Release of properties for disposal will await completion of this work

Annex B – Mental Health Estates Strategy

Following the closure of adult inpatient services at Bootham Park Hospital a critical service requirement has been escalated to return inpatient services to York.

- **Interim Service Delivery Plans**
 - Works are underway to re-open outpatient and sec 136 facilities at Bootham Park Hospital
 - Plans are in development to refurbish Peppermill Community Unit for the Elderly (CUE) for acute inpatient services during mid-2016
- **Long-term Service Delivery Plans**
 - Implementation of these plans is anticipated to release the following properties for disposal by 2019
 - It is anticipated that revenue benefits will be recycled to support new developments

PropID	Property Name	Total Annual Property Occupation Cost (£)	
4403	Acomb Day Psychiatric Services	£	46,535
4404	Acomb Gables	£	143,191
4411	Bootham Park Hospital	£	905,621
4408	Bootham Park Hospital- Driveway Day Services	£	32,193
4409	Bootham Park Hospital -The Chapel	£	35,705
4410	Bootham Park Hospital- The Lodge	£	14,183
4418	Cherry Tree House Community Unit for Elderly	£	228,181
4439	Lime Trees	£	180,704
4444	Nelsons Court	£	317,120
4446	Peppermill Court	£	328,413
4467	White Horse View	£	245,164
		£	2,477,010

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