

Agenda Item	3.6
Paper	Q & G
Meeting Date	21 Oct 2008

**REPORT TITLE: KENMORE CLINIC - FUTURE SERVICE DELIVERY**

Decision  Discussion  Information

**Report author:** Andrew Bland, Acting Director of Commissioning and Delivery  
**Report signed off by:** Andrew Bland, Acting Director of Commissioning and Delivery

**Purpose of the report:**

The purpose of this paper is to update the Board on the current status of Kenmore Clinic, seek Board approval for actions to address the current issues within the site to ensure the ongoing delivery of primary and community health services in this area.

**Recommendations to the board:**

The Board is asked to note the current maintenance requirements of the Kenmore clinic site and approve the immediate closure of the site following a planned and local re-provision of the services currently provided on this site. The Board is also asked to approve the development of proposals for the future re-development of the Kenmore clinic site to provide primary and community care services to the local community and to undertake public consultation on those proposals

**Related PCT objectives:**

- Be the lead for health in Harrow by working with partners & engaging public
- Be a model employer appropriately by staff
- Ensure our systems are robust and used
- Improve health in Harrow & reduce health inequalities
- Be a highly performing, innovative organisation
- Provide the people of Harrow with accessible & efficient care of the highest quality

**Related "Standards for Better Health":**

**Related "Use of Resources"**

**Report history:**

None

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## KENMORE CLINIC – FUTURE SERVICE DELIVERY

*Contact name: Andrew Bland*  
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### 1 Purpose of the report

- 1.1 The purpose of this paper is to update the Board on the current maintenance of the Kenmore clinic site and to seek approval for the following:
- Closure of the Kenmore site following a planned and local re-provision of the services currently provided on this site.
  - To develop proposals for the future re-development of the Kenmore clinic site to provide primary and community care services to the local community.
- 1.2 Proposals for any re-development of the site would be subject full public consultation. Proposals for consultation would be considered by the December 2008 meeting of the PCT Board and public consultation would begin at that point.
- 1.3 In June 2008 the PCT's capital review group received costed proposals for the maintenance of the PCT's estate for the current financial year. That review highlighted a significant programme of work to be undertaken at the Kenmore Clinic in order to maintain the site and allow for future service delivery. Given the scale of that proposed work, the current condition of the site and the PCT's commissioning intentions to enhance community services provision the Executive Committee commissioned an independent health and safety review of the clinic to inform future planning.
- 1.4 This paper provides the key findings of that review and proposes actions to ensure the safe continuity of local service provision in the short term and to undertake public consultation on the long term provision of health services at this site.

### 2 Terms/ acronyms used in the report.

None

### 3 Background

- 3.1 Kenmore Clinic is a single storey building located on Kenmore Road in East Harrow. It was constructed using standard building materials, including asbestos, in the 1950s. The site is owned by the PCT and was inherited from the local authority as land covenanted to provide healthcare. The building is used to provide the following services:
- Podiatry clinics
  - Mental health
  - Mother and baby clinics
  - Physiotherapy
  - Phlebotomy services (this is provided from Porta-Cabins)
  - Health visiting and District nursing services
  - Infection control services
  - Administration functions
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- 3.2 East Harrow consists of three wards, Kenton East, Kenton West and Queensbury with a population of approximately 30,000. These wards have some of the lowest levels of life expectancy in Harrow and there are significant health challenges in the area.
- 3.3 Kenmore serves a predominantly local population and access is mainly by foot and bus; there is no parking on the clinic site although parking on surrounding roads is not restricted. The area currently has seven general practices of which six are located in converted houses. As a consequence there is little room for expansion within the existing primary care estate.
- 3.4 The current Kenmore buildings have a number of issues, some of them relating to health and safety. In June 2008 the capital review group received a financial costing for the ongoing maintenance of the site. This analysis estimated that in order to continue service provision for the remainder of the current financial year the PCT would need to invest a minimum of £35,000 and £40,000. The review group was also informed that this investment would address only the most immediate maintenance requirements and that the infrastructure was in such poor condition and is likely to require ongoing and significantly higher expenditure in this and future years to secure ongoing service provision. The Review Group arranged for an independent Health and Safety review of the site. A summary of the reviews report is in the section below.

#### **4 Review findings**

- 4.1 The Health and Safety review carried out in August 2008 reported that there were a range of issues at the site that needed to be addressed. These include:
- Issues with DDA compliance throughout the site.
  - Future maintenance of the safety of the asbestos within the building
  - The poor condition of the roof
  - Issues with compliance with the Regulatory Reform (Fire Safety) Order 2005, including fire alarm provision for the porta-cabin,
  - The poor state of the windows, doors and floors throughout the building.
  - The lack of adequate heating provision within the building.
  - The provision of hot water for clinical and non-clinical services.
  - The lack of approved and standard lighting.
  - The lack of adequate security in terms of the perimeter fence, windows and doors.
- 4.2 In addition the porta-cabin currently used on the site poses issues for access and egress and it has poor and deteriorating foundations
- 4.3 The report indicated the level of immediate investment required to maintain acceptable service delivery at the site in the short-term. The immediate investment was confirmed as approximately £250,000 and is associated with the following areas:
- Survey and repair to fabric of building: ceilings, doors; windows
  - Internal access for compliance with DDA and fire regulations
  - Heating, lighting and power supply
- 4.4 In addition the report raised serious concerns regarding the ongoing delivery of services from the site; an initial estimate suggests that within five to ten years the building is likely to need complete refurbishment and renovation at a cost of £3 to £4 million in order to keep operating.
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## **5 Future provision of services**

- 5.1 Any decision upon investment within the clinic site must, first and foremost, take full account of the need to secure a safe environment for the delivery of services to Harrow patients. The external review has provided clear recommendations about the level and type of investment required within the site.
- 5.2 Decisions should also take account of the current and future needs of the community who access services at the site now and in the future. The local population has significant health need and access to primary and community services in the east of the borough require improvement.
- 5.3 In addition the provision of services at this site should take account of the wider service provision within this locality. The clinic site is in close proximity to seven general practices. The majority of these practices deliver high quality services but are based within inadequate accommodation. These facilities are not purpose built and are increasingly cramped with limited or no room for expansion.
- 5.4 Finally the current delivery of services from Kenmore clinic does not provide for any meaningful integration with other community services that will be required within any modern delivery of services in the future. The current range of services is limited, largely due to the current layout of the facility but the location of the site is such that additional services integrated with local general practices is feasible.

## **6 Proposed action**

- 6.1 Taking into account the considerations outlined above and the need to ensure value for money is derived from any future investment in this site the Board is asked to approve the following recommendations:

### Short term actions

- 6.2 The Executive Committee proposes that the investment required to keep the centre operating through the winter represents a poor use of resources which would simply prolong the delivery of services from what is now an unacceptable facility. The investment required to bring the current building up to an acceptable standard, would not represent value for money and given the health and safety issues posed by the ongoing use of the site it is therefore proposed that the PCT works to de-cant services immediately from the Kenmore site, relocating services within the locality. This de-cant will ensure continuity of services provided locally where possible. The de-cant will take between six and eight weeks (See Appendix One). At the end of this period the site will be closed.
- 6.3 Given the small number of services involved and the health and safety assessment of the site it is proposed that formal public consultation on closure, whilst preferable, would not be appropriate in this case given the urgency and severity of the issues with the site. In addition to seeking Board approval the PCT will consult the Harrow Overview & Scrutiny Committee before taking this immediate action.
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### Re-development of the clinic site

- 6.4 The PCT is committed to develop proposals for full public consultation on the re-development of the Kenmore site recognising the need to secure high quality provision of primary and community care services for the area. The Executive Committee recommends the development of these proposals taking full account of local health needs.
- 6.5 Proposals for consultation would be developed and considered by the December 2008 Board meeting. Following Board approval public consultation would be launched with a view to returning an enhanced range of community services to this part of the borough.

## **7 Equality impact assessment**

- 7.1 The closure of the site, following the de-cant of services will have a clear impact upon the local population that this report has already identified as having significant health needs. The de-cant of services currently provided at the site would seek to ensure the provision of services as locally as possible making use of local practice premises and enhanced use of the existing PCT assets. There are however very few clinical services on the site and the re-provision of baby clinics and phlebotomy within the locality are felt to be achievable.
- 7.2 Any plans for re-development at the site would take full account of the health needs of the population.

## **8 Recommendations**

- 8.1 The board is asked to note the current maintenance requirements of the Kenmore clinic site and approve the:
- Closure of the site following a planned and local re-provision of the services currently provided on this site.
  - To develop proposals for the future re-development of the Kenmore clinic site to provide primary and community care services to the local community and to undertake public consultation on those proposals

## **Appendices**

Appendix One – De-cant Plan

### **Background documents**

None

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### **Board Report Executive Director sign off**

This report has been approved by the accountable Executive Director and satisfied that the implications for the following areas have been adequately considered.

**Financial**

**Equalities**

**Name: Andrew Bland**

**Job Title: Acting Director of Commissioning and Delivery**

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