

**Better Care, Closer to Home**

***A consultation on the development of accessible, modern, high quality health and social care services in East Harrow***



***It's your NHS. Get involved.***

**NHS Harrow**

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NHS Harrow wants to open new health centres that provide enhanced GP services at times and locations convenient for you. The initiative is a national priority to invest in primary care services in order to deliver care out of hospital where possible. This document explains our proposals to achieve this in the East of Harrow.



**NOTE:** Case studies are used in this document to illustrate elements of care. These are examples and as such do not deliberately relate to any individual or existing scenarios.

# Executive Summary

We are excited to present this consultation document, which highlights how we aim to further improve healthcare in East Harrow. Our Primary and Community Care Strategy outlines plans for the development of primary and community care services over the next five years and its objectives are to improve choice and access to quality services for patients. East Harrow was identified as a priority area. Details of this can be found in our Primary and Community Care Strategy.

Some changes are already happening. In January 2010 a new GP practice will open at Mollison Way providing services from 8am to 8pm, 7 days a week.

In continuing to improve services in East Harrow we propose a new way of working called a **poly-system**. This will link both health and social care services together.

We want to give you the opportunity to find out more about the proposed new services and comment on our proposals.

**The consultation will run from the 9th December to the 17th March 2010.**

Please take time to read this document and return your completed feedback form. You can complete the online version which can be found on our website [www.harrowpct.nhs.uk](http://www.harrowpct.nhs.uk).



# Introducing your local NHS

NHS Harrow (previously known as Harrow Primary Care Trust) pays for and plans health services on your behalf. We commission (buy) hospital services, primary care, urgent care and community care services for the people of Harrow.

**Our Vision is to:**

- Improve patient reported access to high quality healthcare for all Harrow patients
- Reduce the health inequalities gap
- To maintain Harrow's top ten position on life expectancy

**Our Values are:**

- Everyone counts
- Commitment to the quality of care
- Drive for excellence
- Delivery through effective partnerships

*A glossary of terms used in this document can be found on page 18*

We are consulting you on our plans to invest in the health centre development that will help patients receive more care closer to home. If we can achieve this, hospital attendances and admissions will be reduced, allowing them to focus on more serious cases and allowing NHS Harrow to invest in more care in the community.

We intend to work with GPs and our other partners to develop primary and community care services in East Harrow, to help improve choice, quality and access for patients.

You can find out more about the health needs of the East Harrow community on the next few pages.



Dr Gillian Schiller  
Chairman  
NHS Harrow



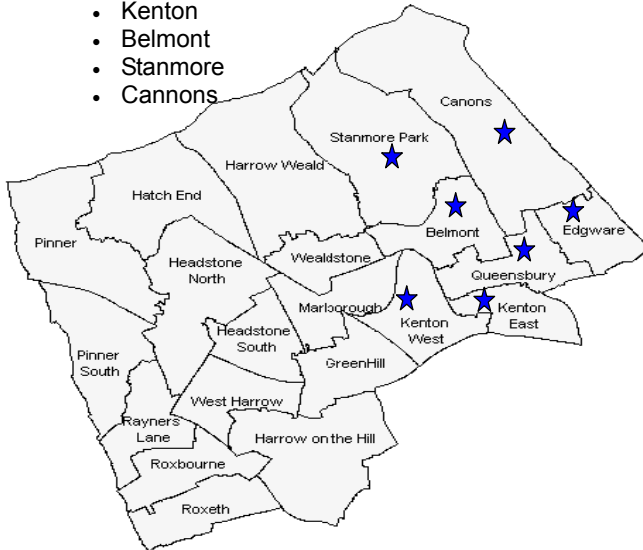
Dr Sarah Crowther  
Chief Executive  
NHS Harrow

## East Harrow at a glance

This map shows the London Borough of Harrow. The areas marked with blue stars are those defined as East Harrow for the purpose of this consultation

East Harrow includes:

- Kenton
- Belmont
- Stanmore
- Cannons



- Harrow's population: approximately 214,000 of which a third live in East Harrow
- 35% of Harrow's patients registered with a GP live in East Harrow (approximately 80,000 people)
- East Harrow has fewer people of working age when compared to the rest of Harrow
- Whilst Harrow is one of the most affluent boroughs in London, there are some areas of deprivation (poorer parts) and deprivation is directly linked to health inequalities
- 52% of people living in Harrow are from an ethnic minority background and this diversity is more prominent in East Harrow. This is important as individuals from these backgrounds are more prone to certain health conditions, such as diabetes
- Satisfaction with GP services in East Harrow is below the Harrow average, particularly with regards to opening hours and getting appointments. Harrow is one of the worst boroughs in the country for patient reported access to primary care services—something we are keen to change!

## Health needs in East Harrow

- There is a high occurrence of some serious long-term conditions amongst adults in East Harrow compared to Harrow and the rest of London. These include:
  - High Blood Pressure
  - Obesity
  - Asthma
  - Coronary Heart Disease (CHD)
  - Diabetes
- There is a higher number of people with diabetes in East Harrow than the England average.
- Approximately 180 children a year are expected to be born with a low birth weight in East Harrow. Low birth weight can cause serious health problems in later life.
- Children in East Harrow tend to be less physically active and suffer with more tooth decay when compared to the rest of London.
- It is estimated that 290 children who have some form of disability in East Harrow would benefit from integrated services delivered closer to home.



### Case Study

Rajesh works long hours over a six-day week. He is in good health and doesn't see the doctor often. He is happy about the local poly-system because:

- It is open on evenings and weekends so he won't have to take time off work to see the Doctor
- There is a walk-in service so he doesn't have to book in advance if he needs urgent care



**Our vision for East Harrow is to provide good local services for the local healthcare needs**

## What is a Poly-system?

A polysystem can be described as a collection of services, working together to help local people with their healthcare needs. The model includes one Community Health Centre 'hub', which would be linked to 'spokes' such as existing GP surgeries and other primary care facilities. The 'hub' would also be linked to enhanced GP surgeries, known as GP-Led Health Centres, like the one on Mollison Way.

### What is a Community Health Centre ('hub')?

A 'hub' offers GP services with nurses and is open to all patients registered with the practice, those registered elsewhere and those not registered anywhere. It is open from 8am to 8pm, 7 days a week, 365 days a year and houses some services normally found in hospitals. It will have a range of other service providers on-site; perhaps a pharmacist or social care team run by the council.

### What is a 'spoke'?

Spokes are existing GP practices and primary care facilities which will link to the hub. Patients seen at the spokes can be referred to services in the hub when necessary.

### What is a 'GP-Led Health Centre'?

GP-Led Health Centres are enhanced 'spokes'. They will offer the usual GP services, however you can also 'walk-in' if you have an urgent need and you will be seen, regardless of whether you are registered with the doctors at the health centre. A GP Led Health Centre will be open from 8am-8pm 7 days a week, 365 days a year.



## Our proposal

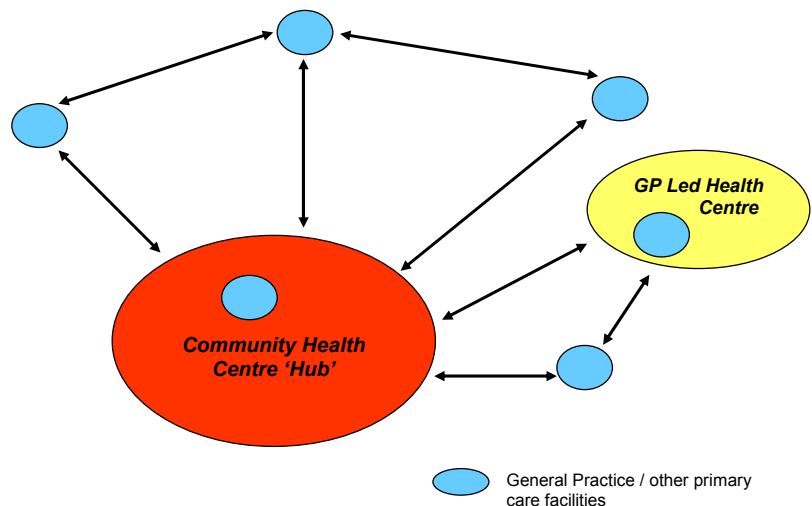
Due to East Harrow's distinct health needs, relative dissatisfaction with accessing services and moderate to high deprivation, we believe it is vital to provide good access to enhanced services in the area, built around the needs of local people. This 'poly-system' model would include services which offer enhanced health and social care services and opening hours of 8am-8pm, 7 days a week, 365 days a year.

The poly-system model would:

- Include one Community Health Centre (the 'Hub') offering a range of services
- Include one GP Led Health Centre (Mollison Way)
- Be linked to the existing GP practices, clinics and primary care facilities in the area.

The diagram illustrates the make up of the model and is not representative of actual numbers of health facilities.

The poly-system model has already been adopted at the Alexandra Avenue Health & Social Care Centre (South Harrow) and The Pinn Medical Centre (Pinner). It is clear that residents in East Harrow could benefit from similar facilities.



## How we chose the locations

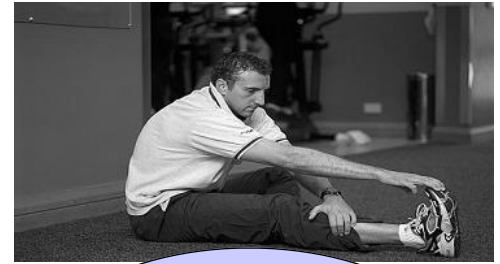
Belmont Health Centre offers the best potential to become the Community Health Centre ('Hub'). It is large enough to offer the capacity we need, could do with modernisation and has good transport links. Whilst we positively encourage walking and cycling; parking facilities are good. All in all, the site has great development potential.

Belmont Health Centre also benefits from having 3 GP practices on-site already. If we go ahead with our proposal; we will be working in partnership with these GP's to deliver our vision. They will also help us establish ways to keep services running whilst we do that.

We appreciate some residents are keen for us to return services to Kenmore Clinic and we will continue to work with our GP's and other healthcare providers to try and return health services to this site. We haven't found a solution yet, but we hope to soon.

The Mollison Way surgery in Edgware was closed in 2008. Following consultation on the future of services in that area, it was decided to develop a new GP surgery on Mollison Way. Since we needed new premises for a surgery there, the decision was taken to develop the Mollison Way Surgery as a GP Led Health Centre offering much better access to services for local residents (8am to 8pm, 7 days a week).

So, one part of the poly-system will be up and running in January 2010!



### Case Study

Anne, aged 45, returns from work one evening and cuts her finger quite deeply whilst preparing dinner. Her GP surgery is now closed so she attends the new Community Health Centre 'hub' which has a walk-in service.

She is happy because she is seen straight away by the GP who is able to treat the wound in minor surgery.



## How we chose the locations

When looking at these sites, we had three key considerations in narrowing down our options. The table below summarises these considerations.

Key consideration	Details
Potential for expansion	We looked at whether it was possible to extend or build on the existing sites when deciding which would be most appropriate because we recognise the need to add services. We asked professional surveyors to produce a report and worked closely with the council's planning team.
Impact of investment	We considered the state, age, design and condition of the sites we already own to see where our investment could make the biggest difference and make the best use of our limited budget.
Access and Disability Discrimination Act (DDA) compliance	A very important part of our decision was how accessible the sites were, both in terms of transport links and access for disabled patients

## How we chose the locations

To adopt the poly-system model in East Harrow we needed to identify suitable existing locations to host:

- One Community Health Centre (Hub)
- A GP Led Health Centre

After a comprehensive evaluation:

- Belmont Health Centre has been chosen as our preferred location for East Harrow's Community Health Centre hub.
- The Mollison Way Surgery is currently being developed as a GP Led Health Centre and will open in January 2010.



### Case Study

Renata is a mother of two young children. As she doesn't drive she is pleased with the location of the health centre hub as it's in her neighbourhood and is easy to get to by public transport.

She can readily see the Health Visitors for advice concerning her children and is happy she can see a GP on the day a problem arises in the family.



## Future benefits

Some of the outcomes we are expecting from implementing the poly-system model in East Harrow are as follows:

### 1. Improvement in your quality of life

A quarter of patients with hypertension and half of patients with diabetes do not have their condition under control in East Harrow. Hypertension is one of the major risk factors for stroke and if it is not treated on time may result in disability or death. By detecting and treating hypertension early, the quality of life for people with such conditions improves.

### 2. Better Access

The poly-system will provide access to services at times which are more convenient for patients, for example during evenings and weekends. There will be shorter waiting times for appointments and the services will be closer to your home. This should reduce A&E waiting times as more urgent patients are seen locally.

### 3. Better value for money

We buy healthcare on your behalf, we have a duty to ensure value for money. For example, we know that some people with diabetes do not attend their outpatient appointments, which is a waste of our resources. By bringing some of the hospital services to the community, it makes it more convenient for patients to attend, reduce unnecessary hospital admissions and ultimately save money. This will allow us to invest in other services for you.



*'I enjoy providing a clinic for children with neuro disability at Alexandra Avenue. This is obviously closer to home and brings in a great deal of parent satisfaction.'*

- Dr. Ximena Poblete, a consultant paediatrician at North West London Hospitals Trust talks about the Alexandra Avenue Health and Social Care Centre



## Next steps

The results of this consultation will be presented to a future Board meeting of NHS Harrow and will be published on NHS Harrow's website.

We will be running and attending public meetings where you will have the opportunity to discuss and have your questions answered by managers and clinicians running the consultation.



Working with you to improve health in Harrow

## Timeline

<b>Public Consultation:</b>	<b>9th December to 17th March 2010</b>
<b>Report results of consultation:</b>	<b>April 2010</b>
<b>Produce final business Case:</b>	<b>June 2010</b>
<b>Commence procurement &amp; building activities:</b>	<b>July 2010</b>
<b>Opening of new services:</b>	<b>April 2012 (approx)</b>

If you would like this document in large print, a different language or in an alternative format please contact the Patient Advice and Liaison Service on 020 8966 1050 and they will do their best to help.

**For more information about this consultation please call 020 8966 1050 or visit [www.harrowpct.nhs.uk](http://www.harrowpct.nhs.uk)**

## Your Views

We want to hear your views on the proposed development of health services in East Harrow. We would also like to know which services you would like to have in the new facilities.

To make your views known you can:

- Complete the feedback form at the back of this booklet and post to:

**Freepost xxxxx**  
 PALS Team  
 NHS Harrow  
 The Heights  
 59-65 Lowlands Road  
 Harrow  
 HA1 3AW

- Visit our website [www.harrowpct.nhs.uk](http://www.harrowpct.nhs.uk) and complete the form online
- Fax us on 020 8426 6941
- Call us on 020 8966 1050
- Email: [palsoffice@harrowpct.nhs.uk](mailto:palsoffice@harrowpct.nhs.uk)

**All feedback must be received by 5:00pm, on 17th March 2010.**

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Feedback Form PAGE 1**

**Confidentiality** - Responses from individuals will be shared within NHS Harrow to enable us to consider respondents' views fully but will otherwise be kept confidential. A summary of response data will be published and available on our website. **Please answer the following questions:**

**Question One:**

NHS Harrow would like to offer better health and social care services to residents in East Harrow. To what extent do you agree with the following statement? (Please tick only one option)

*“Having read the consultation document, I believe the poly-system model in East Harrow will deliver better and more accessible services for local residents. This will ultimately lead to better health for local residents.”*

I agree with this statement.

I disagree with this statement.

I do not feel strongly either way.

**Comments**

.....  
 .....  
 .....  
 .....

**Question Two:**

We are proposing that Belmont Health Centre become the Community Health Centre (Hub) in East Harrow alongside the development of the Mollison Way GP Led Health Centre.

Please tick which of the following apply:

I agree to the above proposal.

I disagree with the above proposal

I do not feel strongly either way.

**Comments**

.....  
 .....  
 .....  
 .....  
 .....

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Feedback Form PAGE 2**

**Question Three:** We will provide basic services such as podiatry (chiroprody), contraceptive services, child health, ante-natal, etc. However, let us know if you would like to see other services in the Community Health Centre than the ones listed above .

Below are a number of services that could be provided from within the poly-system. **Please tick five from the following list of proposed services.**

**Staying Healthy**  
 Support in making practical and healthy lifestyle choices such as exercise, weight management, quit smoking and drug and alcohol services.

**Mental health**  
 Services for those concerned about their own or someone else's mental health, eg counselling.

**Diagnostics** (X-ray, Ultrasound, Endoscopy)  
 Convenient and easy access to procedures to help diagnose many different conditions.

**Specialist Dental services**  
 Support for people who have special medical or social needs such as complex medical problems, disabilities, mental health problems, who are unable to be treated by General Dental Practitioners.

**Rehabilitation**  
 Helping people to regain as much independence as possible after serious illness, eg stroke.

**Hearing services**  
 An age-appropriate hearing assessment to identify those at risk of hearing impairment together with medically necessary and reasonable diagnosis and treatment for defects in hearing.

**Minor Injury**  
 Quality care for patients with minor injuries who can receive all the care they need quickly and safely from a specially trained and experienced nurse.

**Pharmacy**  
 Pharmaceutical services provide healthcare to patients by dispensing prescriptions and a range of services related to health. Pharmacists can give advice on healthy living and minor ailments.

**Long term conditions**  
 Helping with living with and managing any long term condition, eg heart disease, diabetes, asthma, chronic pain, etc.

**Voluntary / community services**  
 A range of support services, eg benefits and housing advice.

**Optical Services**  
 Eye tests and glasses.

**Other** (please specify) .....



We would be grateful if you could provide personal information as it will enable us to check we have received personal responses from a representative group of people.

Name: .....  
Address: .....  
.....  
Tel:.....Email: .....

Are you providing your own response  
 Giving your response on behalf of an organisation

If you are responding on behalf of an organisation please indicate what category of organisation it is.

Patients/Public group       Statutory Bodies  
 Healthcare Professionals       Other (Please specify):  
 Voluntary/Community Groups

Using the Disability Discrimination Act definition below, do you consider yourself to have a disability?

*'A physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities'.*

Yes       No       Prefer not to say

Are you:

Male       Prefer not to say  
 Female

Which ethnic group do you consider yourself to belong to?

White       Chinese  
 Mixed       Other  
 Asian or Asian British       Prefer not to say  
 Black or Black British

What age group are you?

Under 25       55-65  
 25-34       65 or over  
 35-44       Prefer not to say  
 45-54

Would you like to be kept up to date with developments at NHS Harrow?

Yes       No

If you answered Yes to the question above, how would you like to be kept informed? Please remember to provide your contact details.

Website       Focus Groups       By post       By email

**Thank you for taking the time to complete this feedback form.**

Please return it to:  
FREEPOST ADDRESS (INSERT)  
PALS Team  
NHS Harrow  
The Heights  
59-65 Lowlands Road  
Harrow  
HA1 3AW

# NHS Harrow

## Glossary

### Poly-system

A poly-system can be described as a collection of services, working together to help local people with their healthcare needs. The model includes one Community Health Centre 'hub', which would be linked to 'spokes' such as the existing GP surgeries and other primary care facilities. The 'hub' would also be linked to an enhanced GP surgery, known as GP-Led Health Centre.

### Community Care

Community care relates to services usually provided to patients in the local community in a variety of places such as GP surgeries and health clinics.

### Community Health Centre ('hub')

A 'hub' offers GP and a range of other services and is open to all patients, including those registered with the practice, those registered elsewhere and those not registered anywhere. It is open from 8am to 8pm, seven days a week, 365 days a year and usually houses other services, such as a pharmacy and facilities traditionally found in hospitals, like X-rays and outpatient clinics.

### GP-Led Health Centre

GP-Led Health Centres are enhanced GP Practices; they will offer the usual GP and nursing services, but you can also be seen as a walk-in patient (without an appointment) should an urgent need arise. You can be seen regardless of whether you are registered with the doctors at the health centre. A GP Led Health Centre will be open from 8am-8pm 7 days a week, 365 days a year.



### Primary Care

Usually the first point of contact for patients using the NHS and includes GPs, dentists, pharmacists and opticians.

### Spokes

Spokes are existing GP practices and primary care facilities which link to a hub within a poly-system model. Patients seen at the spokes can be referred to services in the hub when necessary.

### NHS Harrow

We are responsible for buying healthcare for Harrow residents. We spend approximately £300 million each year on healthcare for Harrow, whether it be hospital operations, GPs or community services. We have a duty to ensure we provide quality services and are value for money.