

# EAST AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

## INTEGRATED JOINT BOARD

4 FEBRUARY 2016

### WOODLAND VIEW PROGRESS REPORT

#### Report by the Director of Health and Social Care

#### INTRODUCTION

1. Due for completion on 18 March 2016, Woodland View is the new mental health and community hospital facility at Ayrshire Central Hospital, Irvine. The new development will have 206 single occupancy bedrooms each with ensuite shower rooms and a full range of therapeutic support accommodation within 11 single storey wards each with private courtyard gardens and a range of community and treatment services including outpatients over 2 floors.
2. The design of the new development provides the best possible healing environment for patients and a safe and inspiring working environment for staff. It is based on a holistic view of wellbeing and addresses the psychological, emotional, physical and physiological needs of both patients and staff creating a therapeutic environment.
3. The flexible accommodation is designed to easily adapt to new models of care which focus on the recovery, rehabilitation and enablement of individuals from North, East and South Ayrshire and to provide a hub of community resource to be flexibly used by other agencies, partners and the public.

In – patient Services are:

Speciality	Bed Numbers	Area Served	
Adult Acute Mental Health	3 wards each with 20 beds = 60	North, East , South	
Adult Mental Health Rehabilitation	2x10 beds = 20 bedded unit	North, East, South	
Adult Mental Health Forensic rehabilitation	1x10 beds =10	North, East , South	
Adult Addiction Rehabilitation	1x10 beds = 10	North, East, South	
Adult Low Secure Service	1x 8 beds = 8	North, East, South	
Intensive Psychiatric Care Unit	1x8 beds = 8	North, East, South	
Elderly Mental Health Acute Organic	1x15 beds = 15	North, East	
Elderly Mental Health Acute -Functional	1x15 beds = 15	North, East	
Older People Rehabilitation and Enablement	1x30 beds = 30	North	
Older People Complex Care	1x30 beds = 30	North	
		Total	206 beds

## WOODLAND VIEW PROGRAMME PLAN

4. The headline Programme Plan is as follows:
  - Construction begins – July 2014;
  - Construction complete - 18th March 2016;
  - Decommissioning of Pavilions 1-3 – ends 29th April 2016;
  - Phase 2 Landscaping and Car Parking – 29th April to 5th Sept 2016; and
  - Ailsa refurbishment – 2016 to 2018.
5. Key tasks for the forthcoming period include:
  - Continue the Commissioning work streams and development of the various commissioning strategies and programmes to ensure safe and efficient relocation of services and delivery of benefits;
  - Balfour Beatty to confirm on 12 February that contractual completion date of 18 March 2016 will be achieved.

## CURRENT POSITION

### Construction

6. At end of December 2015 Balfour Beatty are reporting four and a half weeks behind construction programme.
7. This delay is attributed to inclement weather (2 weeks) and a delay to the delivery and installation of the fitted furniture (2.5 weeks). To mitigate the delay Balfour Beatty have extended the working day and introduced weekend working.
8. Balfour Beatty continue to state that the delay will be absorbed within the beneficial access period and will not therefore impact on the handover date.
9. Progress for the month of December is noted as:
  - Windows, doors and curtain walling is complete;
  - Render works substantially complete in all zones, with the exception of zone 6, dry weather required to finish this task;
  - Ceiling works are nearing completion, with zones 1, 5 & 6 the only zones that remain to be completed;
  - Doors and joiner work substantially complete in all zones;
  - Floor finishes substantially complete in zones 2 & 4 and progressing well in remaining zones;
  - Decoration is progressing well;
  - Mechanical & Electrical Plant – power, heating and lights is now on in zones 1, 2, 3, 4 & 6;
  - External hard and soft landscaping is complete in all courtyards;
  - Work is complete on the cycle path and road realignment at south entrance; and
  - The Puffin Crossing on Kilwinning Road is commissioned and working.
10. The Independent Tester has confirmed that they are satisfied with construction quality and methodology on works carried out so far and will begin internal testing on 18th January 2016.

## **Commissioning**

- Eight Commissioning subgroups report to the overall Commissioning Workstream, all have developed Programme plans and most have met on more than one occasion during the reporting period.
- All commissioning plans remain on critical path and have been integrated with the Joint Final Commissioning Programme with Balfour Beatty.
- On 8th February 2016 it is 39 days or one month ten days until handover on Friday 18th March 2016.
- The first ward is scheduled to move in on 15 April 2016.

Highlights are:

## **Workforce**

- HR provided confirmation of total number of staff who will work from Woodland View as a current headcount of 456 with recruitment underway to vacancies. As such working figure of 500 remains for planning purposes until final figure from HR cross referenced with Finance. HR plan for change forms, and associated action required.
- Circa 32 members of staff in redeployment following confirmation of being unable to move base to Woodland View. Redeployment status update from HR to be provided monthly.
- 2 additional Appreciative Inquiry (AI) sessions scheduled for 11 Feb. Previous items events very well evaluated and will be used to inform ongoing OD work.
- Managers meeting with OD lead thought Jan' and Feb' to initiate/further develop model of care work based on AI sessions.
- A training/orientation/induction plan is actively being developed which will commence after 15 February 2016 to 500 staff plus 'open day' sessions for volunteers and other stakeholders including community and third sector agencies & public.
- Workforce Planning – Mitigation plans for services which have previously identified the need for additional staff are progressing.
  - Physiotherapy – is being redesigned within the NAHSCP resources. Outcome to be reported.
  - Addictions Nursing - fully mitigated - closed
  - Psychiatry – has been redesigned within existing resources - closed
  - ECT – anaesthetics and recovery nurses is fully mitigated - closed
- Administration have commenced weekly service planning meetings
- Editing Group for staff handbook have confirmed content and submitted to printing in January this includes the Staff Care and Wellbeing sub group information.
- Service user information materials being updated.
- Volunteers update report awaited, priority is securing sufficient volunteers to staff the retail shop.

## **E-health**

- All stage orders placed for hardware and telephony, delivery has commenced.
- Installation plans drafted with ongoing refinement
- Trackcare build for wards & outpatient scheduling underway

## **Furniture & Equipment**

- Furniture & Equipment ordering on schedule following ongoing meetings with clinical staff/service users to pick fabrics and furniture.

## **Relocation**

- The master commissioning plan is complete, revised and finalised dates for moving in have been issued
- Checklists and procedures for moving day have been provided to Single Points of contact for each area for comment
- 3rd Meeting scheduled with Scottish Ambulance Service to confirm logistics. Clinical Taxi's and patient transport booked.
- Police Liaison group has scheduled meeting to finalise ground search plans for missing patients
- Specification for removals firm complete, tender issued in January, Award scheduled week beg 15 Feb.
- Access to optometry and dentist services confirmed for inpatients'
- Promotion of and booking of rooms for alternative and community use in development
- Scenario testing and Continuity plans making good progress

## **Decommissioning**

- All areas redistributing non essential items and identifying items requiring destruction. Group remains assured with progress ahead of decommissioning implementation.
- Timetable for procedures for isolation of services in Pav 1-3 is confirmed.

## **Estates**

- Lifecycle cost and planning meeting held. Confirmed £115k available per annum. 5 year lifecycle programme to develop including definitions and procedures for confirming impact of malicious damage on budget. The finishes clauses within project agreement details the outcome of 5 year lifecycle plan
- Programme for fire risk assessment processes being developed.
- Procedures and training for helpdesk calls under development.

## **Art Strategy**

11. All14 Arts projects are progressing on target and within budget. Installation of frieze of Ailsa Craig is complete within the Atrium at cafe area. Most other works are ready for installation following handover. An image is below.
12. In addition an Art Curator and legacy booklet have been commissioned.
13. Continued establishment of SCIO to incorporate longer term legacy Art Strategy being led by North Ayrshire Health and Social Care Partnership (NAHSCP) Mental Health Services.

## PROPOSALS

### Construction

- Construction & Commissioning for Woodland View progress remains on the Critical path.
- On 12 Feb 2016 Balfour Beatty must provide 20-30 days notice of expected completion date.
- Independent tester is scheduled to issue Certificate of Completion on 17th March. Any Snags outstanding at this time must be issued within 10days of certification with rectification complete by 14 April.
- The first service user /patients will move in following this milestone commencing Friday 15 April with all facilities\* open by Monday 16 May.

### Commissioning

14. Following handover and all moves are complete the following aims can be further enhanced until programme closure for the short term continuing with operational services in the longer term.
15. The IJB is asked to consider the following developments and to seek to identify further opportunities:
  1. Programme Philosophies namely 'More than Bricks and Mortar' and 'Bringing the Outside in' intend to maximise the benefits of the new facility. Therefore whilst construction and commissioning has taken place, promotion of the new facilities within Woodland View and the broader Ayrshire Central Hospital Campus is occurring to benefit community groups, organisations and individuals to maximise a range of activities provided and open for use by all including staff , patients and public. This includes delivery of a range of additional health improving opportunities centred around the site/grounds. The momentum for this is underway and requires ongoing focus.
  2. Deliver the second phase of the Volunteering Strategy for Woodland View to the whole site. The first priority has been to ensure sufficient volunteers for the shop and Reception Desk Meet & Greet service however a large range of other volunteering opportunities are in the early stages of being taken forward such as volunteer drivers, pet therapy, holistic treatments, gardening. Many other opportunities have been identified for Woodland View but also it is anticipated this will spread to the whole site.
  3. Organisational Development – The OD team have supported the Appreciative Inquiry and models of care development. The OD team could support the bringing together of the many varied departments initially within Woodland View, and then within the full site, to explore and develop a site wide hub as well as developing the site based leadership teams. This could provide an opportunity to review site based leadership arrangements. (noting the mental health beds are Ayrshire wide however many services on site are solely for North Ayrshire Residents or are area wide community services currently managed by Director of Acute Services.)
  4. The ownership / leadership of the HSCP's could enhance the original aims of the community hospital and mental health hospital initial agreements (pre business case) which outlined following construction the aim to explore a cohesive strategy for the whole site. With the formation of the HSCPs, this initial concept is well positioned to be further enhanced by leadership of the IJBs. The Ayrshire Central Site is a significant resource centrally positioned to take full advantage of many future developments for the residents of North Ayrshire or centrally on behalf of all Ayrshire.

5. University Hospital status could be explored facilitated by the central Training Centre and the post graduate medical facilities and library within Woodland View.
  6. Centre of Excellence for speciality care over a number of specialties could be developed.
  7. New models of Health and Care delivery.
16. Ailsa Hospital Refurbishment ( 5 Elderly Mental Health Wards currently 74 beds)  
The North Ayrshire Community Hospital Business case also approved the refurbishment of 5 wards at Ailsa Hospital. These beds serve older people with mental Health issues for South Ayrshire for both Acute and longer term complex care and provide older peoples acute mental health for East Ayrshire (south).
  17. This refurbishment programme/development scheduled to begin later in 2016 is currently awaiting the review of all older peoples beds in Ayrshire & Arran led by Director of North HSCP and the confirmation of the capital funds available which are tied to NHS land disposal.
  18. The Woodland View Programme Board are awaiting the outcome to enable revised planning to take place with North and South and East HSCPs.

## **IMPLICATIONS**

19. The current Benefits Realisation Plan was reviewed at the recent Gateway Review on behalf of the Scottish Government. The review team kindly suggested adding further patient/service user benefits to reflect the many additional areas being taken forward. This update will be completed by end of February by the Programme Manager. The North HSCP performance team have agreed to lead the benefits realisation monitoring for those items which have a longer delivery to outcome period. East and South HSCP will require involvement and progress reports.
20. A number of additional formal reviews will take place including Post Occupancy Review which normally takes place up to two years following occupancy, the North IJB will be supported in its lead role in delivering this by NHS Capital planning as the Programme will have closed.

## **CONSULTATIONS**

21. A robust and extensive consultation, engagement and involvement plan has been central to the development and delivery of Woodland View. Each HSCP's equivalent 'Public Engagement' strategy ideally will consider inclusion of Woodland View.

## **CONCLUSION**

22. The completion of construction scheduled for 17th of March with subsequent handover on 18th of March 2016 are major milestones which lead to the moving of services into their new £46 million accommodation throughout April/May.
23. For staff, service users and their families as well as residents of Ayrshire & Arran this is a start of significant and much anticipated transformation of care and wellbeing outcomes afforded by state of the art, purpose built accommodation.

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