

## **Warren Farm Urgent Treatment Centre - November 2023**

### **Background**

There are currently six urgent treatment centres (UTC) within the Birmingham and Solihull Integrated Care Board (BSol ICB) territory, five within Birmingham. Appendix 1 shows both a map and location matrix highlighting related distances between both the urgent treatment centres and local emergency departments within the area.

All sites offer similar levels of service and align as closely as possible with the current national UTC standards with the only major exemptions being that:

- Two of the six sites offer walk in appointments (Summerfield and Solihull UTCs) whereas all others accept booked appointments from NHS 111.
- Sites do not currently have access to a full remit of on-site diagnostics, but pathways exist to direct those patients to appropriate provision.

All sites offer a combination of face to face consultations alongside virtual appointments via telephone. Site information is further detailed in Appendix 2.

NHS England UTC standards from October 23 recommends 'Locally, patients should be encouraged to use NHS 111 as the primary route to access an appointment at a UTC; patients should be able to be booked from any care setting, for example, through NHS 111 (including online), the Clinical Assessment Service, from GP practices, ambulance services etc.'

NHS 111 direct patients to the most appropriate service based on the Directory of Services populated in collaboration with the ICB and UTC service provider. This process uses a combination of patient requirement and patient postcode to provide the most suitable service for the patient to attend.

### **Warren Farm RAAC Issues**

Following known collapses of Reinforced Autoclaved Aerated Concrete (RAAC) roof panels, public sector bodies where requested to investigate their estate to determine the presence of RAAC. NHS Property Services (NHS PS) appointed WSP UK Ltd in 2021 to carry out the identification and assessment of RAAC within the BSol estate and to develop remedial and monitoring strategies where RAAC was identified.

RAAC was found within Warren Farm Health Centre and in October 2021 reports were conducted and advice made. Following further review remedial support to roof panels was identified and temporary supports installed which were inspected after installation in July 2022.

In June 2023 WSP attended site to carry out a follow-up inspection of the RAAC panels and temporary support installation to ascertain if there had been a change in the condition of the RAAC panels or the temporary support installation.

This report noted 'generally there was no observed deterioration of the RAAC panels in the building', and 'the previously recorded damaged planks (now propped) similarly did not show signs of further deterioration'.

During the survey, the installed propping was reviewed, and it was noted that the positions of the propping were very slightly changed from what was recorded during the previous visit. It was also noted that two additional props previously advised to be installed had not been. These props were subsequently installed following this recommendation.

In considering the risk assessment the report states:-

**RULES FOR GENERAL OPERATION** - The following should be put in place as operational procedures:

- Where standing water is present on the roof, introduce robust pumping arrangements to discharge excessive quantities of water.
- Snow build up on the roof should not be allowed to generally exceed 200mm. When removing snow, snow should not be piled in any location to height of greater than 300mm.
- If snow does build up greater than 300mm, all accommodation below should be closed to access until the snow has been clear and panels re-assessed by a structural engineer.
- Maintain robust roof permit system to control access to the roof and to inform personnel of restrictions
- No roof maintenance should exceed the design loadings of 0.6kN/m<sup>2</sup>

Following further national guidance (NHS E guidance - Pub ref: PRN00777 in September 2023) which provided further clarification around managing risk, another update was taken to BSol ICB Urgent and Emergency Care Improvement and Delivery Board to outline understanding of the need for preparedness of any potential emergency relocation of Warren Farm based on the above and any future development of risk based on NHS PS continued inspection regime.

During this time period since 2021, all other Community services within the building have moved out leaving Warren Farm UTC as the only current occupier of the building. Based on the above, this paper outlines the available options to address these issues.

### Summary of options for this Service:

<b>Option 1 – Do nothing and leave service at this location as is:</b>	
<b>Positives</b>	<b>Negatives</b>
No immediate impact to current service provision for local patients	Potential impact of serious weather to close service
Maintains number of UTCs within our system	Impact to patient and staff safety which may occur
	RAAC reduces potential to maintain all aspects of the building
	Current provider has indicated staff feel unsafe on site
	Increased financial Impact due to void costs and maintenance
	Increased costs of at least an additional £224k per annum
	Chance that service may need to shut without notice if emergency issue arises
	<b>Failure of roof could lead to a significant injury</b>
	<b>Not a viable solution due to patient and staff safety concerns and financial issues</b>
<b>Negative Financial Impact:</b> Increase of £224k per annum void costs, plus additional site inspection costs still to be agreed.	

<b>Option 2 - Repair of Roof:</b>	
<b>Positives</b>	<b>Negatives</b>
Would allow service to remain in current location	Cost of repairs have been quoted as from £1.5m, up to £2.5m for installation of a new roof, dependent on
Make service safe to continue to use	One-off decant cost to move out whilst installation occurs (£50k)
Maintains number of UTCs within our system	Requirement to additional rent cost for temporary location
	Would still need to vacate building for an extended period of time (potentially 12 months plus)
	There is no alternative suitable location currently available for a 12 month period
	Level of investment required does not equate to value for money based on patient numbers seen face to face on site
	<b>Service being moved out for 12 months would potentially lead to patients migrating to other provision elsewhere in the long-term</b>
	<b>Majority of patients are seen via virtual appointments (telephone consultation) which can be transferred to any location without impacting patients</b>
	<b>Not a financially viable option – does not give value for money based on patient numbers physically seen on site</b>
<b>Negative Financial Impact:</b> Initial installation costs of up to £2.5m, plus £50k decant costs, plus additional rent costs for duration	

<b>Option 3 - Closure of Service:</b>	
<b>Positives</b>	<b>Negatives</b>
No on-going risk to patient or staff safety	Impact on other local services as patient footfall moves to other providers
Cost saving of up to £264k pa (activity cost not included as would move elsewhere)	Contractual and cost issues related to closure
	Would be a loss of an Urgent Treatment Centre within our system
	<b>Local residents have indicated this would be a loss of a valuable local resource</b>
<b>Positive Financial Impact:</b> Saving of up to c. £264k pa	

<b>Option 4 – Relocation of Service to Stockland Green Primary Care Centre</b>	
<b>Positives</b>	<b>Negatives</b>
Newer facilities than currently available	Does require move of existing Erdington UTC run by Badger Group out of Stockland Green and into their Out of Hours location in Aston (Bourne Road)
Addresses longer term aims to locate UTCs within multi-functional hubs.	
Potential to save £104k pa over increased costs	
<b>Maintains number of UTCs within our system so local residents maintain a valuable local resource</b>	
<b>Relocation is only 2.2m from current location</b>	
<b>Safer building so no on-going risk to patient safety</b>	
<b>Positive Financial Impact:</b> Saving of £104k pa over increased costs	
Full relocation of service detail is shown in detail in Appendix 3.	

**Recommendation:**

Options		Recommendation
Option 1 - Do nothing and leave service at this location as is.	<ul style="list-style-type: none"><li>• Not in the best interests of patients and staff attending or working at site due to the safety concerns of not addressing the RAAC roof.</li><li>• Failure of roof could lead to a significant injury.</li><li>• Has a longer term negative financial impact due to inspection and maintenance costs and vacated space.</li></ul>	<b>NOT recommended.</b>
Option 2 - Repair of Roof.	<ul style="list-style-type: none"><li>• Has the highest negative financial impact on the ICB</li><li>• Would still require the service to move out of Warren Farm location for at least 12 months</li><li>• There is no alternative suitable location currently available for a 12 month period.</li><li>• Service being moved out for 12 months would potentially lead to patients migrating to other provision elsewhere in the long-term</li><li>• Majority of patients are seen via virtual appointments (telephone consultation) which can be transferred to any location without impacting patients</li><li>• Not a financially viable option – does not give value for money based on patient numbers physically seen on site</li></ul>	<b>NOT recommended.</b>
Option 3 - Closure of Service.	<ul style="list-style-type: none"><li>• Provides a positive financial impact on the ICB does not account for ICB aims of providing our patients with improving services whilst maintaining and wherever possible increasing capacity and resilience within our system where it is required by providing patient services in the safest, most suitable buildings and locations our budget allows</li></ul>	<b>NOT recommended.</b>
Option 4 - Relocation of Service.	<ul style="list-style-type: none"><li>• Positive financial impact</li><li>• Potential to save £104k pa over increased costs</li><li>• No on-going risk to patient and staff safety</li><li>• Newer facilities than current site</li><li>• Only 2.2m away from current location</li><li>• Closest available location from current service, with good available public travel routes, good parking facilities, and other available services such as Pharmacy on site.</li><li>• It is recommended that the option of moving into Stockland Green would be the most positive impact in wider service provision balanced against the most minimal available change required to ensure patient and staff safety.</li><li>• Addresses longer term aims to locate UTCs within multi-functional hubs.</li><li>• Maintains number of UTCs within our system so local residents maintain a valuable local resource</li></ul>	<b>Recommended option.</b>

### **Next Steps:**

Due to concerns for both patient and staff safety caused by current RAAC roofing panels located at Warren Farm, it is requested that agreement is reached on progressing the option of relocating the service from its current location to Stockland Green Primary Care Centre, following the suggested two stage process:

- i. Erdington UTC is relocated from Stockland Green Primary Care Centre (SGPCC) to Bourne Road in Aston and to rename the UTC as Aston UTC. Thus creating space for:
- ii. The relocation of Warren Farm UTC from Warren Farm Health Centre to SGPCC and to rename the UTC as North Birmingham UTC.

This will negate any on-going risk to patient and staff safety, by locating the service at the closest available location from current service, only 2.2m away, in newer facilities, with good available public travel routes, good parking facilities, and other available services such as Pharmacy on site.

This option would be the most positive impact in wider service provision balanced against the most minimal available change required to ensure patient and staff safety, whilst addressing longer term aims to locate UTCs within multi-functional hubs and maintaining number of UTCs within our system so local residents maintain a valuable local resource

If this recommendation is deemed acceptable then the ICB will commence with Stakeholder and Community Engagement and Consultation, noting the balance of risk to safety and service provision versus the justified time needed to consult on change whilst maintaining safety.

Last Autumn, NHS England released updated guidance on community engagement and in response we published our Working with People and Communities' Strategy aligned to our 10-year vision. The strategy outlined an ambition, principles and strategic goals for the way we engage with people and communities.

We've set out our commitment to working together with people and communities when we are considering making a change to existing services that provide health and care to those living in Birmingham and Solihull.

Our new Service Change Policy details the process that will be followed by all those working across the system at times of proposed service change, and includes robust oversight and assurance mechanisms to ensure we are accountable to the people and communities we serve.

We propose to carry out a programme of consultation and engagement activity over the proposed recommendation with stakeholders and the community serviced by Warren Farm UCC, which will ensure we act fairly, following the 'Gunning Principles'.

Following a successful period of consultation and engagement from the end of November, the ICB would aim to commence relocation of the service as soon as it is possible to do so, but no later than February 2024 with a mobilization plan to move the service within a 10 to 12 week window.