4.3 HEALTH

PRIMARY CARE SERVICES

Kent & Medway	Kent & Medway	Kent & Medway	Kent & Medway
1040 GPs	**833** dentists	**323** community pharmacies	**144** opticians

CURRENT SITUATION

The Health and Social Care Act 2012 has radically changed the way that primary care services are planned and organised. This has facilitated a move to clinical commissioning, a renewed focus on public health and allowing healthcare market competition for patients.

HEADLINES - GPS

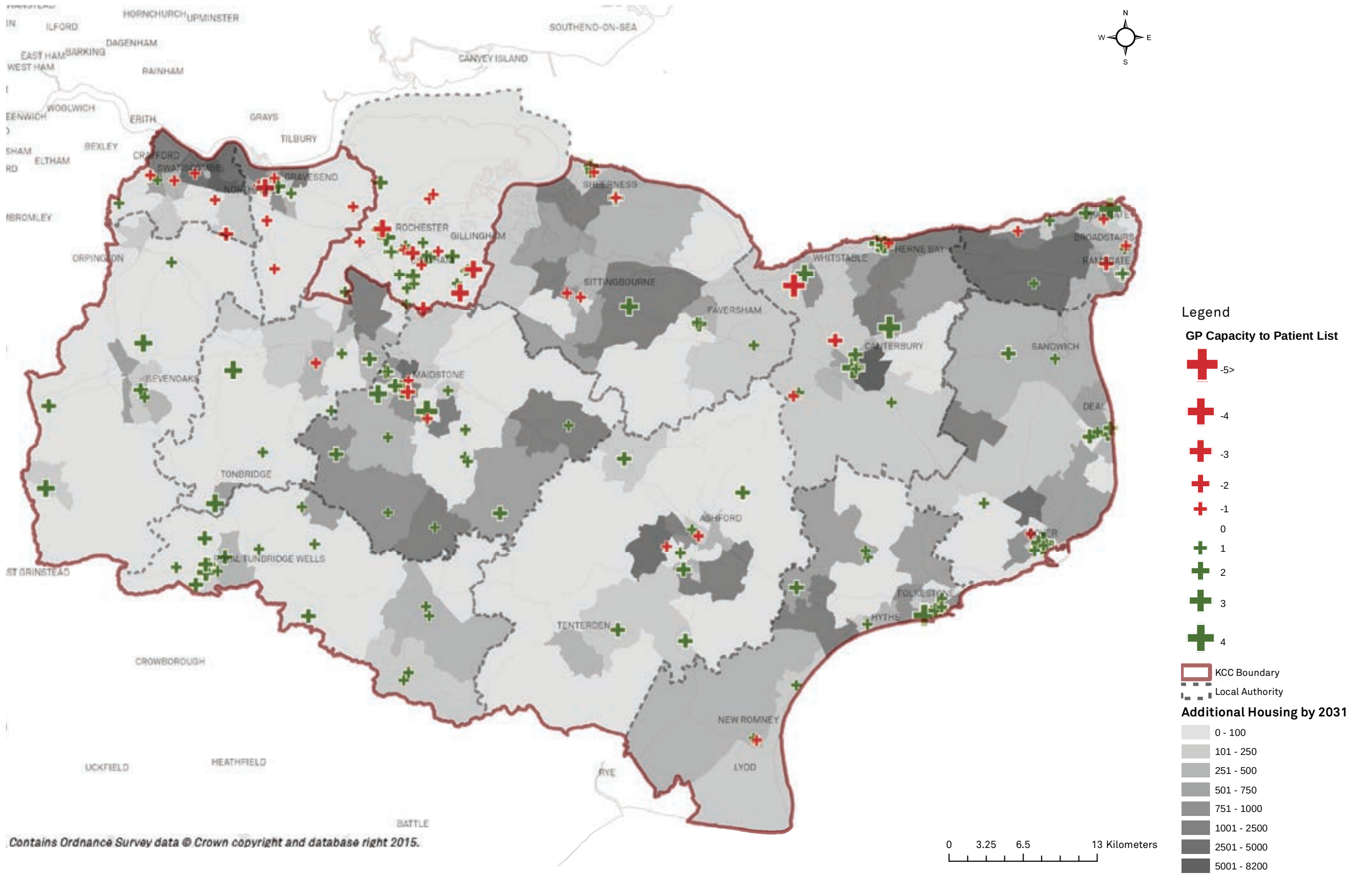
- Dover and Tunbridge Wells have the lowest average patient list sizes to number of GPs
- Average Patient list sizes are below the UK guidelines in Ashford, Canterbury, Maidstone, Sevenoaks, Shepway and Tonbridge & Malling
- Average Patient list sizes are above the UK guidelines in Dartford, Gravesham and Medway
- According to the mapping of provision and GP numbers there is a lack of capacity in proposed growth areas.

HEADLINES - DENTISTS

- The poorest provision in Kent is in Swale with 2,800 people per dentist. Dover also has limited capacity.
- Medway has most capacity at present with 1,680 people per dentist. Canterbury, Dartford, Shepway and Tunbridge Wells also have good provision.

Figure 4.6 Kent & Medway

Primary care capacity against housing growth areas



Primary Care Case Study: Estuary View Medical Centre

In Kent and Medway the picture of existing health services is unsustainable and will require a significant redesign and modernisation to move towards an integrated care strategy. This will place additional pressures on consolidation and refreshing existing healthcare infrastructure.

In recognition of this, there will be additional pressures to consolidate existing healthcare infrastructure. An integrated Health and Social Care model could look like the proposed vanguard development at Estuary View in Whitstable (See Case Study).

The costing for nursing and extra care housing provision is insufficient within Kent and Medway, creating difficulties to meet the adult social care requirement. If we were however to modernise our healthcare model to provide fit for purpose facilities along the lines of the integrated Estuary View model, the cost for Kent and Medway would be approximatly £500 million.

CASE STUDY: ESTUARY VIEW MEDICAL CENTRE, WHITSTABLE

INNOVATIVE ASSET MANAGEMENT FOR HEALTH AND SOCIAL CARE

Estuary View in Whitstable is a combined medical centre providing a precedent example of maximising investment in capital assets. Construction was completed in 2009 at an estimated cost of £4million providing 2,400 sq m of floorspace. It comprises the following co-located facilities:

- Long Term Conditions
- Community Elective Services
- Screening Services
- Day Surgery
- Therapists
- GPSI/Specialist Clinics
- Consultant-led outpatient clinics
- Diagnostics
- Urgent Care

The existing medical centre has already seen reduced costs to the NHS with a 2 year study highlighting £1.6million in savings verses standard NHS tariffs achieved through lower tariffs, use of GPs with a special interest, less outpatient follow-ups and A&E avoidance.

Estuary View is part of the Whitstable Medical Practice (WMP), a super partnership of 19 NHS GPs, serving 34,000 patients from 3 medical centres. WMP has expansion plans to develop the existing Estuary View Medical Centre into a **Community Integrated Health & Social Care Village**. These plans include wider services in addition to the medical centre such as:

- A new, linked community hospital
- Day-centre for care of the elderly, dementia, other patient groups.
- A co-located/linked teaching nursing home
- A co-located extra care facility.
- A co-located base for integrated community nursing and social care teams

It is estimated that the cost of delivering the integrated Health & Social Care Village would be between £20-30 million.

The community hub model also has the potential to deliver council services and complementary social infrastructure including an ambulance response base, dentists, opticians, pharmacies, crèche, library space, Citizens Advice Bureau and meeting rooms.

The “Delivering better health care for Kent” discussion document supports and encourages community integrated health and social care. KCC are considering how the lessons learned from Estuary View can be applied to the delivery of future health and social care facilities in Kent.

Reflecting on the population growth and associated requirements for health and social care facilities set out earlier in this report, the Hub approach provides an opportunity to deliver a proportion of that infrastructure with the cost savings associated with co-location and integrated services. Theoretically, the health and social care village hub is expected to serve a population of between 40 and 50,000 people. The additional 293,900 people forecast in Kent & Medway to 2031 would require the equivalent of 6 to 7 additional Health & Social Care Villages.

Table 4.5 Kent & Medway

Primary healthcare capacity & proposed infrastructure

	PROVISION OF GP PROVISION			PROVISION OF OTHER PRIMARY HEALTHCARE			REQUIREMENT TO SUPPORT POPULATION GROWTH	
	NUMBER OF GP	PATIENT LIST SIZE	PATIENTS PER GP	POPULATION PER DENTIST	POPULATION PER PHARMACY	POPULATION PER OPTICIAN	ADDITIONAL GP	ADDITIONAL DENTISTS
Ashford	71	121,960	1,718	2,191	6,572	11,352	13	11
Canterbury	99	177,896	1,797	1,805	4,964	8,824	15	12
Dartford	52	111,549	2,145	2,054	5,622	9,710	22	18
Dover	76	109,636	1,443	2,770	5,678	11,356	9	7
Gravesham	52	115,881	2,228	2,339	4,577	21,055	6	5
Maidstone	98	154,488	1,576	2,409	7,121	14,890	14	12
Sevenoaks	49	74,502	1,520	2,509	7,860	14,738	1	1
Shepway	72	113,334	1,574	2,083	4,415	11,038	7	6
Swale	77	142,655	1,853	2,822	5,039	14,110	9	8
Thanet	79	142,952	1,810	2,492	4,502	12,688	10	8
Tonbridge & Malling	77	129,642	1,684	2,425	7,005	11,463	14	11
Tunbridge Wells	82	118,694	1,447	1,849	7,279	8,959	4	3
KENT	***884***	***1,513,189***	***1,712***	***2,269***	***5,668***	***11,819***	***123***	***102***
Medway	156	313,143	2,007	1,683	5,019	18,067	23	19
KENT & MEDWAY	***1040***	***1,826,332***	***1,756***	***2,156***	***5,559***	***12,470***	***146***	***121***

SOURCE: PRIMARY HEALTHCARE CAPACITY AND PATIENT LIST SIZE ACCORDING TO NHS CHOICES 2014 DATA

SHADING OF PATIENT / GP PROVISION ACCORDING TO UK BENCHMARK OF 1800 PATIENTS TO 1 GP
SHADING OF OTHER PRIMARY CARE PROVISION ACCORDING TO HIGHER OR LOWER THAN KENT & MEDWAY AVERAGE

Healthcare Analysis Notes:

- Existing primary care baseline figures are based upon NHS Choices data which has limitations and does not represent a 100% accurate record of current provision.
- Future requirements and associated costs and funding assumptions for primary, acute and mental healthcare based upon benchmark modelling and has not been validated or agreed by the NHS.
- Analysis based on a continuation of current models of provision and does not take account of the emerging changes to service delivery set out in the NHS Five year forward view. See Chapter 6 for the potential impacts and savings from joining up health and social care provision.

FUTURE REQUIREMENTS TO MEET GROWTH

Table 4.5 sets out additional primary healthcare facility requirements across Kent and Medway to 2031, this is based on the application of best practise standards per patient list size with the following additional infrastructure required:

- 146 additional GPs and associated premises of 24,100 sq.m
- 121 additional dentists and associated premises of 6,000 sq.m

COSTS AND FUNDING

AECOM has estimated costs based upon a standard multiplier and benchmark costs. It identifies the following costs for Kent and Medway:

Cost = £71,680,000 *(£500,000,000*)*
Secured Funding = £4,000,000
Expected Funding = £56,400,000 *(£556,400,000*)*
Funding Gap = £11,290,000

****ALTERNATIVE SCENARIO COSTS/FUNDING TO MODERNISE EXISTING HEALTH AND SOCIAL CARE TO INTEGRATED MODEL BASED ON VANGUARD ESTUARY VIEW OPERATION***


ESTUARY VIEW MEDICAL CENTRE

HOSPITALS AND MENTAL HEALTH

Kent & Medway
3,115
NHS hospital beds

Kent & Medway
502
mental health hospital beds

CURRENT SITUATION

Kent and Medway include nine acute NHS trust hospitals, 12 community hospitals, one NHS independent sector hospital, nine private hospitals and seven A+E Departments. These are all commissioned by NHS England and the eight CCGs, except the private hospitals.

Mental health trusts provide community, inpatient and social care services for psychiatric and psychological illnesses.

HEADLINES - HOSPITALS

- West Kent has the most acute and hospital beds (30%), followed by East Kent (28%), North Kent (23%) and South Kent (18%)
- 96% of hospital and mental health beds were utilised in Kent and Medway according to 2014 data, compared to 90% in England and Wales
- Dartford, Gravesham, Medway and Canterbury are all near capacity in bed provision, despite facing significant housing growth.
- Higher capacity of beds appears to be available in Sevenoaks, Tunbridge Wells and around Faversham

Figure 4.7 Kent & Medway

Hospitals and Mental Health capacity against housing

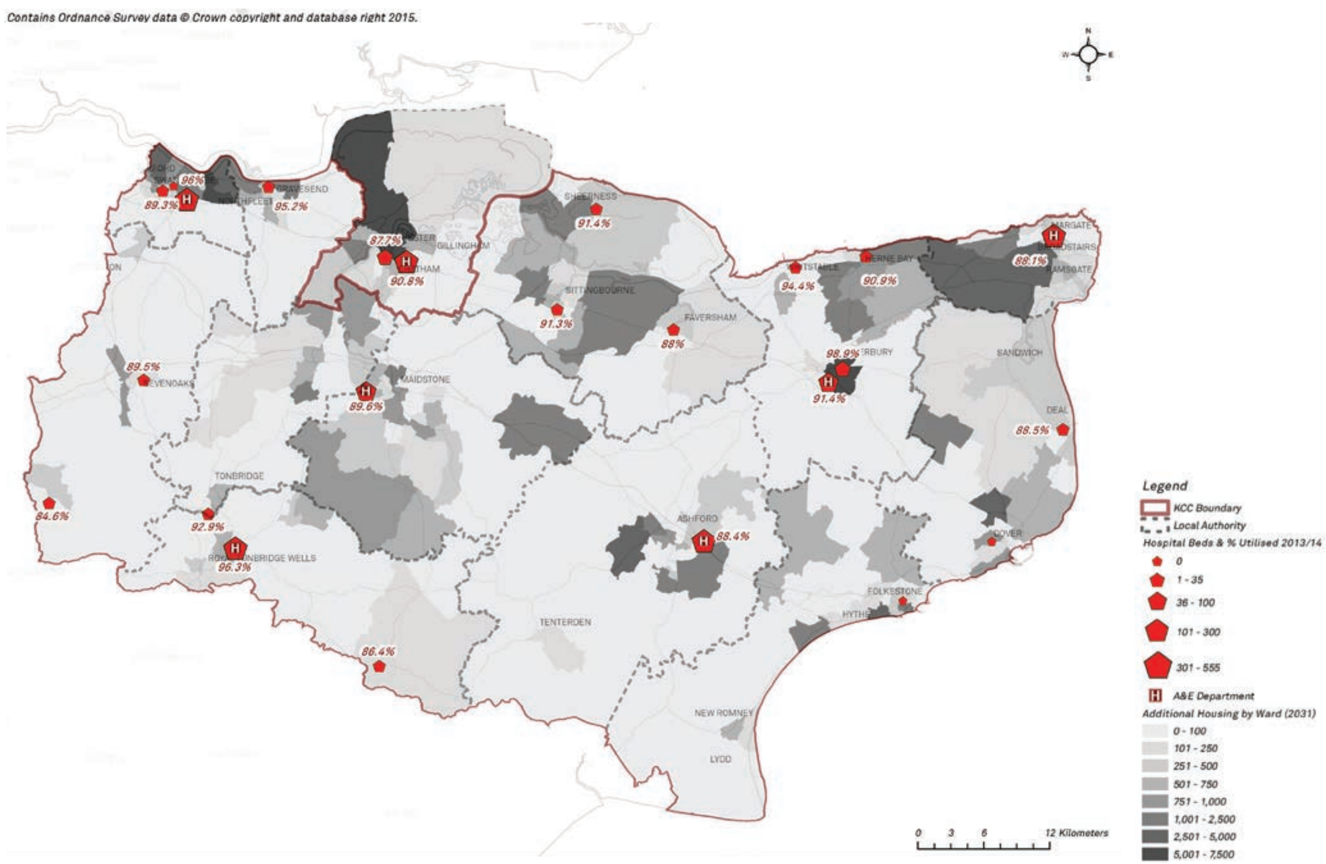


Table 4.6 Kent & Medway

Hospital capacity & proposed infrastructure

	EXISTING ACUTE NHS HOSPITALS		EXISTING COMMUNITY HOSPITALS		ADDITIONAL BEDS REQUIRED TO SUPPORT POPULATION GROWTH	
	BEDS (2014)	OCCUPIED OVERNIGHT (2014 SAMPLE)	BEDS (2014)	OCCUPIED OVERNIGHT (2014 SAMPLE)	HOSPITAL BEDS	MENTAL HEALTH BEDS
Ashford	432	88%	-	-	46	9
Canterbury	255	91%	40	93%	52	11
Dartford	503	96%	28	89%	77	16
Dover	-	-	26	88%	32	6
Gravesham	-	-	21	95%	21	4
Maidstone	289	90%	-	-	50	10
Sevenoaks	-	-	32	88%	3	1
Shepway	-	-	-	-	24	5
Swale	-	-	83	90%	32	7
Thanet	328	88%	-	-	35	7
Tonbridge & Malling	-	-	14	93%	48	10
Tunbridge Wells	431	96%	22	86%	13	3
KENT	***2,238***	***92%***	***266***	***90%***	***434***	***89***
Medway	554	91%	57	88%	81	17
KENT & MEDWAY	***2,792***	***92%***	***323***	***90%***	***515***	***106***

SOURCE: NHS ENGLAND DATA AND AECOM MODELLING (SEE TECHNICAL NOTE 5)

FUTURE REQUIREMENTS TO MEET GROWTH

Table 4.6 sets out forecast growth in terms of acute hospital and mental health beds to 2031. This is based upon application of current UK bed to person ratios to the forecast population growth. This highlights the following key issues:

- The forecast population growth could equate to 515 additional hospital beds across Kent and Medway, with a further 106 additional mental health beds

It is acknowledged that the health service is in the process of change and that future secondary care is more likely to be provided away from acute settings and within the community at local points of contact such as primary care and intermediate facilities. This will have major implications on local healthcare infrastructure.

COSTS AND FUNDING

AECOM has estimated costs based upon a standard multiplier and benchmark costs. It identifies the following combined costs for Acute and Mental Health beds for Kent and Medway:

Cost = £289,300,000

Secured Funding = £0

Expected Funding = £220,740,000

Funding Gap = £68,570,000