



# Developing a model of care for Edenbridge Memorial Health Centre

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## Introduction

This paper summarises the progress made on the development of the Edenbridge Memorial Health Centre and what people have told us since the start of a listening programme, as we finalise the model of care.

On 23 February, the final bolt on the steel frame was tightened at a local ceremony for the new Edenbridge Memorial Health Centre. The centre will support the ambition for a one-stop shop for GP and health and wellbeing services and is set to complete in the autumn.

The purpose-built centre will bring together hospital services from the Edenbridge and District War Memorial Hospital, without inpatient beds, with GP services.

It's been nearly six years since the public consultation and the decision by West Kent Clinical Commissioning Group for a new health and wellbeing facility to be built in Edenbridge. Since the consultation, the Covid-19 pandemic has had a profound effect on the way health and social care has been delivered, highlighting health inequalities and the changing needs of our populations.

We want to create a health and wellbeing hub for people of all ages, with varying health and wellbeing needs to receive care and advice, close to home. Planning for this type of provision should consider the wider causes that impact on health and wellbeing and will need to create opportunities and help people connect to their community. As such, we need people's views to help make that happen, and have started a final listening exercise with public, staff and wider stakeholders.

We have engaged with the public throughout the process, from naming the centre to helping shape the memorial garden and it is only right that, as we enter the final stage of this project, we explore what has changed since the initial conception and what other services could potentially be provided to better support the community of Edenbridge.

## Developing the model of care – where we are now



### GP surgery

The GP surgery will continue to offer face-to-face, phone and video appointments for patients, giving people the choice of how they want to see their doctor or practice nurse.

There will also be opportunities for more clinical services for example; wound management clinics, management of chronic diseases, antenatal care, children's immunisations, health and wellbeing support, memory and dementia support, to name a few.

The centre will also be able to offer social prescribing – to help members of the community with loneliness, depression, anxiety and housing issues.

The new building will allow NHS professionals to collaborate more easily as they will be under one roof. It will also cut down on unnecessary travel between clinics for the patients as we will be able to offer a 'one-stop shop' approach.

### Community services

One thing people told us was important to them was reducing their need to travel for care.

So, we've looked at the services people often have to travel to an acute hospital or other health care facility for that we could provide safely in the new centre and will be talking to people about how we can provide these.

The enhancement of service offer is detailed in the table below with existing services transferring, others expanding and some new services being introduced:

## What will be provided in the new health centre

Existing   Expanding   New

### A new, purpose-built health centre, providing general practice services and:

- Dermatology ..... ✓
- Ear, nose and throat ..... ✓
- Midwifery – pre-natal clinics ..... ✓
- Minor injuries service, Monday to Friday ..... ✓
- Orthopaedics ..... ✓
- Parkinson's assessments and reviews ..... ✓
- Rheumatology ..... ✓
- Psychiatry ..... ✓

### Community services for children and families, including:

- Children's therapies – such as speech and language and physiotherapy ..... ✗
- Community paediatrics – support for children with ADHD, autism, cerebral palsy and muscular dystrophy ..... ✗
- Looked after children's services ..... ✓
- School health – a counselling support group for young people ..... ✗
- Children's assessments – such as newborn checks ..... ✓

### Community services for adults, including:

- Community neuro rehabilitation – support for people after suffering a stroke or traumatic brain injury, multiple sclerosis (MS), Parkinson's or motor neurone disease ..... ✗
- Community nursing ..... ✓
- Community rehabilitation – supporting people to stay independent ..... ✓
- Continence service ..... ✗
- Dementia day centre ..... ✗
- Dietetics ..... ✓
- Falls prevention service ..... ✓
- Frailty – a rapid assessment and care planning service for vulnerable, older people ..... ✗
- Heart failure clinic ..... ✓
- Learning disabilities – counselling, education and family support services ..... ✓
- Other diagnostics, including ECGs and blood tests ..... ✓
- Podiatry ..... ✓
- Physiotherapy ..... ✓
- Wound care clinics ..... ✗
- Ultrasound ..... ✓
- Health and wellbeing support, including health checks and other One You services ..... ✓

### Additional services that will be at the health and wellbeing centre:

- Bookable space to be used by the public and community groups ..... ✓
- Kitchen facility for hot food and drinks ..... ✓

### **The additional provision is intended to provide:**

- up to two clinics per week for children's therapies for children with additional needs, reducing the need for 200 families to travel out of Edenbridge each year
- newborn clinics provided locally and volume based on demand
- ultrasound clinics up to five days per week, reducing the need for an average 182 people per month travelling out of Edenbridge
- school-aged vaccination catch-up clinics for those who have missed vaccines at school
- three wound clinics per week, including weekend provision.

### **Same day or urgent care**

We plan to provide:

- alternative diagnostics, such as ultrasound
- specialist same-day clinics including assessments, blood tests and other treatment
- urgent support older people who are frail, after a fall, or if they have continence issues to support better management to stop them going into hospital
- a minor injuries service\*
- explore supporting travel to routine appointments for people who need it with a volunteer service.

\* We are reviewing the demand and types of treatments provided by minor injuries services and we hope to provide minor illness complementing the GP services, opening Monday to Friday.

### **Why how we deliver urgent care needs to change**

MIUs with enough demand are being replaced nationally by GP-led urgent treatment centres (UTCs), such as the UTC at Sevenoaks. This is to make sure there is a consistent range of treatments offered, delivering an efficient service and supporting staffing by using the expert skills needed to help patients quickly and easily get the care they need.

Due to staffing challenges, the minor injury unit at the hospital has not been reliable, which has meant closing often for short periods during the past year. Minor injury units (MIUs) and x-rays departments are staffed by emergency nurse practitioners and radiographers and there is a national shortage of these highly-skilled professionals. Units with higher activity and a wider range of services are more attractive to staff and small satellite units are difficult to recruit to.

Like many NHS trusts across the UK, KCHFT is constantly trying to recruit more clinical colleagues and review the skill mix of our existing staff so we can run safe services. Unfortunately, given the remote location of Edenbridge, and the high cost of accommodation in the area, we experience significant challenges with attracting qualified nurse practitioners to work in the town.

On an average day, Edenbridge MIU will see and treat between **nine and 15 patients**, while the urgent treatment centre (UTC) at Sevenoaks will see between **60 and 100 patients**.

NHS Kent and Medway does not support the delivery of an x-ray service at Edenbridge due to insufficient demand and the decision to provide one has been superseded by national direction to provide diagnostic centres. These new diagnostic centres, with increased diagnostic capability and capacity, have been established across the country, with a centre in Maidstone.

We need to use every penny of NHS funding in the best possible way and x-ray at Edenbridge is not financially viable. **During the past four years, we have seen an average of 27 people a month for x-ray.**

Therefore, we have looked at how we might deliver urgent care services differently in Edenbridge. Instead of an MIU with x-ray, our emergency nurse practitioners could provide a minor injury and illness service complementing the GP services, from Monday to Friday, 8am until 6pm.

The service will offer booked and walk-in appointments. They will treat minor cuts, bites and stings, foreign bodies in wounds, ears and noses and minor burns. Minor illness and minor ailments, such as coughs, colds, ear, nose and throat infections and urinary tract infections will also be treated with support from the GP surgery. For people who need x-ray, there are eight NHS x-ray services within 15 miles of Edenbridge.

While the number of Edenbridge residents who have access to a car is high, we plan to work with the local council to look at how public transport or voluntary transport might be improved for people who need it.

### **Potential alternative MIU provision**

We are working with the emergency nurse practitioners to look at alternative models based on the current range of treatments provided, when they are provided and the demographics of the people attending at Edenbridge and UTC in Sevenoaks.

Analysis shows a large proportion of the demand can be provided by alternative, more appropriate services:

- 20 per cent of activity is for wound re-dressings and these patients would benefit from better outcomes by being managed through the increase in wound clinics (three additional days) run by the community nursing and tissue viability specialists
- 25 per cent of activity is for over 65-year-olds and these patients could be seen by a frailty and urgent care service.

## **Listening events – opportunities for people to have their say**

Patients, public, staff and stakeholder are fully involved. **The listening events started on 4 March and will run to the 31 March 2023.**

**This has included:**

- **Holding one public meeting, two online meetings, plus providing a variety of opportunities to drop-ins** via the Kent Community Health NHS Foundation Trust bus and **talking to community groups and other key stakeholders.**
- **An engagement document** that sets out where we are now and options for potential services at the health and wellbeing centre. It includes an Easy Read version, and a survey to send in, as well an online version to respond to. It has been available at all events and is online at [www.kentcht.nhs.uk/EdenbridgeFuture](http://www.kentcht.nhs.uk/EdenbridgeFuture)
- We are using **social media** to promote opportunities for people to have a say, using KCHFT's, the ICB's and the GP surgery's Facebook, twitter and Instagram accounts, as well as those of health and social care colleagues and promoting sharing from Edenbridge community groups and interested stakeholders.
- We are regularly updating the **frequently asked questions** section of our public website and providing printed copies where needed.
- We have a **summary slide deck** about where we are now, what we want to know and the next steps for all events.
- We have issued two **press releases** about the engagement process so people know how to get involved.



- We are providing the information in **easy to digest formats**, from a 3D walk through of the new building to infographics and plans of what the building will look like.

## Who we've talked to

We launched our listening events on 4 March with a public meeting at Eden Centre, chaired by MP Tom Tugendhat and this will continue until 31 March.

We have spoken to more than 200 people so far. This includes:

- Public meeting on Saturday, 4 March at the Eden Centre, 10am to 12noon (100 people).
- Online meeting, 6.30 to 8pm, Wednesday, 8 March via Zoom.
- Drop in at the Eden Centre, 10am to 12noon and 1 to 3pm, Thursday 9 March.
- Drop in at the Eden Centre, 10am to 12noon and 1 to 3pm, Thursday, 16 March.
- Wellbeing bus in Waitrose car park, between 11am and 4pm on Friday, 17 March.
- Online meeting, 11am to 12.30pm, Friday, 17 March via Zoom.
- Wellbeing bus in Waitrose car park, between 11am and 4pm on Wednesday, 22 March
- Edenbridge Children's centre week beginning 27 March.
- Edenbridge Food bank week beginning 27 March.
- 11,000 social media reach.
- online survey at [www.kentcht.nhs.uk/EdenbridgeFuture](http://www.kentcht.nhs.uk/EdenbridgeFuture).
- More than 1,000 booklets with surveys handed out to sites and organisations across the town including Edenbridge Town Council, House Project – Eden youth group, five churches, WI in Edenbridge and Crockham Hill, Probus and Edenbridge Leisure Centre.

## What people have told us so far

- People are **very supportive of the new health centre opening** and the range of proposed services at the centre is an improvement on what is available in the town meaning less travel for residents.
- Many people have voiced their **concerns about x-ray not being included** at the new centre and transport to alternative locations and the **opening hours of minor injuries service being weekdays only**.
- There are general **concerns about public transport and transport access for people** who can't drive.
- The range of **suggestions for how to use the community space** includes parent and baby groups, community meeting space, falls prevention classes – with a plea not to duplicate the Eden Centre's services.
- **Reassurance is needed about access to GP appointments** and communication with the GP surgery.
- **People would like us to make sure the centre is accessible as possible**, suggestions include a zebra crossing on Four Elms Road, designated disabled parking and plenty of seating areas for patients.

We understand there is a willingness to start a petition asking for the MIU to include x-ray and for the MIU to be open at the weekend. While we are talking about services for when the new centre opens towards the end of the year, we will continue to monitor demand and where needs change, we will look at potential solutions for the future.

## What we are doing in response

- We have committed to another public meeting in the summer to report back to the public on the next steps.
- We have promised to keep the MIU and provision of x-ray under the review in future years, but have been clear that, as it stands at the moment, we will provide an MIU service, without x-ray, Monday to Friday, 8am until 6pm.
- We are exploring with the council and volunteer groups how we could improve transport links to healthcare appointments.

## Next steps

- Analysis of feedback and share report of feedback.
- Support for a transport group to look at travel to healthcare appointments.
- Public meeting in the summer to update community and stakeholders.
- Building on track for completion and handover to NHS in October.
- Commission building during November
- Transfer of services to be confirmed.

## Further update

The partners in this project are:

- Kent Community Health NHS Foundation Trust
- Edenbridge Medical Practice
- Kent and Medway Integrated Care Board.
- Sevenoaks District Council (Community Infrastructure Levi funding).

We will provide a report on what we have heard from the public along with next steps to HOSC once the feedback has been analysed.

## Supporting Documents

**Engagement document** - <https://www.kentcht.nhs.uk/wp-content/uploads/2023/03/Edenbridge-have-your-say-booklet.pdf>