

Mitcham Health and Wellbeing Hub Programme Board MINUTES

Meeting:	Mitcham Health and Wellbeing Hub Programme Board
Venue:	Microsoft TEAMS
Date/Time:	4 th November 2021, 15:00 – 16:30

Attendees:

Job Title	Organisation
Lead Estates Manager (South West London)	South West London CCG
Director of Estates	St George's University Hospitals NHS Foundation Trust
Associate Director of Capital & Estate Management (Operational)	South West London and St George's Mental Health NHS Trust
Senior Portfolio Optimisation Manager (North East & South West London)	NHS Property Services Ltd
Programme Director – Merton Place Transition	South West London and St George's Mental Health NHS Trust
Programme Manager	GRIMES Ltd
Deputy Director of Estates	Epsom and St Helier Hospital Trust
Consultant in Public Health (East Merton)	London Borough of Merton
Head of Communications (Merton and Wandsworth, Media and Content)	South West London CCG
Engagement Lead, Merton	South West London CCG
Strategic Estates Lead – South West London	NHS England
Director of Transformation – Merton and Wandsworth	South West London CCG
Property Development Manager	NHS Property Services Ltd
Senior Property Development Manager	NHS Property Services Ltd
Chief Executive	Merton Connected

Job Title	Organisation
Associate	GRIMES Ltd
Deputy Director of Operations (Interim) -- South West Division	Central London Community Healthcare NHS Trust
Director of Public Health	London Borough of Merton

Apologies:

Job Title	Organisation
Locality Executive Director Merton and Wandsworth	South West London CCG
Director of Children, Schools and Families	London Borough of Merton
Interim Director Community and Housing	London Borough of Merton
Deputy Director of Finance, Merton	South West London CCG
Chair	Wilson Wellbeing Steering Group
Wilson Wellbeing Programme Lead	People Work Consulting

Agenda Item		Action Log Ref.
1.	<p><u>Welcome, Introductions and Declarations of Interest</u></p> <ul style="list-style-type: none"> The Interim chair, the Lead Estates Manager for the CCG, confirmed a new Chair and SRO is appointed. There were no declarations of interest. 	
2.	<p><u>Minutes of Previous Meeting & Action Log</u></p> <ul style="list-style-type: none"> Minutes of meeting on 30th September 2021 agreed as accurate record. <p><u>Action Log</u></p> <ul style="list-style-type: none"> It was agreed that Action Ac-06 could be closed. Ac-01: It was noted that the governance arrangements were still in progress. Ac-02: It was noted that the Communications Plan would be discussed later in the meeting. Ac-03: It was noted that the stakeholder group membership could be finalised once the Communications Plan was in place. Ac-04: It was noted that a short-term programme for the next six months has been tabled. Ac-05: It was noted that the Action is still in progress. Ac-07: It was noted that a Programme Highlight Report will be produced for the next meeting. 	

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3.	<p><u>Short Term Programme (for note)</u></p> <ul style="list-style-type: none"> It was noted that the objective of the current phase of the programme was to agree the preferred site for the Mitcham Hub and approve the preferred option in the Economic Case by March 2022. It was noted that significant time has been allowed in the Programme for stakeholder engagement in testing the options. It was agreed that the workshops in the short term programme should reflect the model of care and include multidisciplinary clinical input, to enable MDT working in the new facility. It was noted that the Project requires detailed clinical design to take place in order to determine how the agreed model of care will actually work in the new facility (accounting for new ways of working, providing holistic care to patients, etc.). It was agreed that the aim to run the workshops in November was too ambitious. It was agreed that transparency with the public was key in terms of what is affordable and deliverable, particularly in the light of changes to the Department of Health's capital funding regime from 2021 onwards. It was noted that once the Economic Case has been approved a revised long term delivery programme can be produced for public circulation. 	
4.	<p><u>Terms of Reference Update (verbal)</u></p> <ul style="list-style-type: none"> It was noted that work on finalising the governance arrangements for the Project is still ongoing. <p>Action</p> <ul style="list-style-type: none"> Confirm governance arrangements for the Project and update governance structure. Recirculate updated Terms of Reference to Board members via email. 	Ac-01
5.	<p><u>Options Appraisal Documents Review</u></p> <ul style="list-style-type: none"> It was agreed that the appraisal scoring structure does demonstrate how the preferred option will emerge. The Board recognised the need for the new facility to be deliverable, affordable and flexible in the future as assumptions and models of care are likely to change. It was agreed that the Wilson is the prima facie preferred option given that it is affordable, provides future flexibility, and is more easily deliverable as it is a purely NHS site. It was noted that the Wilson can provide the staff car parking required to make the MDT model work, and the staff car fleet can be electrified to make it sustainable and to meet the net zero carbon requirement. Furthermore, the Wilson scheme does not require decant facilities during the construction phase as there is enough land to accommodate services. It was noted that the Wilson scores lower on accessibility compared to the other options and that Project Team needs to develop deliverable mitigations for this factor such as car pooling, use of volunteers, community transport, and discussions with TfL. As there is currently no delivery vehicle or funding mechanism for an option other than the Wilson it is vital that this is explained to stakeholders from the start. It was noted that the model of care has changed since 2014 to reflect the fact 	

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	<p>that it was not sustainable to provide acute diagnostic and outpatient services in the facility, given the proximity to three acute hospitals and the Nelson.</p> <ul style="list-style-type: none"> It was agreed that the preferred site should be able to accommodate future capabilities and requirements such as future pandemic testing and vaccination programmes and that the options appraisal process should take heed of current initiatives such as diagnostic centres, Cavell Centres, childcare centres and out of hospital care. It was agreed that the engagement process should take stakeholders on the journey the board has made to the preferred option. It was agreed that the engagement process should allow stakeholders to test the robustness of the preferred option. It was agreed that the engagement process should allow stakeholders to identify improvements and weaknesses in the preferred option and for the Project Team and stakeholders to mitigate any weaknesses as far as possible. Workshop participants may also be given the opportunity to input on other issues relating to the service model. The Board agreed that the proposed weightings for the benefits scoring may be used as the basis for the stakeholder engagement process. It was noted that the detailed model of care can be developed once the preferred site has been identified and agreed. 	
6.	<p><u>Communications & Engagement for Appraisal Process Presentation (tabled)</u></p> <ul style="list-style-type: none"> It was noted that there has been a lot of frustration in the community about the delays to delivery of the new facility, and that it was important to acknowledge that. It was noted that the objective of the Communications Plan is to ensure that the Programme is influenced by the insights of service users, residents and staff, taking special account of the views of communities in East Merton that are experiencing inequalities. This aligns with the objectives of Integrated Care Systems. It was noted that the Comms and Engagement Team aims to be proactive in communications with stakeholders, in particular being clear with the public that estate projects can take a long time to deliver. It was agreed that the Programme should be open and honest with the public about why things have had to change and take stakeholders on the journey to where we have arrived at in our thinking. It was noted that the Wilson Wellbeing Hub was in the process of being set up and that it is likely to be confused with the Mitcham Health and Wellbeing Hub unless the difference between the two entities is articulated explicitly and clearly. <p>Action</p> <ul style="list-style-type: none"> Project Team and Comms Team to report back to Board on final recommendations for an options appraisal and public engagement process that stakeholders can support and that is a good and honest use of their time. 	Ac-08
7.	<p><u>Next Meeting</u></p> <ul style="list-style-type: none"> The next meeting is scheduled for 14th December, 15:00-16:30. 	

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8.	<p><u>Any Other Business</u></p> <ul style="list-style-type: none"> It was noted that a Freedom of Information request had been made with respect to the Board's papers, and that the majority of FOI requests will be met by the transparent sharing of papers. It was agreed that the Board should be proactive in engaging with stakeholders to address areas of particular concern. 	

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