



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

## HSE Board Briefing Template

**Subject:** Proposed Lease of additional accommodation space at 1 Westfield, Ballincollig, Cork as part of the delivery of Primary Care Services in Cork City.

**Submitted for meeting on:** 11 January (EMT), 20 January 2022 (ARC), 28 January 2022 (Board)

**Name & title of author:** Dean Sullivan, Chief Strategy Officer

**Why is this information being brought to the Boards attention?**

Approval of the HSE Board members is required as the property transaction is valued above €2m

**Is there an action by the Board required, if so please provide detail?**

This transaction was approved by EMT and ARC, it is recommended that the HSE Board approve the proposal for the lease of additional space for the Enhanced Community Care specialist team at 1 Westfield, Ballincollig, Cork, which will be proximal to the new Primary Care Centre, from O' Flynn Group Ltd., Beckett House, Barrack Sq., Ballincollig, Cork.

Please indicate which of the Board's objectives this relates to;

- The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system; ☐
- Developing a plan for building public trust and confidence in the HSE and the wider health service; ☐
- Ensuring the HSE's full support for and implementation of the Government's programme of health reform as set out in the Sláintecare Implementation Strategy; ☒
- Exercising effective budgetary management, including improving the value achieved with existing resources and securing target saving, with the objective of delivering the National Service Plan within Budget. ☒

**Brief summary of link to Board objectives.**

As part of effective governance and control in line with the HSE Property Protocol this paper is presented to the EMT and thereafter ARC and the Board, for their consideration and approval as it remains a reserved function of the Board to approve property transactions proposed above €2m and those at nominal value.

**Background - provide context in order to ensure that the Board fully understand the issue.**

The Enhanced Community Care Strategy was introduced in 2020 as part of the National Service Plan 2020 to redesign acute hospital care pathways to support older people and those with chronic diseases. The Strategy aims to increase community capacity, reorganise care to focus on older people and chronic diseases and to enhance community networks to move care provision away from acute settings. This is an expansion of the services currently provided by the Primary Care Teams. Recruitment of staff for this Enhanced Community Care Service has already commenced.

The Standard National Brief and Schedule of Accommodation recommended the new ECC specialist teams be accommodated in, or adjacent to, Primary Care Centres.

It is proposed therefore that the ECC accommodation for Cork City South/ Cork County South West/Cork University Hospital catchment area would be developed proximal to the new Primary Care Centre currently being commissioned in Ballincollig, Cork.

Following an extensive review of existing HSE owned premises, a thorough property search of available premises in suitably located areas and an options appraisal of all possible opportunities (including consideration of key items such as deliverability, value for money, patient access, delivering on organisational objectives such as climate action plan etc), the recommendation is for HSE to enter into the lease of an existing building at shell-and-core state.

The accommodation is strategically positioned in the western suburbs of Cork city (Ballincollig), offering ideal access to the new Ballincollig PCC, Cork University Hospital, Cork city south and the wider Cork county south-west area.

This proposal is aligned with the national ECC programme which identifies Cork city as requiring two ECC specialist teams: 1).Cork city north and 2). Cork city south.

This location offers the HSE the opportunity to co-locate more than the standard three Community Health Network Teams. The ECC specialist team will support the following Community Health Network Teams:

1. Network 11 (Douglas/Blackrock/Mahon);
2. Network 12 (Ballincollig/Bishopstown/Macroom);
3. Network 14 (Ballyphehane/Togher);
4. Network 13 (Bandon/Kinsale);
5. Network 10 (West Cork). This location will be the centre of services for Cork City South and West Cork and a smaller centre will be identified adjacent to the Primary Care Centre and Acute Hospital in Bantry due to its distance from Cork City.

The lease of this premises also offers the opportunity for the HSE to rationalise other essential accommodation needs in CHO4 including the provision of necessary facilities for area-wide HR Dept, Home Support Network teams, Special Delivery Unit, Health & Well-Being Dept. and Occupational Health Dept.

The proposed additional accommodation will provide all necessary accommodation over three floors including the following:

- Diagnostics – 3,766 sq ft;
- ICPOP – 4648 sq ft;
- Chronic Disease – 12,320 sq ft;
- Shared accommodation / circulation – 15,420 sq ft;
- Community Health Network – 8,608 sq ft;
- Services (Incl HR, Home Support Network teams, Special Delivery Unit, Health & Well-Being Dept. and Occupational Health) – 19,800 sq ft;

Services to be provided from the ECC specialist team include:

- a) Cardiology Clinics;
- b) Diabetes Clinics;
- c) Respiratory Clinics;
- d) Disability Network Teams;
- e) Older Persons Services;

f) Suite of Bookable Rooms;

This Primary Care Centre development in Ballincollig will represent the focal point for the provision of all primary, community and continuing care services in Cork city South and the wider Cork county South West area. It will enable greater integration amongst teams and enhance service delivery for the future.

**Highlight any implications that the Board should be made aware of in its consideration such as;**

- **Current status**  
Awaiting Board Approval
- **Budget**  
The proposed area for the ECC specialist team including service departments outlined above is 64,472 sq ft at a rental rate [REDACTED]
- **Source of Funding**  
The capital funding required for equipment will be provided in the HSE Capital Plan in 2023. Revenue funding for the rent, service charge and other operational costs for the extension to the PCC will be provided in future National Service Plans when the PCC becomes fully operational. This is currently anticipated to be Q3 2023.
- **Programme**  
Subject to HSE Board approval for the transaction the developer has indicated that construction work could commence in Q2 2022 and take 12 months to complete.
- **Resources**  
An extensive recruitment campaign has been undertaken for the ECC teams with opportunities for existing HSE staff to transfer to the new team.
- **Impact to delivery of services**  
The facility, in design and in execution, will reinforce care values including individual dignity, privacy and safety. The overall environment will support the attainment of optimal therapeutic outcomes for those in receipt of primary care as well as specialist care and investigations for outpatient and day patient services. It will redirect the delivery of care away from the acute settings and more towards the community.
- **Corporate Plan**  
Aligned with HSE Corporate Plan & Service Plan.
- **Sláintecare**  
In line with Sláintecare Report 2017 & Sláintecare Implementation Strategy 2018. The proposed ECC team accommodation is co-located with the PCC and this will give significant benefits & synergies to the delivery of services in Cork city South and the wider Cork County south-west area.
- **Social factors (e.g., impact on specific area such as the elderly, disabilities)**  
The facility will provide a warm, welcoming and patient centred environment. It will support flexibility in service delivery and contribute to attainment and maintenance of best practice in all aspects of the care provided.
- **Technological factors**  
Not applicable
- **Legal factors**  
The HSE will enter into an Agreement for Lease (AFL), Lease and a Service Level Agreement (SLA).

**Sustainability**

The proposed accommodation will be delivered in line with the latest standards applicable to HSE Primary Care Centres, specifically those of the Mechanical & Electrical Performance Specification document. This outlines that *"The Landlord / Developer shall provide a building that meets the performance specifications of the Nearly Zero – Energy Buildings (NZEB) standard in accordance with the revised Building Regulations Part L"*

**Value for Money**

The procurement of the additional space has been based on an extensive review of existing HSE owned premises, a thorough property search of available premises in suitably located areas and an options appraisal of all possible opportunities (including consideration of key items such as deliverability, value for money, patient access,

organisational objectives such as climate action plan etc), the recommendation is for HSE to enter into the lease of an existing building at shell-and-core state.

**Conclusion**

Approval is sought to proceed with the taking of the lease as outlined above. Earliest possible approval is requested in light of the urgency of implementing the HSE's own Corporate and Service Plan.

**Recommendation**

It is recommended that the HSE Board approve the transaction outlined above.