

Case Study

North Central London, Patient Record Room Conversion Project



Before and after: patient records room conversion



Client: North Central London Integrated Care System (NCL ICS)

Project: Patient Record Room Conversion

Timescales: 2022/23

The Primary Care Patient Record Room conversion project was delivered in partnership by gbpartnerships consult, North Central London ICS and Ingleton Wood. The project repurposed primary care spaces at 20 sites across North Central London used to store patient records into clinical, virtual and clinical support spaces by removing the patient records into off-site storage and converting the spaces. Capacity for more than 370,000 additional appointments was provided for c. £2.4m with no additional revenue impact.

To mobilise the conversion programme and access this time limited funding opportunity, as well as procure a temporary off-site storage solution to enable the works to take place, the NCL Strategic Estates Team identified a joint Programme Management Office (PMO) would be required to deliver the programme. The PMO was formed by a partnership between the NCL's estates team (as client), gbp consult, in their role providing strategic estates consultancy services to the ICS (as PMO lead), and Ingleton Wood, having carried out the exploratory exercise and through long-standing history of supporting primary care development in the region (as cost advisors, contract management and monitoring surveyors).

The formation of the Programme team and the decision to manage it centrally was integral to the successful delivery. Without the additional resource managing the works as a programme, it is unlikely the local estate teams or primary care practices could have delivered the scale of programme required in order achieve the additional capacity required to support core primary care and the growing additional services delivered within the sector. Using the programme management approach meant that GPs focused on healthcare and the PMO brought expert knowledge to the construction works for each practice.



Activities undertaken by gbpartnerships consult:

- Estates Locality Planning undertaken across NCL highlighted that primary care estate did not have enough clinical capacity for future population growth and the growing workforce.
- As a result of this analysis, and through the Estate and Technology Transformation Fund (ETTF), a programme was established that resulted in the repurposing of primary care space at 20 sites across NCL. This was achieved by removing the patient records into off-site storage and converting the space for clinical use.
- GPs, practice managers and primary care staff were actively involved in the design process throughout the programme. Practices were asked to identify what opportunity existed for delivering additional clinical space by converting a record/ storage room at their sites.
- The programme team then followed up with a visit to the site, working with the primary care teams to identify the 'art of the possible' in what could be done to the space, and agreeing the design proposals for the conversions.



Impact:

- The programme allowed GPs and their staff to concentrate on their day jobs whilst estate experts carried out the process, end to end.
- Improved access to effective care, capacity for more than 370,000 additional face-to-face or virtual appointments has been provided for c. £2.4m with no additional revenue impact.
- The spaces have significantly increased primary care capacity to be able to support additional out of hospital services.
- A time efficient and cost-effective way of significantly increasing primary care capacity within a restrained capital envelope. As a point of comparison, to be able to deliver 24 consulting rooms and 15 virtual consultation spaces as part of a new build scheme would have cost well over five times the budget for this programme and would require a much longer delivery programme.





The Power of Partnership



We develop and deliver partnerships with clients across health, local authorities and the wider public sector. Empowering people to change practices, processes and the use of physical assets, in order to embed long lasting organisational transformation.



Unlike other consultancy companies who only provide advisory services, gbpartnerships consult - as part of the gbpartnerships group - are able to apply the group's operational delivery experience in managed services, asset management, property development, and long-term partnerships with 14 local community and healthcare systems across England, to deliver grounded, end to end service transformation, change management and asset management services to clients.



www.gbpartnerships.co.uk/consult
www.linkedin.com/showcase/gbpartnerships-consult



If you'd like to find out more or arrange an informal chat about our work contact:
Sam McCumiskey, gbpartnerships consult Managing Director
Email: sam.mccumiskey@gbpconsult.co.uk