



**Service:** Finchley Memorial Hospital Community Diagnostic Centre  
**Hosted for:** North Central London (NCL) Integrated Care System  
**Host Partner:** Royal Free London NHS Foundation Trust  
**Timescales:** Community Diagnostic Centre (CDC) established in July 2021

**Finchley Memorial Hospital (FMH) is an important existing NHS LIFT asset, with opportunities to improve efficiencies and utilisation, and, explore creatively how to rapidly scale up provision of new diagnostics.**

The site was identified as a preferred location for the new Community Diagnostic Centre (CDC) following a detailed analysis of local health (both access and outcomes), demand, current service backlog and system performance by partners from across the ICS. The estate analysis we produced helped identify FMH as a preferred CDC location. A key advantage of this property was its ability to deliver significant additional capacity, at pace and at an accessible location.

LIFTCo North London Estate Partnerships, worked closely with NCL and Community Health Partnerships (CHP), as the head tenant for the site, Royal Free as the CDC host and gbpartnerships consult to deliver the CDC project.

### The diagnostic facilities now available on the FMH CDC site are:

- **MRI & CT scanning** (both aiming to open 12 hours a day, 7 days a week).
- **Ultrasound scans** (with a focus on muscular skeletal conditions, 9-5, Mon-Fri).
- **Phlebotomy** (blood tests now available 2-8pm, Mon-Fri / 8-8pm, Sat-Sun).
- **Ophthalmology** (9-5, Mon-Sat).
- **Physiological measurement tests** specifically around **cardiology and respiratory** (9-5, Mon-Fri).
- **Micro Vascular** (5-8, Mon-Fri).



**The CDC provides additional testing capacity on a site which does not have the COVID-19 risks incumbent in Acute Hospital sites, nor the worry for some patients that attending those settings incurs. The CDC in FMH is one of two making up a coherent population health strategic approach to CDC placements in North Central London, the second being at Wood Green.**

**The NCL project team is using this pilot to learn what patients want in terms of out of hours access and experience, to encourage greater understanding on convenience and concordance.**

**The service aims to not only support elective recovery but also relieve pressure on acute sites by reducing inpatient stays as patients are better able to receive their diagnostic test in hospital on the day of request instead of waiting up to 48 hours.**



Inside the mobile CT scanner



Front entrance of Finchley Memorial Hospital



### The Key Challenges

- Communication to the public, and public understanding and trust.
- IT; understanding the extent of complexity of working across providers all with different systems.
- Lack of clinical cover availability to support contrast scanning
- Weekend working.
- Ambitious national timelines.
- Culture; finding a governance balance for people to feel accountable to both their 'own' organisations and the CDC.
- Communication across providers.



### Learning Points

- ✓ To meet the expectations of both NHSE/I and NCL there needed to be leadership that was qualified and willing to take risks, make decisions and challenge providers.
- ✓ The rapid pace presented challenges but also encouraged buy-in from stakeholders and effective decision-making.
- ✓ Time spent working on good relationships between organisations at the CDC board fostered a collaborative and team-focused approach.
- ✓ Problem sharing is a strength and a firm basis for future CDC ventures.
- ✓ System-wide approach to financial modelling.
- ✓ Sector capacity & demand modelling for the CDC.
- ✓ VFM/Cost: avoid focussing on VFM as an exercise in set up costs rather than a longer term health view.



### The Results

As of 25 December 2021, the FMH CDC had conducted a total of 12,486 diagnostic tests, split across 5 modalities. The CDC aims to deliver a further 31,919 tests by the end of March 2022, split across 8 modalities.

It is expected that the CDC will help to support sector partners in managing upcoming winter pressures by providing a flexible green site resource that can be used by partners as needed.

It is too early to identify the positive impact on diagnostic waiting times and length of stay. We do know that demand is rising for cancer and emergencies. Clinicians have suggested that the additional CDC capacity has meant that patient access has been significantly improved.

*"It cannot be stressed enough how much this project has brought the system together and changed the dialogue from one of 'I' and what does my provider need, to one of 'us' and how can we do the right thing for our population health."* Jonathan Gardner, SRO.

Modality	Tests up to end of 3 October '21	Projected additional tests to end March '22	Projected Total Increase %
CT	857	5,653	↑732%
MRI	574	3,085	
Ultrasound	231	4,674	
Ophthalmology	313	4,528	
Phlebotomy	1862	11,850	
Respiratory	0	880	
Cardiology	0	1,109	
Microvascular	0	140	

# Case Study

## Finchley Memorial Hospital Community Diagnostic Centre



**NORTH LONDON PARTNERS**  
in health and care

North Central London's sustainability  
and transformation partnership



Ultrasound machine



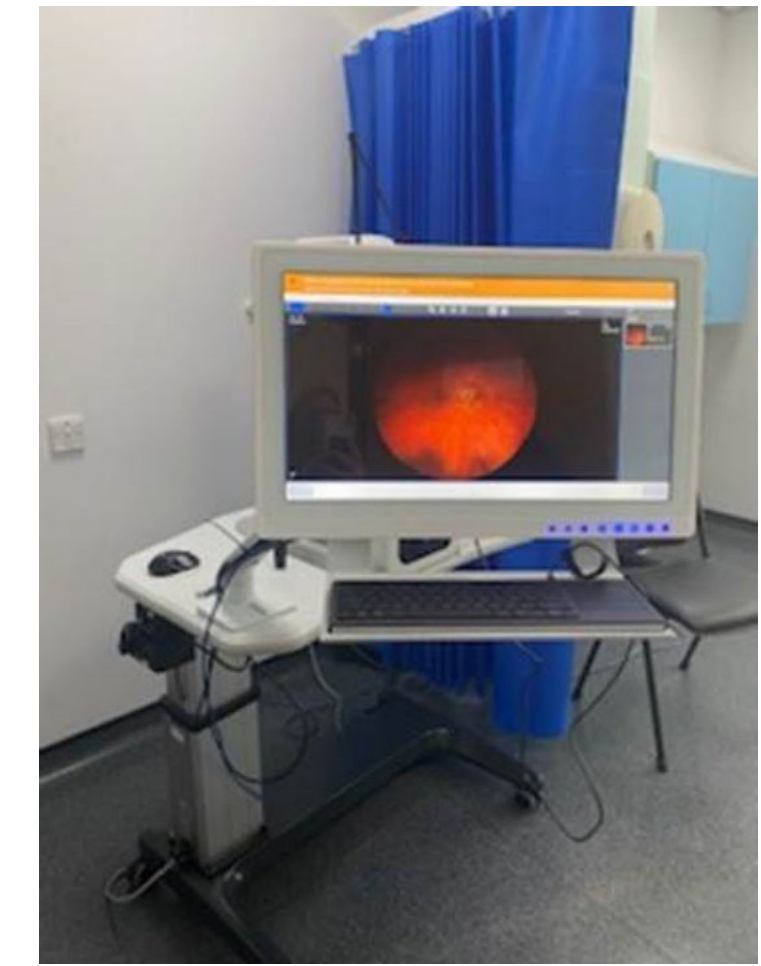
New external CT scanner



Mobile MRI scanner



Inside the mobile CT scanner



Ophthalmology scanner for  
Glaucoma clinic



Main reception area

### Want to know more?

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