

Case Study

Finchley Memorial Hospital Community Diagnostic Centre



Finchley Memorial Hospital Community Diagnostic Centre



Client: Community Health Partnerships / North Central London ICS
Host Partner: Royal Free London NHS Foundation Trust
LIFTCo: North London Estate Partnerships
Timescales: The Community Diagnostic Centre was first established in July 2021. Additional work carried out during 2022 and 2023
Services Provided: Strategic and technical feasibility through to project management of delivery on site.

Finchley Memorial Hospital (FMH) is an important existing NHS LIFT asset. 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.

FMH CDC was one of the first NHS specialist community diagnostic centres to open in England following the COVID-19 pandemic. It is providing 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. FMH CDC 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 service is supporting elective recovery and also relieving 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.



- Activities undertaken by gbpartnerships:**
- gbpartnerships (gbp), on behalf of LIFTCo North London Estate Partnerships, worked closely with NCL ICS and Community Health Partnerships, as the head tenant for the site, Royal Free as the CDC host to deliver the CDC project.
 - gbp’s estates analysis work 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.
 - The CDC site was appraised using gbp’s bespoke Site Evaluation Matrix with embedded scoring parameters. Criteria include:
 - spatial fit
 - public transport assessment
 - area deprivation review
 - design feasibility considering structural and area constraints
 - buildability appraisal and delivery constraints
 - construction programming.



- Impact:**
- The CDC has increased utilisation at Finchley Memorial Hospital by at least 10% during the first year of operation. This has been achieved at a nil increase in the rent paid by the NHS.
 - Construction works for the CDC have been managed whilst maintaining a busy health centre, with minimal impact on other services.
 - The estate has been a catalyst for integration of a wide range of services, with over 20 new diagnostic services introduced into this existing, high quality community asset.
 - The CDC is on target to have seen over 100,000 additional patients by March 2023.



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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.

"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.



The Results

- By the end of 2022 an 80,000 additional patients had been seen by the CDC.
- Good patient feedback; 'Very Good' (73%) / 'Good' (23 %).
- The project has enabled NCL to scope and pilot new/flexible pathways to manage backlogs and improve accessibility.
- Cloud-based technology is used to transfer images between CDC and acute sites.
- Through partnership, better managed construction works whilst maintaining a busy health centre, with minimal impact on other services.
- Scaling up delivery over time has increased utilisation by 10%, at minimal increase in cost. Also supported managed workforce increase.
- Ongoing operational improvements incl. room sensors, to maximise room utilisation based on data.
- Includes the co-development with UCL Partners of a benefits evaluation framework, including success measures and performance KPIs.
- "How" we've worked, as important as "what" – full use of Teams to manage the many stakeholders – pre Covid, real challenge.



MRI 1 installation, August 2022



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Ultrasound machine



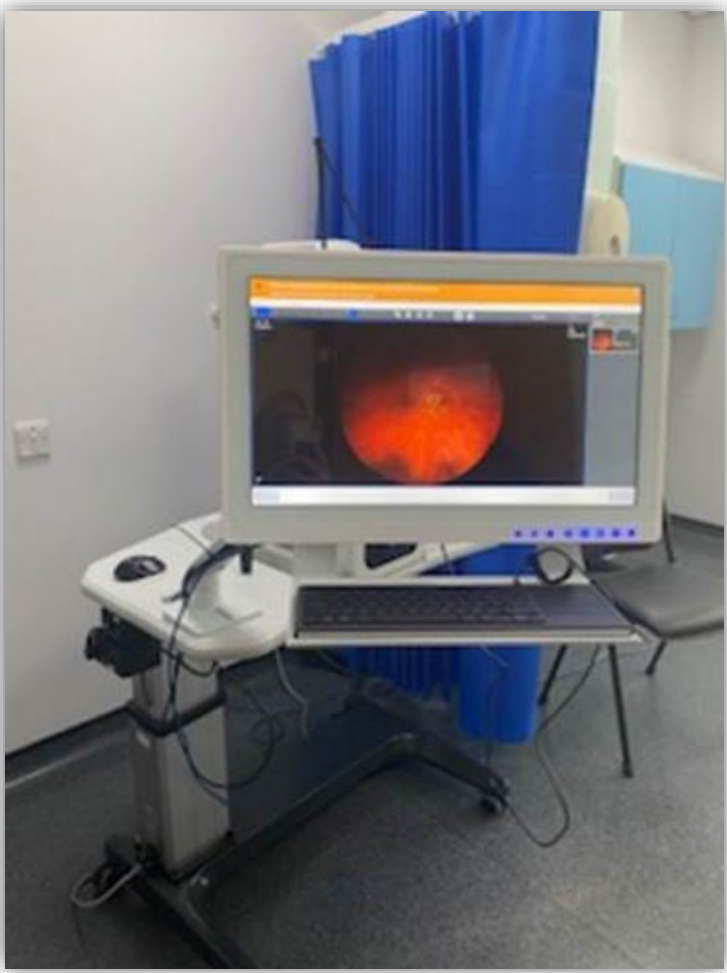
New external CT scanner



Mobile MRI scanner



Inside the mobile CT scanner



Ophthalmology scanner for
Glaucoma clinic



Ophthalmology



MRI Scanner



General Ultrasound



Lung Function

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HealthInvestor
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Public/Private Partnership
of the Year

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North London Estate Partnerships logo

We are delighted to be *Public Private Partnership of the Year* finalists in the HealthInvestor Awards 2023 for our work delivering the Finchley Memorial Hospital Community Diagnostic Centre (CDC).

North London Estate Partnerships worked closely with North Central London Integrated Care System, Community Health Partnerships, The Royal Free London NHS Foundation Trust and gbpartnerships to deliver one of the first NHS specialist diagnostic centres to open following the COVID-19 pandemic.



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