

Case Study

Mount Gould Local Care Centre

Maximising the use of
NHS community buildings



Client: Community Health Partnerships (CHP)
Timescales: June 2020 – Ongoing, Due to complete Spring / Summer 2025
Services provided:
gbp consult: Utilisation and Capacity Study, Feasibility Study
gbp manage: Project Management services being provided by gbp manage, on behalf of ReSound Health, for the delivery phase of the £6.9m project.

Mount Gould Local Care Centre is a large and significant healthcare building in Plymouth, centrally situated on the Mount Gould Hospital Estate. The site provides inpatient, outpatient, community and primary healthcare services.

In June 2020, CHP commissioned the gbpartnerships consult team via ReSound Health LIFTCo, to undertake a capacity and utilisation study at Mount Gould Local Care Centre (the Centre). The purpose of the study was to:

- Analyse how the Centre is being used at a granular level.
- Determine if there is additional capacity within the Centre that can be used to provide more local services.
- To assess whether the Plym Neuro Rehabilitation Service*, a specialist 15-bed inpatient unit for brain and spinal cord injury patients, could be accommodated within the Centre.

**Plym Neuro Rehabilitation Service currently operates out of a building owned by NHS Property Services on the Mount Gould estate. The building is dated and requires significant investment.*



Project Scope:

- Collate existing service, activity, demand and booking data for all services operating in the facility and on the site (inpatient, outpatient, diagnostics, primary care and community services, etc), cross referencing this with real-time measurement of room utilisation data gathered via OccupEye sensors over a three-month period.
- Review of the existing building plans to determine current capacity.
- Gather and collate information on services and accommodation on the wider site to be considered in relation to future capacity options.
- Determine whether there is additional capacity within the Centre to transfer the Neuro Rehab service into it. Assess the implications and feasibility.
- Quantify the additional capacity that is available in the Centre and translate this capacity into number of appointments and notional cost savings / void cost reductions / cost per patient episode.
- If additional capacity is available, determine realistic options for “filling” the capacity and provide a high-level assessment of the service changes and estates reconfiguration required such as service moves and capital costs.
- Based on the information gathering and analysis, formulate reconfiguration options and appraise them taking account of constraints e.g. reassignment of current activity within the Centre and other buildings, tenure issues.
- Produce a final report with a robust evidence base for local estates planning.



Our Impact:

- Our analysis and option appraisal provided the client with the robust information necessary to decide whether to proceed with the project or not. Subsequently, in September 2021, the Project Board approved the preferred option of moving Plym Neuro within the Mount Gould Local Care Centre, as recommended by gbpartnerships consult.
- By carrying out this study we have been able to identify existing space that can be better utilised to further improve primary care and bring together services under one roof.

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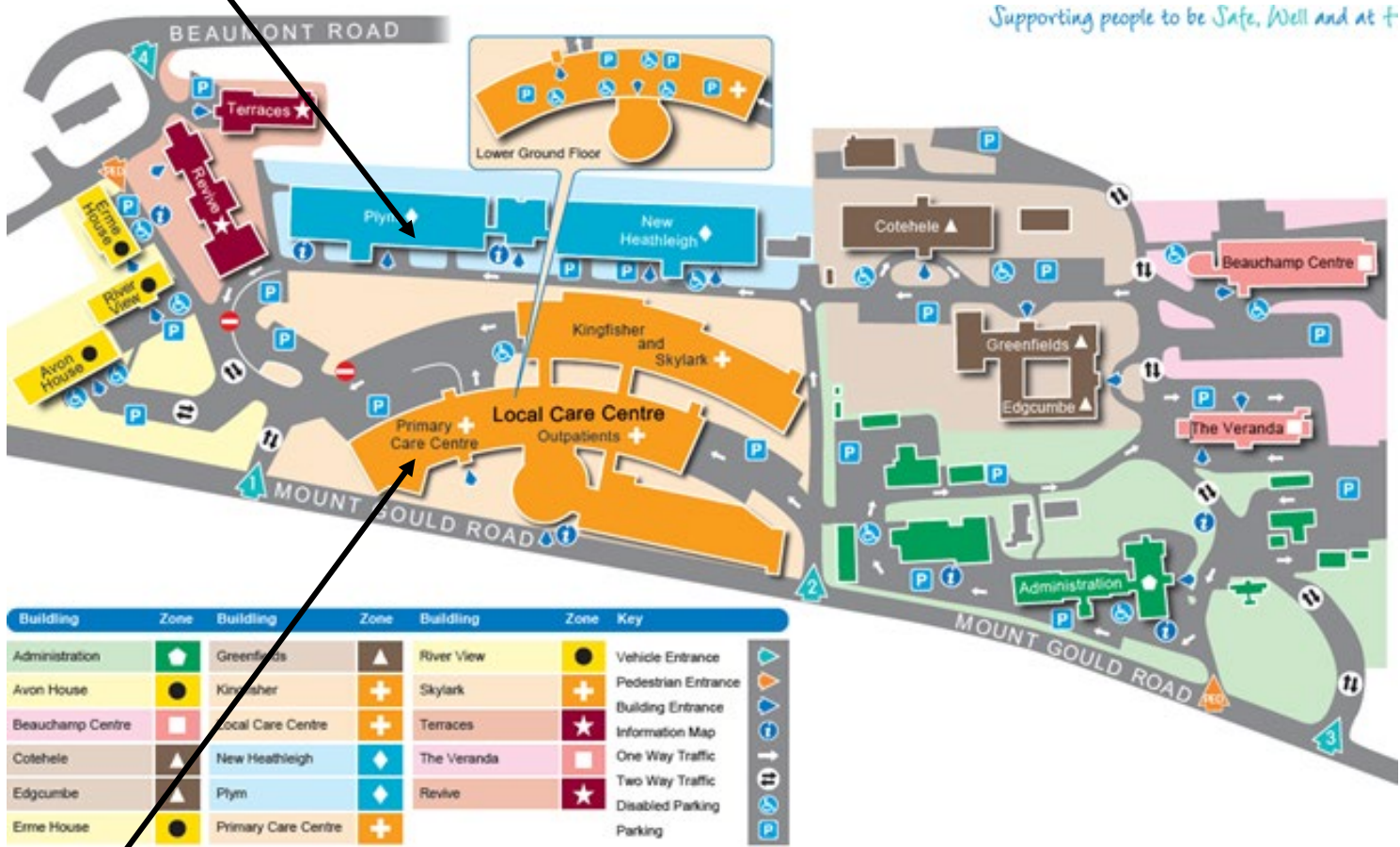
What we did:

- gbpartnerships consult provided a full range of estate evaluation services from utilisation monitoring to service and spatial analysis, to option formulation and appraisal (financial and non-financial). Specific activities included:
- Engagement with key stakeholders such as Livewell, Plym Neuro and University Hospital Plymouth (UHP) to understand service requirements and service activity.
 - Attendance at and reporting to monthly Mount Gould Steering Group meetings.
 - Facilitated stakeholder workshops.
 - Produced a schedule of accommodation for the new Plym Neuro service accommodation within the Centre with comparison of new versus existing.
 - Prepared a full report including utilisation data, a review of the clinical vs non-clinical room classifications, service activity data, options to accommodate Plym Neuro within the Centre supported with concept floor plans and costings.
 - Created a model to demonstrate the Economic Value of Mount Gould. The model highlighted the differences between the designed, current and opportunity capacity for the Centre.
 - Produced a final report articulating the economic impact of moving Plym Neuro into the Centre, including cost of relocating displaced services.

✓ The client was impressed with the strong factual data within our reports that helped support the need for change and drive the project forward. They valued our partnership approach. Helen Beese, CHP System Transformation Delivery partner commented: *“The team were proactive, willing to listen and respond.”*



Plym Neuro currently is currently located directly behind Mount Gould Local Care Centre on the Mount Gould estate. The accommodation (pictured left) is tired, not fit for future service delivery and in need of significant investment.



Reconfiguration works will now be carried out at Mount Gould Local Care Centre (pictured left) to accommodate Plym Neuro.

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The relocation of the Plym Neurological Service to Mount Gould LCC and the reconfiguration of the Hospital Estate demonstrate a commitment to providing high-quality healthcare services in a modern and efficient environment. This project exemplifies the power of collaboration in and innovation in the healthcare sector.



Autumn 2023: Financial closed reached for Mount Gould LCC. Construction commences at the local care centre to accommodate Plym Neuro Rehabilitation Service.



The Power of Partnership



We work in partnership with NHS and public sector organisations to unlock complex estate challenges, planning, developing, and maintaining the highest quality, sustainable health and public buildings that serve the needs of communities, now and in the future.

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If you'd like to find out more or arrange an informal chat about our work contact:

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