

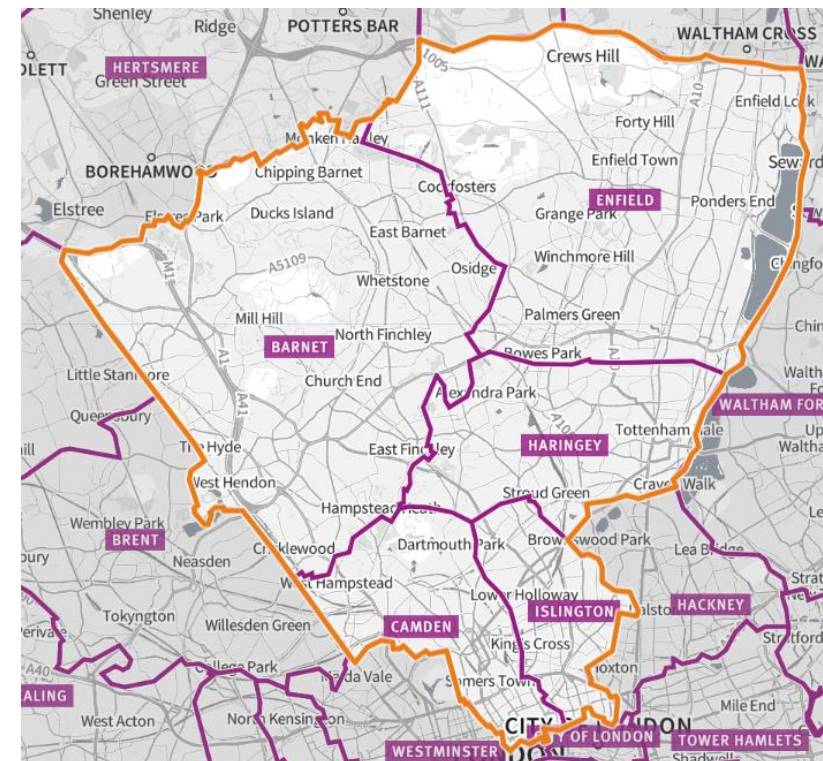
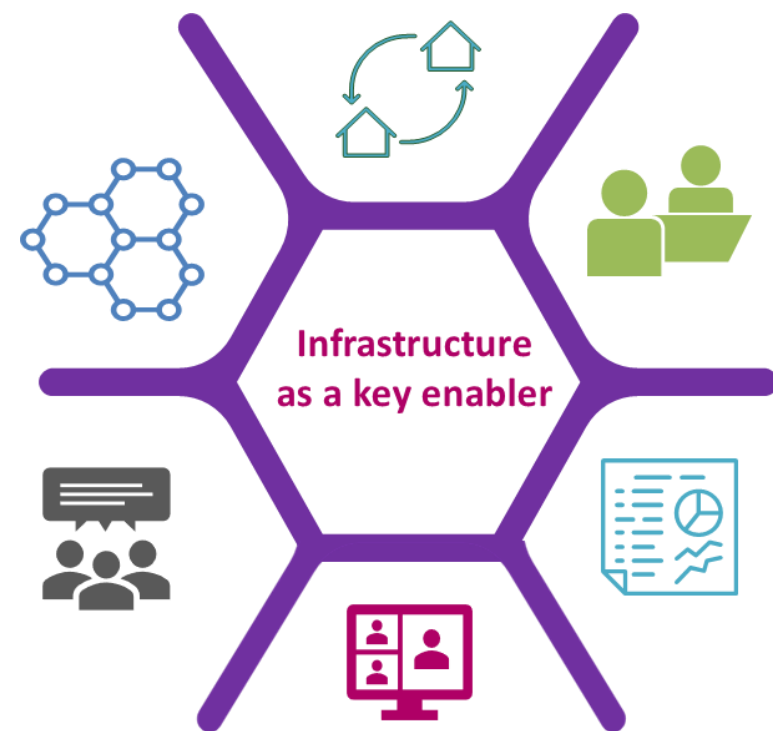
Case Study

Infrastructure Planning for North Central London CCG and ICS



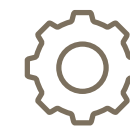
Infrastructure planning is fundamental to the move towards building strong and effective integrated care systems (ICSs) and acts as a key enabler to delivering high-quality patient care.

From well-designed facilities to the installation of the right equipment and technology, effective infrastructure planning can support the system in adopting new ways of working and enable effective change to how services are delivered.



gbpartnerships consult were commissioned through the Camden & Islington Estates Partnership (CIEP) and North London Estate Partnerships (NLEP) Strategic Partnering Agreement with North Central London (NCL) ICS to work in collaboration with the central ICS Estates team to create localised infrastructure plans. The plans set out the priorities and projects that NCL will pursue to develop an effective and efficient infrastructure response to the needs of its residents.

Prior to our Infrastructure Planning Programme in NCL, infrastructure data was held locally by directorate leads, lacking depth and detail and without strategic oversight. gbpartnerships consult have embedded a systematic approach to estates planning, gathered and analysed estates data and engaged widely to inform the project pipeline.



Our work within NCL has:

- ✓ Created bespoke plans to reflective individual Borough and PCN needs and requirements.
- ✓ Been a catalyst for developing clinical strategies.
- ✓ Informed and reaffirm the priority investment pipeline.
- ✓ Provided PCN's/Localities with data to support their development ambitions.

“I have been amazed at the level of interaction. It has been a really useful process, providing a catalyst for a PCN/estates conversation. It has also been really timely, as we plan what the future needs to look like.”

Dorothy Blundell, CEO of the Camden Health Partners

gbpartnerships consult, through the LIFTCo's CIEP and NLEP, are a key strategic partner in NCL and have embedded roles in Barnet and Enfield.





What we did:

- **Mapping of current assets :**
 - detailed mapping of healthcare and community estate, including all primary, community, mental health, acute and Council led provision.
- **Demographic analysis:**
 - demographic analysis and mapping at a county/borough level, including a break down of individual wards.
 - worked in partnership with NHS HUDU to forecast and track population changes
- **Workforce analysis:**
 - primary care workforce analysis, identifying GP to Patient ratios and highlighting potential impact of an ageing GP workforce, building in other workforce activity such as recruitment intentions.
 - this analysis helps provide PCN's with the information they need to plan effectively and consider broader estate requirements.
- **Capacity modelling:**
 - using the NHS England PID Estimator, along with our own modelling assumptions, provided an analysis of current size of growth and estimate the potential future list size growth. Highlighting where there is capacity in the system and where there is/could be pressure on the system to support growth.
- **Identified priority and opportunity areas:**
 - Informed by the analysis, we were able to identify a priority project list for each PCN/Locality based on local need and aligned with NCL's estate strategy
 - This analysis helps provide ICS's with the information they need to plan effectively and consider broader estate requirements.



Our Impact:

- **Systems collaboration:**

Our engagement process re-energized the role of Local Estates Forums in developing and implementing the clinical vision across NCL. It has also served as a welcome opportunity to deepen relationships with partners and find opportunities for health and care projects across the patch.
- **Engagement:**

Throughout the project we engaged with 30 individual Primary Care Networks (PCNs) across NCL (more than 150 individuals). We received positive feedback from PCNs who welcomed the chance to present their estates vision and the resource to prepare the Infrastructure Plan.
- **Impact of digital:**

The project offered an important opportunity to understand the impact of COVID-19 on estates. Infrastructure planning helped support innovation and joined-up responses to planning and delivery of services in COVID-19 friendly environments.
- **Tracking challenges facing the systems:**

The infrastructure plans helped to track and record the challenges facing NCL in their ambition to improve estate quality, control costs and maximise existing opportunities. It highlighted the estate challenge of accommodating additional staff roles and the need to prioritise the creation of PCN hubs with necessary technology and digital infrastructure to support new ways of working.

- ✓ **Added depth and detail to previous planning processes.**
- ✓ **Create detailed Locality Infrastructure Plans, including impacts of digital and COVID-19.**
- ✓ **Set a clear direction for local estates priorities and created local momentum to ensure delivery.**
- ✓ **Informed a number of subsequent projects to improve primary care data.**