Kensington Neighbourhood Health Centre, Liverpool

chp

Community Health Partnerships
10 years of delivering Public Private Partnerships

The impact of the Local Improvement Finance Trust Programme

AMION Consulting

NHS
Department of Health

Introduction

It's hard to believe that a decade has passed since the formation of the first LIFT Company in East London. There is much to celebrate within the past 10 years and as the national LIFT Programme lead, we wanted to explore the impact of the Programme during that time in more detail, recognising that whilst the core rationale behind LIFT is the delivery of more effective and accessible health services, there are also many other potential benefits and impacts.

Dr Sue O'Connell, Chief Executive, Community Health Partnerships

This report is the result of independent research carried out by AMION Consulting earlier this year.

The research explored the socio-economic impact of the LIFT Programme during both its construction and operational phases over the past 10 years. During that time 314 buildings have opened or are currently under construction and, as this report demonstrates, these developments bring with them a host of additional benefits in terms of the social and economic impact that they have within their local communities, particularly in areas that are amongst the most deprived in the country.

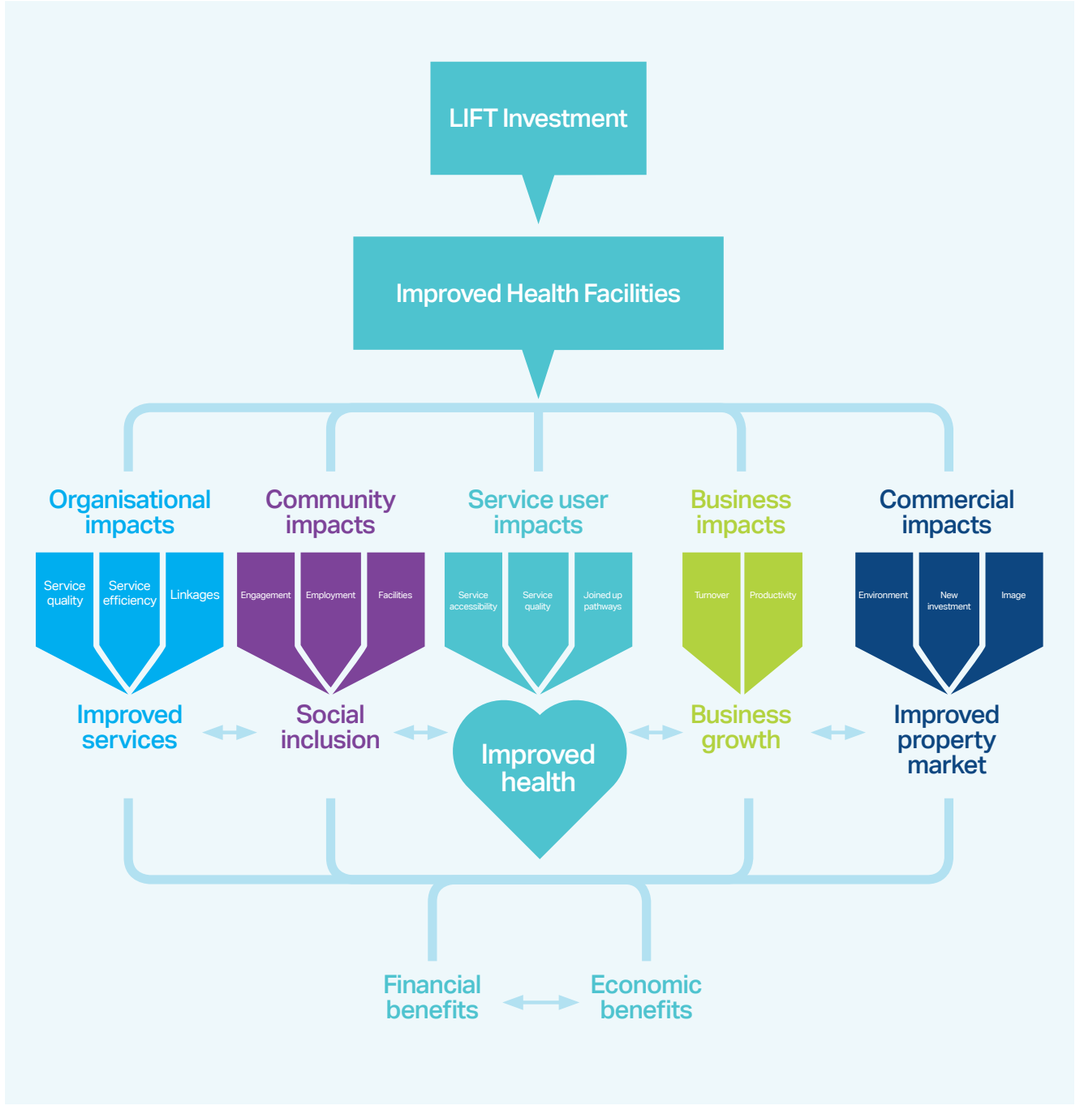
The LIFT Programme has also supported a number of the requirements that have been key features of NHS policy over recent years. Many of these are embodied in the Department of Health's Quality, Innovation, Productivity and Prevention (QIPP) Strategy and in many respects LIFT can be seen as a capital investment arm of that strategy.

The achievements, and the outcomes highlighted in this report, are shared achievements. At the heart of the LIFT Programme are long-term Public Private Partnerships, and I'd like to thank everyone who has been – and indeed still is – involved in the Programme.

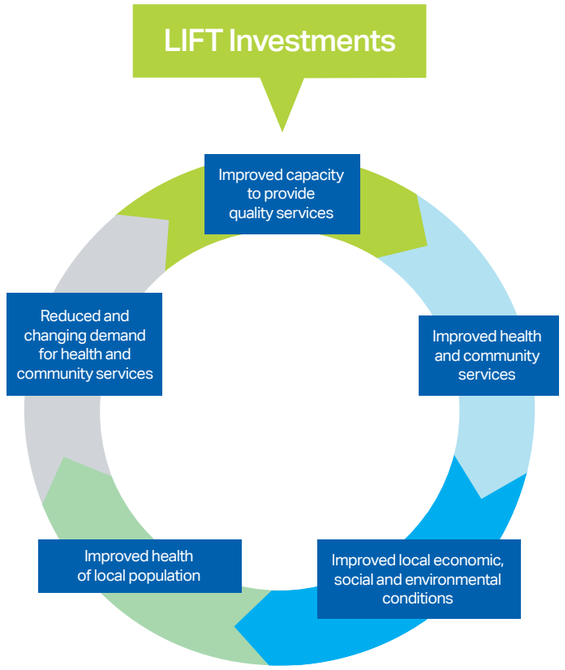
Sue O'Connell.

Dr Sue O'Connell
Chief Executive, Community Health Partnerships

LIFT impact



Achievements over the past ten years



The developments to date provide employment opportunities for approximately

30,000 people

Estimated **£1.31bn** injected into the SME sector

Over **£2.2bn** of capital expenditure during the past ten years

Nearly 9 in every 10

LIFT projects are in areas with above average health needs

An estimate of **80%** of construction spend has been on local businesses (i.e. within 30 miles)

314 projects have been developed across the country with over **872,000 sq m of new floorspace** for health service providers and other partners

40%

of all LIFT investment - over £790m has been in the in the 10% most deprived local communities - resulting in over 6,500 person years of work

The construction phase is estimated to have generated over

15,000 person years of employment (gross) of which a third will have been unskilled. With over a further 1,100 person years arising from projects currently in the pipeline.

Supporting 21st century healthcare

The LIFT Programme has driven a significant improvement in the quality of health service accommodation, improving working conditions and facilities for a wide range of service providers. Outmoded and inadequate premises have been replaced with high quality, flexible accommodation conforming to NHS standards.

City of Coventry Health Centre

Occupants of the LIFT buildings include organisations such as GP practices, clinical specialists and other health service providers, alongside local authorities and private and third sector partners.

Increased service integration

This co-location of a range of service providers in one building has enabled better service integration and, in turn, facilitated improved joint working as well as better integration of primary and secondary care and specialist services. It has also helped reduce unnecessary hospital appointments and allowed more efficient referrals, avoiding people getting lost in the system.

Inter-agency co-operation is also improved, for example, between health and local authority services such as benefits advice, housing support and specialist advice services on issues including immigration, drugs and alcohol.

Through the co-location of previously separate bodies, LIFT has facilitated broader linkages and a more holistic approach to the delivery of health and community services. The Liverpool LIFT developments include, for example, centres where Citizens Advice Bureau, Sure Start projects and third sector providers in fields such as mental health, smoking cessation and counselling services are all based together.

Improvements in service efficiency

LIFT developments also offer potential financial savings and improvements in service efficiency. For example, shared services, more effective use of space and more efficient buildings can reduce overheads and generate potential income as a result of vacating sites and buildings, enhancing the value of assets.

The Bransholme Health Centre in Hull provides a shared reception service for some 10 GPs and an alternative provider practice, while Finchley Memorial Hospital's energy running costs are now estimated to be some £46,000 per annum compared to over £120,000 previously.

Dr William Lumb

Kentish Town Health Centre

"The building has been designed so we see people much more, it's made it so much easier to talk to the district nurse, health visitor, whoever."

Dr William Lumb GP, Sedbergh Medical Centre

A good example of inter-agency co-operation is provided by the Sparkbrook Centre in Birmingham which, as well as housing three GP practices, also provides accommodation for a range of service providers, including:

- Health services such as dental services, physiotherapy clinics, district nursing and health visiting;
- Local authority services including a City Council Customer Service Centre, benefits and council tax advice and information, homelessness services, housing repair reporting facilities, adult education services and a library including free IT access;
- Third sector and private providers including a legal advice service (immigration), a domestic violence agency, a drugs and alcohol misuse charity and an opticians.

Improving the health and wellbeing of our communities

LIFT projects have played a key role in providing modern and flexible facilities necessary to meet the diverse health and wellbeing needs of disadvantaged, ethnically-mixed and often rapidly changing populations.

Sparkbrook, Birmingham

LIFT developments are facilitating much better access to a greater range of services, often in areas where a significant number of residents suffer from socio-economic disadvantage including poor health and wellbeing. There are three times as many LIFT projects in multicultural areas than would have been expected given an even distribution across all area types, with 60% of all projects either in these areas or in 'disadvantaged urban communities'.

As well as providing modern facilities that are accessible to mixed communities and are necessary to efficiently meet health needs, LIFT project accommodation also enables a flexible response to the varying needs of populations undergoing rapid change.

Bringing care closer to patients

Overall LIFT has brought care closer to patients and integrated a greater range of services under one roof, in better environments. It has also facilitated other programmes aimed at promoting healthier lifestyles and more outpatient activity.

In Hull, for example, 75% of the resident population now have access to modernised facilities and improved services – including six additional Alternative Provider of Medical Services (APMS) practices, five of which are located in LIFT buildings.

"Now our patients can be seen by a range of multi-disciplined health professionals and get all the treatment they need in one visit."

Su Lennox, Senior Dental Nurse

In Liverpool, the LIFT Programme aims to ensure that every resident has access to a GP and community services within 15 minutes by public transport, and to an NHS treatment centre within 30 minutes. Research found that 84% of patients feel that public transport links to the buildings are "excellent".

Su Lennox

LIFT facilities also tend to be open for longer periods than has traditionally been the case for primary care services. The City of Coventry Walk-In and Healthcare Centre, for example, is open from 8am to 10pm seven days a week, including bank holidays.

LIFT has provided a quality environment for both patients and staff. Kentish Town Health Centre has won various awards for its design and layout, such as the Best Public Building (2010). It was also nominated for the prestigious Sterling Prize Award (2009). Along with consulting rooms, an observation room and office space, there is also an IT based library, training and conference rooms, a gym and community space.

A patient survey at the Sparkbrook Centre found that 96% of patients rated the facility as "very good" or "good" and that 98% thought it to be "much better" than previous facilities.

LIFT has targeted areas that have the most need for improved access to healthcare. Almost nine in every 10 projects have been in areas with above average health needs.

Boosting local economies and creating jobs

The construction of LIFT projects has been an important source of economic activity during a period of hardship and particularly important in economically disadvantaged areas.

Kensington Neighbourhood Health Centre, Liverpool

There has been a deliberate emphasis on investment in new facilities in areas that are amongst the most deprived in the country. LIFT investments have often been by far the most significant investment for many years in such areas, with many far-reaching benefits for local communities. There is some evidence that LIFT developments – not least by virtue of their scale and locations – have the potential to drive regeneration and improve the future prospects of local areas.

In total 119 LIFT projects are based in the 10% most deprived areas in the country.

These comprise **42% of all LIFT floorspace built** and have involved 40% of total spend, resulting in **over 6,500 person years of work**

£891 million
invested in the 10% most deprived areas of the country

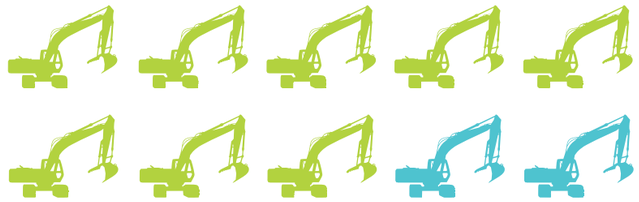
£1.34 billion
invested in the 20% most deprived areas of the country

As well as employment created during the construction phase, LIFT developments accommodate a significant number of jobs. Many LIFT developments are in areas where there are few other employers and will often be the major source of local employment. While comprehensive employment information is not available for all LIFT projects, using ratios derived from case studies, it is estimated that LIFT project tenants across the Programme as a whole could provide over 30,000 jobs in the buildings.

Projects have also often resulted in an increased market for businesses located in or near the LIFT developments. These include private and third sector providers of health services, pharmacies, cafes and other local retail and lifestyle businesses.

LIFT projects have assisted the provision of a modernised infrastructure and in the removal of dereliction. The buildings promote a better quality environment in their local areas and the generally high quality of design, combined with the evidence that they represent significant investment, tends to promote a sense of pride and a feeling that the area has a future, with the community as an active participant. This can help engender a significant improvement in the overall image – both internally and externally – of an area. Such changes in perceptions are crucial in attracting further investment, with LIFT potentially providing a powerful focus for wider regeneration activities.

During the construction phase, the majority of spend has been on contracts with SMEs.



A significant proportion (an estimated 80%) of construction spend has been on local businesses (within a 30 mile radius) and the majority of spend (63% to 91% where known) has been on contracts with SMEs.

This suggests that approximately

£1.31bn

has been injected into the SME sector.

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Published March 2014

The Orchard Centre, Hull

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