



Focus on... Making the best use of NHS buildings across North Manchester

Location: North Manchester CCG, six buildings across North Manchester

Key conclusions:

- CHP study identifies wasted space costing the NHS an estimated £900,000 per annum
- Opportunities for saving money and better utilisation of space by moving of services out of ageing infrastructure into up-to-date facilities
- Study has informed how the existing infrastructure can support the delivery of better frontline services through greater community access, health and social care integration and collaborative working.

Introduction

In North Manchester, Community Health Partnerships (CHP) and North Manchester CCG have joint funded utilisation studies showing that modern primary care centres have considerable scope for accommodating additional services and at the same time reduce the cost to the NHS - an estimated £900,000 per annum - in wasted space.

The study has shown that there's a fantastic opportunity to move services out of ageing infrastructure into up-to-date facilities while saving money. For example, it's now clear where the CCG could locate four bases for district nursing teams plus palliative care services in community settings closer to patients' homes.

CHPs strategic estate planning expertise has offered a good foundation for conurbation-wide thinking as Greater Manchester takes on its devolved responsibilities for health and social care.

Overarching Aim

The overarching aim is to support the CCG's service vision to create integrated health and social care hubs in four communities across North Manchester through effective and efficient property solutions.

Scope

North Manchester CCG and CHP jointly commissioned MaST LIFT Co and Space Solutions to carry out a building utilisation study across six properties in North Manchester. The aim of the study was to capture how the spaces within the buildings were being used and to assess opportunities for driving space efficiencies and savings both within each building and across the portfolio as a whole.



Images (L-R): Cornerstone Health Centre, Harpurhey Health Centre, Newton Health Centre

Methodology

During the period of the study, each of the sites had a dedicated observer positioned to note and 'map' the use of space in the buildings throughout the core hours (9am-5pm). Clinical and administrative spaces were, by their nature, treated differently by the study. In clinical spaces, activity was documented every hour using combination of data obtained from sub-reception spaces and, where possible, direct observations of the space in use. Administrative areas were monitored on an hourly basis, desk by desk.

"Studying estate utilisation in North Manchester is highlighting numerous buildings – many underused – that could provide bases for these closer-to-home services. In the longer run, I want to examine utilisation across all of Greater Manchester's public sector, including the NHS, libraries, leisure centres, schools, police and the fire service. We could develop the public sector equivalent of LateRooms.com, with centralised booking facilities for meeting rooms, thus maximising use of the Greater Manchester estate.

Simon Wootton, GM CCG Estates Lead for Greater Manchester NHS and Chief Operating Officer, North Manchester CCG.

Headline results

Four of the six centres that were involved in the study show significant potential for improved space utilisation, with the cost to the public sector of un-utilised building space per annum an estimated £900,000; based on a scenario of 92% utilisation of space.

The outcomes of the study have informed how greater efficiencies can be driven across the estate and reduce void costs that are currently paid for by the CCG. Along with saving money and creating efficiencies, the study has informed how the buildings can support the delivery of better frontline services through greater community access, health and social care integration and collaborative working.

Further actions

Aligned to this exercise, a series of interrelated projects have now been agreed:

- Development for North Manchester of four neighbourhood bases to deliver the integrated working agenda
- North Manchester General Hospital redevelopment project to include a neighbourhood based, intermediate care beds and extra care housing and wider site redevelopment opportunity
- District Nurse and Palliative Care accommodation solution
- Meeting room/ bookable space project to streamline the process and make room use more efficient
- Centre management service improvements
- Dental Estates Project, which is part of a Greater Manchester review of dental services being undertaken by NHS England.

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