



Focus on...Thetford Healthy Living Centre, Norfolk

Innovative centre management doubles patient services and improves financial performance

Building:

Thetford Healthy Living Centre, Thetford, Norfolk

Organisations Involved:

- Thetford Healthcare Community Interest Company (THCIC)
- South Norfolk CCG
- Community Health Partnerships
- Norlife Ltd LIFT Company

Project Objectives:

To relaunch Thetford Healthy Living Centre (THLC) as a multi-purpose primary, community and acute health facility for patients in south Norfolk, delivering new and better services and addressing costly under-utilisation.

Thetford Healthy Living Centre:

Opened in 2006, the 1434m² [Thetford Healthy Living Centre](#) (THLC) was conceived as a multi-purpose service hub for a population of 80,000 living within a 15-mile radius of Thetford in south Norfolk. The £4.5m centre was developed by Norlife through the LIFT PPP Programme.

Prior to adopting the new centre management model, the health centre, was significantly under-utilised and poor service delivery, with an annual cost to the CCG of over £1.3 million.

With 5,000 new homes planned for Thetford, additional pressure to deliver more and better services will be placed on the centre in coming years.

Responding to the challenge:

The new approach to centre management and business development was agreed with Thetford Healthcare Community Interest Company (THCIC) - a company formed by two local GP surgeries - who recognised the potential to substantially improve the status and performance of the building.

With an in-depth, hands-on knowledge of the local healthcare economy, THCIC believed that creating greater awareness of the facility was crucial to improved performance. A dedicated website formed part of an integrated marketing campaign targeted at commissioners, GPs, NHS providers and patients.

The complete review of the use and utilisation of the building identified new opportunities, not previously recognised, including three extra bookable rooms, now generating £25,000 income and delivering four extra clinical services. New clinical storage space was also created that produces £6,000 of additional income.

Outstanding results achieved:

Prior to implementing the new centre management approach, nine NHS organisations used the centre to provide 27 clinical services. There are now 21 service providers delivering 50 different clinical services.

Becoming an integral part of the local health infrastructure means the centre works with GPs and CCGs to identify and manage health impacts with a wide variety of new services. After the analysis of health data identified higher than average use of local A&E facilities, THCIC is working with partners to create an urgent care service to reduce strain on A&E. Sharing services among providers is also being encouraged; for example a GP surgery providing nurse support for a minor surgery service.

In terms of building utilisation, rented floor space was 950m² against an initial capacity of 1454m². This has now increased to 1280m² – an overall building occupation of 92% and increase of 35%. Bookable space utilisation has also increased from 66m² to 280m².

Further investment has recently been made in a minor surgery facility and a range of new services are planned for 2016.

This increase in occupation at Thetford Health Living Centre equates to £390k savings to the local health economy.

As a result of this four year process, the healthy living centre is now regarded as –“a fully-functioning community hospital”, with a waiting list of providers keen to offer new services from the building.

“The detailed and innovative approach taken has allowed us to double the number of providers and services available to patients in Thetford over the past four years. That not only delivers a much-improved level and variety of clinical services, but has a major impact on improving the building’s financial performance.”

**Thetford Healthcare
CIC’s Development
Manager, Robert
Howes-Ward**



Innovative centre management at CHP’s Thetford Healthy Living Centre has resulted in a doubling of providers and patient services in the past four years.

Next Steps:

There is still much to achieve at Thetford with options including enabling weekend and evening working and a physical expansion of the site currently being investigated. A cataract service, together with new ENT, endoscopy, ophthalmology and urology services are also in the pipeline for 2016.

In addition, the THCIC member GP practices have just been selected as one of 15 area’s nationally for a Phase Two Vanguard pilot to explore a new way of providing clinical care to patients. Lead by THCIC’s Development Manager, Robert Howes-Ward, as part of this pilot, Thetford HLC has been designated the clinical hub.

Building on success

The success that THCIC has achieved in Thetford Healthy Living Centre is an excellent baseline upon which to develop. As a result of work undertaken by CHP and THCIC, requirements are now in place to support similar centre management functions at two other CHP properties from April 2016.

As well as enabling THCIC to share learning and best practice across the wider local area, the expansion of the pilot, supported by funding from CHP, should also lead to economies of scale that will benefit multiple tenants across the three Norfolk based sites.

CHP Regional Property Director, Andrew Meakin said: *“CHP is proud to have supported the excellent work undertaken by THCIC at Thetford Healthy Living Centre and we look forward to seeing similar success stories at Turnstone Court in Norwich and Sheringham Health Centre in Norfolk.”*

It is envisaged that all three sites will be managed by the existing management and administration team, based in Thetford.

Thetford Healthcare CIC's Development Manager, Robert Howes-Ward, says: *“Our experience in Thetford shows that strong relationships with service providers in the local healthcare economy is absolutely crucial.*

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For further information, please visit the [Thetford Health Living Centre website](#).



Sheringham Health Centre in Norfolk, one of two new CHP properties set to benefit from an innovative approach to centre management.

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CHP Regional Property Director, Andrew Meakin



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