

Case Study

Expanding and upgrading a Health Centre to accommodate new patients and community services

BANGOR STREET HEALTH CENTRE, BLACKBURN

Background

Site:

freehold owned by NHSPS, single storey purpose-built health facility, situated alongside a public car park and neighbouring several other community facilities.

Customers:

- Shifa General Practice
- Lancashire Care Foundation Trust
- Blackburn with Darwen Clinical Commissioning Group (CCG)
- Lancashire and South Cumbria STP
- NHS England - Lancashire Area Team (Directors of Commissioning Operations)

NHSPS representatives:

- Kayley Riley, Senior Property Manager
- Mike Hill, Senior Construction Manager
- Karina Dare, Principal Portfolio Optimisation Manager
- Muhammad Arham, Principal Property Analyst Manager

The Challenge

Blackburn with Darwin CCG strategy has set out a plan to have fewer but larger practices delivering care for their local populations within a neighbourhood setting. This is consistent with the Five-Year Forward View, the Long Term Plan, and various commissioning and clinical estates strategies.

In line with this strategy, in 2018 the Shifa Practice took over the patient list of another surgery, doubling its list to almost 12,000, serving the local population from one health hub.

However, the building was not large enough for this expanded community of patients, and although it was in reasonable condition (being a 1990s build) it would benefit from modernisation.

The Solution

We led an options appraisal, assessing the relative strengths and challenges of relocating to a new site, refurbishing the existing site, and expanding the existing site with new construction.

Relocation was decided against due to an unusually tight registered contract catchment. Building a new development would have also required significant funding, taken several years, and added more NHS space to an area with utilisation voids in existing buildings.

The team concluded that staying on the existing site, refurbishing/reconfiguring it, and extending the building was the best option. This would upgrade the existing health centre to make it fit for purpose and create enough space to house combined primary care and community facilities. It was the most pragmatic solution to existing service demand and was the most financially viable and deliverable within a reasonable timeframe.

To fund this option, once approved by the CCG and NHSE, NHSPS were provided with capital funds via Department of Health and Social Care budget allocation. We then acquired the land from the local authority for the extension, secured planning permission for the build, and concluded lease agreement negotiations with the occupiers.

For affording the site once built, we ran a financial analysis with the CCG and established they could afford the additional rent and operating costs using the funds released from the old Brookhouse site (which passed over their patient list).

The Result

The refurbishment and expansion of the Bangor Street Health Centre will increase the floor area by over 150sqm to circa 550sqm and create an additional 6 clinical rooms (15 in total) as well as enhancing the waiting and support spaces. The reconfiguration will increase the utilisation of the building, reducing void/unused space and better serve the local population.

We are now two thirds of the way through the construction project, running on time and budget, and will update this case study as we progress through the project to completion.