

A photograph of a healthcare professional, a woman with blonde hair wearing a light blue stethoscope, sitting on a bench and talking to a young couple. The woman is smiling and looking at the couple. The couple consists of a woman with curly hair and a man with a beard, both smiling and looking at the healthcare professional. They are in a brightly lit hospital hallway with large windows in the background.

# HEALTHY PLACES

**END OF YEAR REVIEW 2021/22**





## Creating Healthy Places: Delivering transformational projects for the NHS estate

In 2021 NHS Property Services (NHSPS) expanded our Healthy Places programme, working with our customers to identify 300 new projects that will help transform the NHS estate, support Integrated Care Systems (ICSs), and enable excellent patient care. Ranging from refurbishments and new builds to estate optimisation and social prescribing initiatives, our projects will benefit 4 million patients in the coming months and years.

Now at the end of this financial year, we are thrilled to have made such fantastic progress with our NHS colleagues across our 300 projects. 122 projects have been physically completed on site, and significant milestones have been met on others, such as the submission of a business case, which will support full completion in future years.

This year's projects build on our initial pilot of 100 projects in 2020/21, and with new sites now identified for the third year of the programme, it now extends to over 500 projects nationally. The combined programme's benefits are now being felt across the country amongst colleagues, customers, and patients alike.

### Transforming spaces to deliver excellent patient care

Our Healthy Places programme is delivering:

- Multi-million investment in upgraded and new spaces in line with ICS priorities, with c.150,000sqm of improved space across the NHS estate (58,500sqm completed so far)
- Over 4 million patients to benefit through our capital investment projects (over 2 million benefitted so far)
- A growing national network of social prescribing hubs (50 operational so far)
- More choice of flexible, bookable space through NHS Open Space (1,100+ rooms so far)
- A more efficient estate, with c80,000sqm vacant space removed for re-use or disposal (25,000sqm so far), raising capital for reinvestment into priority sites across the NHS estate

## Exploring our Healthy Places projects

To offer a small snapshot of our projects, in the past year we have delivered:



### Transformation of Whitby Hospital, North Yorkshire, creating a new health and care hub



Completed in December 2021, Whitby Hospital in North Yorkshire has undergone a £13M upgrade. We completely stripped back and re-engineered the site, including a modernization and remodelling of the existing 'tower block' structure which we could then consolidate services in. The new site accommodates a range of health and wellbeing services spanning dental, X-ray and ultrasound, urgent care, mental health, and an inpatient ward, as well as flexible workspaces for mobile units such as district nurses. The space we have vacated is going to become extra care housing, creating a health and social care campus on an existing

site. And we have also created a new dementia friendly garden which serves as a social prescribing hub and community space.

*"For our patients, we have a much-improved clinical environment, where we can assess, treat, and manage them, using technology that will be more readily accessible to deliver a higher quality of care. Doing that in improved surroundings will give them the confidence that we're very experienced practitioners and that's reflected in the environment we're treating them in. For our staff, after the shock and battle of Covid-19 this is exactly what we need to revitalise and reinvigorate our services."*

**Debbie Jenkins**  
Advanced Musculoskeletal Physiotherapist





## Reconfiguring Tarleton Health Centre, West Lancashire, to meet growing patient demand



In 2018 Tarleton Family Practice required additional space after a neighbouring GP surgery closed, causing a significant increase in patient list size. After delivering a short-term solution – a portacabin in the car park – our North West team began assessing how to make best use of the existing building to further optimise the space. We supported the business case to secure funding, confirmed a 20-year lease, and managed the construction programme – all whilst keeping the building fully operational to minimise disruption to service. The reconfigured and refurbished building now has 18 clinical rooms, reception area, large administration area with bookable meeting space, and rooms for digital consultations. We have boosted the accessibility and sustainability of the building, future proofing the site as the local population continues to grow and change.

*"This project is a perfect example of how an existing NHSPS building can be given a new lease of life and continue to support the local health system. The work by all NHSPS teams, along with key stakeholders has shown what can be delivered to best serve our communities."*

Kayley Riley, Senior Portfolio Optimisation Manager, NHS Property Services



## Developing a new Sexual Assault Referral Clinic at Darlaston Health Centre



In support of a nationwide programme to expand and improve Sexual Assault Referral Centre (SARC) facilities, the NHSPS Midlands team identified and repurposed 167sqm of vacant space at Darlaston Health Centre to offer a new and fit for purpose space for the area. Working with local NHS commissioners, NHS England, Department of Health and Social Care, and the Ministry of Justice, we designed and fitted out the space to provide a safe and effective space for this crucial service. It now accommodates forensic examination facilities and support spaces, enabling a range of connected services to work in tandem and offer a more supportive experience for victims. This much needed facility will be opening in summer 2022.



## Refurbishing wing at Saffron Walden Hospital, Essex, to enable GP surgery relocation



Saffron Walden Community Hospital had over 400sqm of vacant space, which we identified as a new location for nearby Crocus GP Surgery which needed to relocate from an old not fit for purpose building upon lease expiry. NHSPS teams worked on designing, securing planning permission and tendering for a construction partner, alongside creating additional car parking and arranging the relocation of existing occupiers within the hospital to create a total of 700 sqm for the surgery. We supported the application for Estates and Technology Transformation Funds (ETTF), achieving a grant of £2 million for the scheme.

The new facility, opened in July 2021, triples the amount of space for the Practice and spans 12 clinical rooms, meeting and workspaces, and a new accessible waiting area. It has allowed the Practice to accommodate a growing population in the area and combining the community hospital and GP services in one location means patients can easily access a range of healthcare services from an integrated modern health hub.

*"The delivery of this project by NHSPS has been exceptional especially considering the effects of the COVID-19 pandemic and the impact this has had on the way everyone has had to work. It has also made best use of void space within the CCG, reducing costs and representing investment in the local NHS Estate. This will prolong the life of Saffron Walden Community Hospital and has been warmly welcomed by the local community."*

Peter Wightman  
Managing Director, West Essex CCG



## Unlocking funding for and completing refurbishing of Milson Road Health Centre, enabling the co-location of GP services



Two GPs in the Hammersmith and Fulham area were using converted residential buildings that weren't best suited, or large enough, to serve their growing patient lists. NHSPS teams in London identified vacant space at nearby Milson Road Health Centre, and supported the Clinical Commissioning Group's business case process to unlock £1.6M of Estates and Technology Transformation Funding to completely refurbish the site in preparation.

Completing in late 2021, the project upgraded 25 clinical rooms, reception and staff welfare facilities to a modern standard, creating a safe and welcoming environment for patients and staff alike. Co-locating services will enable more joined-up care for the community, and eliminating the vacant space will save the CCG £350,000 p/a in wasted costs.

*"We are really pleased that the future of Milson Road Health Centre has been confirmed with two local GP practices moving into the health centre and better patient access and new and improved clinical space."*

Dr James Cavanagh  
Chair of Hammersmith and Fulham CCG





## Major refurbishment of Camborne and Redruth Community Hospital



Photo by Kendall Kingscott



Working in partnership with Cornwall Partnership Foundation Trust, we delivered this £5.6 million project which included the transformation of the Lamorna Ward and Minor Injuries Unit. The site has received a major overhaul of the 18-bed inpatient ward's interior, including upgrades to electric and bed head services, the laying of new floor coverings and the redecoration of the interior. The new and much-improved site opened its doors to the community in October 2021, providing a modern and fit for purpose facility that enables clinicians to deliver excellent patient care.

*"Our staff and community will benefit hugely from this development."*

Sue Greenwood MBE Queens Nurse MSc Matron and Interim Clinical Lead West Cornwall ICA. Cornwall Partnership NHS Foundation Trust



## Remodelling of the Burwood Ward at Walton Community Hospital, Walton-on-Thames



Fort House GP Surgery was struggling to serve its growing patient list – having been established for 4,500 patients in 1988 and now responsible for 13,000 patients – and wanted to offer more services including paediatric and sexual health. As their existing site was unable to physically expand due to planning restrictions, NHSPS teams worked with the surgery and North West Surrey Clinical Commissioning Group to identify and remodel vacant space at Walton Community Hospital.

NHSPS teams secured planning permission and invested £1 million into a total remodelling of the vacant Burwood Ward, transforming bedrooms into consultant rooms, and installing new fixtures and fittings. We created 12 new clinical rooms and a procedure room, as well as a staff area and waiting room, and secured a 15-year lease for the surgery. This puts previously underused space back to full capacity usage, offers a GP surgery a modern and welcoming space for their staff and patients, and enables an expansion of patient lists and services on offer.

## Creating a national network of social prescribing hubs

We have developed 28 new social prescribing hubs across the country in the past year, building a national network of 50 sites. We are transforming vacant indoor and outdoor spaces into vibrant community hubs to be used by voluntary and community organisations connected to social prescribing networks. Some examples include:



### Transforming Whitton Clinic, Ipswich, into The Unity Centre for community groups

Creating a new community café which will be run by veterans, providing rehabilitation support as well as a thriving community space, and refreshing the area outside the clinic with raised beds to create a community garden. The new hub will be used by a range of community groups, including those supporting BAME women, young people who have reported sexual abuse, and refugees and asylum seekers.



### Redeveloping kitchen space at Axminster Hospital, Devon, for Project FOOD

Project FOOD offers a programme of food education courses for young families and vulnerable people across Devon. To support their service, we brought some void kitchen space back to life, expanding our redevelopment of the hospital to create a safe and fit for purpose space for the charity.



### Converting Lindley House, Oldham, into a community hub for young mothers

Working with Salford Baby Bank and Shared Health Foundation, we have transformed this space into a community hub that provides practical support and guidance to young mothers and their children, and the wider community. We have created a storage and distribution area for baby parcels, and counselling/group rooms to provide counselling, breast feeding support, and other services to support mothers and children.



### Creating a community garden in Talke Health Clinic, Midlands, to tackle loneliness

Supporting a local 'people and places' programme driven by a Patient Participation Group, we have created a new community garden to help tackle loneliness. This garden now offers local residents with a safe, fit for purpose space to enjoy the outdoors, helping to improve mental health and reduce isolation.



# Making the NHS more flexible: NHS Open Space



We want to offer more choice and flexibility to health, wellbeing, and community services using our buildings, and NHS Open Space is a core service to do this.


In the past year we have expanded to over 1,150 rooms across 200 sites, all available to book on a pay-as-you-go basis.


Rooms can be booked on an hourly, sessional, or daily basis, and range from examination rooms, to offices, to group activity spaces, meaning we can support both clinical and back-office services work more flexibly and avoid expensive leases when sole occupation of space isn't required.


## 1,150 spaces across our portfolio:

 **92**  
consulting

 **29**  
treatment

 **676**  
examination

 **99**  
meeting

 **7**  
minor operation suite

 **116**  
counselling

 **76**  
group

 **24**  
office



## Looking ahead

We are now looking ahead to the coming year and working with NHS colleagues to identify key priorities and finalise our project scopes. The third year of our Healthy Places programme will see an even greater emphasis on tackling health inequalities (supporting the levelling up agenda) and responding to NHS priorities such as community diagnostic centres and Covid-19 recovery support.

We are keen to work more closely with Integrated Care Systems (ICSs) to identify and support regional priorities and emerging ICS estate strategies – both those we are already working on and emerging requirements. Together with our NHS partners, we are aligning place-based planning and prioritisation to focus on Healthy Places projects which:

- Support the NHS Long Term Plan objectives and NHS England top 10 priorities for 22/23
- Deliver positive patient outcomes
- Support local health economy plans from ICSs or national customers, helping to fulfil their healthcare and estate strategies
- Enhance collaboration across NHSPS to better support our customers





## Get in touch

If you would like to learn more about a Healthy Places project or discuss options for next year, please get in touch with our Customer Support Centre who will connect you to the correct team.



0800 085 3015



customer.service@property.nhs.uk

You can explore more projects on our website, in our case study library.



[www.property.nhs.uk/news-insight/case-studies/](http://www.property.nhs.uk/news-insight/case-studies/)



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