

Local Improvement Finance Trust LIFT financed health centres in Leeds

Background

The Leeds Local Improvement Finance Trust (LIFT) Project Board was established in 2002 and oversaw the formation of Leeds LIFT Co. in 2003. The scope of Leeds LIFT Co. was to deliver significant changes in the quality and range of health & social care services delivered efficiently and effectively in the community. These settings should be modern, flexible and adaptable facilities. The company was set up not only to improve service delivery and the physical environment, but also to support public sector partnership work. Our local programme has seen the replacement of some of the worst quality buildings, in the poorest parts of the city; seven of the nine LIFT buildings are in the worst 10% Lower Super Output Areas. We now have operational buildings in:

- Armley;
- Woodhouse;
- Middleton;
- Beeston (Dewsbury Road);
- Beeston (Beeston Hill);
- Yeadon;
- Lower Wortley;
- Wetherby; and
- Osmondthorpe.

A wide range of services now operate out of state-of-the-art, purpose-built facilities. These include:

- **Primary Care:** GP and Dental Practices, Practitioners with a specialist interest (e.g. Dermatology, ENT, Gynaecology), Pharmacies;
- **Community Adult Services:** Mental Health, Physiotherapy, Podiatry, Anti-coagulant (Warfarin), Nursing, Smoking Cessation, Drug Addiction, Pulmonary Rehabilitation, Community Dental, Health Trainers;
- **Community Children's Services:** Baby Clinics, Parent & Toddler Groups, Contraception and Sexual Health, Child & Adolescent Mental Health, Speech & Language Therapy, Paediatrics, 0-16 Team, Audiology;
- **Other Community services:** Social Services, Sure Start, Early Years, WY Police (vulnerable victims), Citizens Advice Bureau, Eye Centre, Bereavement Counselling.

Many benefits have been realised including:

- **addressing inequalities** by targeting resources in areas of greatest need, improving life chances for children in low socio-economic groups, and providing services that respect and respond to diverse needs;
- **improving service and outcomes** by improving preventative care, up-skilling clinicians and health technicians, and exploiting new technology;
- **designing services around patients and users** by bringing services closer to people's homes, providing a wider range of services in one location, preventing hospital admissions, and extending self-help programmes to improve health and wellbeing.

As the LIFT programme has developed over the last six years, partners have addressed many challenges and have built on lessons learned. A key learning point from the first phase was the lack of signed under-lease agreements with third party tenants at the financial close. The consequence was GP practices declining to take up the accommodation designed and provided for them. All subsequent programmes have had these agreements in place increasing utilisation from day one. The next phase saw the spotlight on building design and increasing efficiencies in the amount of circulation space. There followed in the next phase a more comprehensive programme of user engagement allowing further development of the building designs. This saw a reduction in the lease costs.

The LIFT Project Board agreed that all new buildings would be designed and built with the expectation that they would have optimal utilisation within five years of opening. This allows for service developments and the outcome of the care closer to home programme to be accommodated. The PCT Strategy for 2008-2011 commits to address utilisation of any premises from where services are delivered. Optimal utilisation is assumed to be 80% of capacity which allows scope for flexibility and to avoid risks associated with overcrowding.

Status

We are currently reviewing our ratio of administration space to clinical space in LIFT buildings to ensure they are utilised in the best possible way. This will form part of the PCT Capital Strategy and Asset Management Plan.

Our current assessment:

Community Facility	Operational Date	Risk of not achieving optimal utilisation within 5 years.
Armley	2005	Low
Middleton	2005	Low
Woodhouse	2005	Low
Beeston (Dewsbury Road)	2006	Low
Beeston (Beeston Hill)	2007	Low
Yeadon	2007	Low
Wetherby	2008	Low
Wortley	2008	Low
Osmondthorpe	2008	Low