



Focus on...

Hull Centre Management Pilot

18-month project to improve services to tenants and patients while maximising estate utilisation and efficiency

CHP buildings:

CHP estate of 12 primary healthcare and community centres across Hull

Organisations involved:

Citycare Hull (LIFT Co)
Community Health Partnerships (CHP)

Project Outline and objectives:

The Hull Centre Management service is an 18-month pilot project which began in November 2015. A joint initiative between Community Health Partnerships (CHP) and Citycare Hull, it aims to consolidate and improve services previously provided by four separate FM service contracts for CHP's 12 primary care buildings in Hull. The pilot is based on a consistent new approach to centre management with key objectives including:

- Improved understanding, management, administration and utilisation of bookable space across the estate
- Regular structured, coherent and constructive communication with all tenants
- Improved visitor experience through professional front of house services
- Provision of excellent building management and maintenance across the estate.

Community Health Partnerships' role:

CHP has acted as the enabler for this important pilot, working closely with Citycare Hull, the Public Private Partnership LIFT Co, to identify and address the issues and inconsistencies associated with four existing, different FM service contracts. Having recognised the opportunity to consolidate and improve service provision, CHP Property Managers have worked with all parties to agree a new model and structure leading to implementation of the pilot in November 2015.

CHP's ongoing role will be to review and evaluate achievement against a set of seven KPIs covering performance management; bookable space; tenant relations; compliance; soft FM; staff training and added value. Results from this process, along with feedback from tenants, will be used to determine the future adoption and potential roll-out of the centre management model.

Hull Centre Management model:

The pilot project is structured to deliver four main service elements;

- **Tenant Liaison Officers:** A three-strong team (pictured right) who act as the main point of contact for tenants across the estate. Their key role is to integrate and engage tenants, provide property management and asset maximisation services. Regular meetings are held with tenants in all buildings and the team is contactable on a dedicated email address and phone number.
- **Front of House:** This service operates at the two larger Elliott Chappell and Wilberforce Health Centres. A member of staff is on duty Monday to Friday and Saturday mornings (Wilberforce only). The role aims to ensure all patients and visitors are welcomed and assisted on arrival to improve the quality of their visit by reducing stress or unease. This is additional to existing reception services.



- **Building Managers:** The Building Manager role provides site-based maintenance services, building ambassador duties, tenant co-ordination assistance and health, safety and security support at the four largest centres – The Elliott Chappell, Wilberforce, Bransholme and Orchard Health Centres.
- **Mobile Maintenance Technician (MMT) additional services:** a team of mobile engineers carry out regular planned and reactive maintenance and provide additional mobile maintenance technician service for centres not covered by the four site-based Building Managers.

Major focus on bookable space delivers £80k pcm revenues:

Prior to the pilot, there was no accurate recording of sessional space bookings and usage across the Hull estate. Rectifying this was a major focus of the new management team, which has completely restructured the administration, record-keeping, promotion, booking and invoicing of sessional space across the estate. By using the web-based Micam booking system, CHP now has accurate booking information to identify required licence agreements and invoicing to recover the cost for sessional usage.

In January 2016, the first full operational month of the new system, over £80,000 of bookable space was invoiced to users. This represents income identified and billed for the first time. If maintained over a 12-month period, the system will capture and invoice more than £960,000. The new approach will also identify opportunities for void areas to be converted to bookable space, achieving greater estate-wide utilisation and attracting more services into CHP buildings

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Adding value to tenant relationships:

Building constructive working relationships with the many and varied tenants across 12 primary care centres is a priority of the new centre management system. Previous communication with tenants was sporadic and disjointed. To address this the Tenant Liaison Team (TLT) has established regular meetings in all centres, with minutes taken and action points followed up. Tenants are increasingly contacting the team direct with requests, using either the dedicated phone line or email service.

Anecdotally, the TLT has arranged free fire training at Bransholme Health Centre to help tenants understand their roles and responsibilities in terms of fire-related issues. In another example, a member of the team volunteered to visit a health centre to assist a tenant with training for the online room booking system, rather than deal with the query remotely.



From left to right: The Wilberforce Health Centre, Kingswood Health Centre and Newington Health Care Centre

Front of House – putting patients and visitors at ease:

For many people, visiting a doctor or medical practitioner can be a daunting experience. The CHP Citycare Front of House service is designed to overcome reservations by offering a friendly meet and greet on arrival. By putting people at ease the overall experience can be enhanced. The team often go further by guiding people with mobility or sight difficulties around the centres to their appointment or service. They will also provide teas and coffees for meetings, to extend the welcome.

CHP Property Manager, Nicola Bolton, commented: *“As head tenant, CHP recognised that the quality and consistency of centre management across the estate in Hull needed to be improved. With four separate service contracts already in place running up to spring 2017, it was a question of working within the existing contractual framework to develop solutions.*

“Citycare has been a highly responsive and professional partner in this new approach and the evidence and feedback to date has been very encouraging. We now have a system that gives proper weight to buildings maintenance and relationships with tenants, patients and visitors. Crucially, we also have the ability to utilise bookable space across the estate in a highly efficient way that has the potential to deliver more than a million pounds of income over the next 12 months.”

Caroline Havler, Citycare’s Head of Estates Management and Leader of the Tenant Liaison Team in Hull, added: *“The new centre management system is carefully structured to provide an appropriate level of resource and expertise to service all of the 12 buildings across the CHP estate.*

“For example, it recognises that the four largest centres need to have a resident on-site Building Manager, but that the eight smaller buildings can be serviced effectively by a mobile maintenance team. The Tenant Liaison Team is based off-site, but is immediately accessible through dedicated links and there is a schedule of site visits and tenant meetings that ensure that important personal relationships can be created and more importantly, maintained.

“Having a detailed overview of all buildings has also allowed us to introduce a management system for sessional room bookings that has already demonstrated significant benefits in terms of efficiencies and revenue generation.”

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**Caroline Havler, Citycare,
Head of Estates Management**

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Nicola Bolton, Community Health Partnerships, Property Manager, North of England

CHP’s primary care estate in Hull:

The 12 CHP buildings included in the pilot centre management project in Hull are:

- Alexandra Health Care Centre
- Bilton Grange Health Centre
- Bransholme Health Centre
- Elliott Chappell Health Centre
- Kingswood Health Centre
- Longhill Health Centre
- Marfleet Primary Health Care Centre
- Newington Health Care Centre
- Park Health & Social Care Centre
- The Calvert Centre
- The Orchard Centre
- The Wilberforce Health Centre.

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