Delivering Birmingham Dental Hospital and School of Dentistry

A partnership approach
The LIFT Council: an introduction

- The LIFT Council is a membership organisation representing private sector LIFT partners.
- The LIFT Council acts as a:
  - forum for member discussion;
  - voice on NHS estates issues; and
  - public advocate for the LIFT model.
- The LIFT Council Secretariat is provided by the Whitehouse Consultancy.
What is LIFT?

• LIFT companies: Public Private Partnerships (PPPs) devised by the Department of Health in 2000
• 60/40 private/public sector split
• 49 LIFTCos have invested £2.5 billion in 300+ facilities across England
• High-quality facilities to provide integrated services
• Wider than just healthcare – incorporate social care and other community-based services
• An enduring relationship between LIFTCos and local communities over the 25 year term of the lease
Project overview

- The UK’s first combined dental hospital and dental school to be built in the UK for 40 years
- Multi-stakeholder scheme, bringing together Birmingham Community Healthcare NHS Foundation Trust (BCHC) and the University of Birmingham (UoB)
- Delivery of single world-class service
- Securing the future of dental training in the region
- Realising digitalisation objective
Scheme challenges

- An ageing building with significant backlog maintenance and regulatory concerns
- Constrained city site with limited parking provision
- Previous plans for a new facility had stalled
- Reduced public funds available
- Set against the backdrop of an NHS re-organisation
- A need for continuity and improved efficiency of services to patients and students:
  - c.120,000 patients annually
  - c.600 undergraduate and postgraduate students
- Continue to develop an attractive offer for students
Strategic Property Partner

- Taking a strategic, system-wide view of health and estates
  - supporting BCHC’s journey to Foundation Trust status
  - Developing Trust estate strategy and delivery of BCHC’s Integrated Business Plan
- A signatory to the local LIFTCo's Strategic Partnering Agreement and a public sector Director of the BaS Board
- Working with BaS LIFT as their strategic property partner:
  - access to specialist development, funding and estates expertise
  - a pre-approved procurement route for delivering new facilities
The need for a new facility is identified

Further OBC submitted

Site selection

Project reaches FC and starts on site

PC Feb 2016

Operational Spring 2016

1999

2005

First Outline Business Case (OBC) approved

2008

2010

The local LIFTCo (BaS LIFT) becomes formally involved

2011

2012

Final OBC approved

2013

2015

In November, HRH The Queen officially opened the facility

2016

Operational Spring 2016
Securing a strategic site

- Local health estate knowledge
- Site options appraisal
  - accessibility, affordability and deliverability
- Masterplanning of the Pebble Mill site
  - part of a wider development – a hub for Medicine, Learning and Life Sciences
  - regional-focus – Edgbaston Medical Quarter and University Hospitals Birmingham NHS FT
Delivering a shared vision and identity

- BCHC – transforming local healthcare provision
- UoB – delivering world-class education and research
- LIFTCo’s ability to bring these workstreams together:
  - balancing clinical and patient need with teaching and training requirements
- Delivered through an effective programme of stakeholder engagement:
  - co-designed with BCHC and UoB
  - joint ‘Task and Finish’ groups to define accommodation and end-user requirements
  - joint Project Executive Team and Project Board for governance and decision-making
  - consultation with staff, students and the local community
Affordability and risk

- Ability to de-risk the scheme for the Trust:
  - reduced complexity of the procurement
  - private sector took the delivery risk
  - working within an affordability cap – fixed construction price
  - market-testing funding packages - ensuring best value for money for the client
  - managing the procurement of specialist equipment, e.g. dental chairs – reducing cost and risk
Speed of delivery

- Financial close was achieved within just 21 months of site selection
- Project did not have to go through OJEU – reduced procurement time, cost and risk
- This process included:
  - securing two DH approvals
  - achieving outline and detailed planning consent
  - consultation and engagement spanning the design and development phases
Project deliverables

- £50million, 15,465sqm landmark facility
- Completed in Spring 2016
- Largest single project to be delivered by the national LIFT programme
- Provides high quality dental services to a regional patient population of 5.5 million people, including:
  - walk-in emergency dental care, oral surgery, orthodontics and paediatric dentistry
- State-of-the-art teaching facilities for the University of Birmingham’s School of Dentistry and Hygiene, incorporating:
  - lecture theatres and clinical teaching/skills laboratories
- Provides a high quality and hi-tech environment for staff
Improved outcomes

- Increased patient satisfaction and access to services:
  - NHS Friends and Family Test

- Attractiveness and improved recruitment and retention:
  - increase in UoB student applications and retention of students to boost the local health economy
  - growth in consultant staff body
  - reduced staff vacancy levels
  - improved staff morale

- Reduced operating costs due to implementation of technology

- Release of capital – no backlog maintenance, ensuring capital available to spend in other areas

- Co-location with Edgbaston Medical Quarter

- Increased accessibility and car parking
Benefits of partnering

• Member of the BaS LIFT Board
• Made a complex mixed-use health and education project possible, providing:
  – pace
  – certainty
  – affordability
  – ease of procurement
• Driven by a long-term vision and shared goals:
  – two organisations coming together to deliver a single world-class service
• Ensured continuity and improved service provision for the Trust and University
• Maintenance of the building – fosters a long-term relationship
Any questions?