

## Janet Davies – General Manager



Having spent most of my career working in the NHS, originally training as a nurse at Bart's Hospital, it feels that I have 'come home' as I walk nearby through St Paul's Cathedral on my way to and from the office each day. I worked for many years as a health visitor and clinical manager before taking up director posts across Lambeth Southwark and Lewisham (LSL), where I acted as the PCTs' Project Director to procure the LSL LIFTCo, and subsequently was appointed as the LSL LIFTCo General Manager.

After two and a half years at LSL, where we had completed three large LIFT health facilities, with four more in development, I was recruited by Community Solutions for Primary Care (CSPC) as the General Manager for Camden & Islington Community Solutions (LIFTCo).

There are undoubtedly many challenges ahead, but challenge is the life-blood and joy of work, and the CICS team is committed to delivering a first class service to public sector and voluntary organisations across Camden and Islington.

I have been in post for since September 2008, and it has been an exciting time with the opening of new health centres for NHS Camden and NHS Islington, three major refurbishment projects completed or underway for NHS Islington, and two feasibility studies for new developments in progress.

I have thoroughly enjoyed getting to know our partners in Camden and Islington PCTs and more latterly their respective Local Authorities.

## Meet the Team



Gavin Hindley  
Property Manager

Responsible for managing the five existing LIFT centres. He also manages CSPC's nationwide portfolio of GP premises.



Donovan Walker  
Project Development Manager.

Works on projects in development and under construction, and is currently overseeing the refurbishment works at Goodinge and Highbury Grange Health Centres.

## Welcome to the Camden & Islington Community Solutions (CICS) Newsletter



Camden and Islington Community Solutions Ltd (CICS) has been operational for over five years, so with the start of the new decade it's time for us to celebrate our achievements with a wider audience.

CICS was established in 2004, following Camden and Islington PCTs' joint procurement of a LIFTCo (a public private partnership) to develop health and social care premises in Camden and Islington, under a 20-year Strategic Partnering Agreement (SPA).

Camden and Islington PCTs are shareholders in CICS, alongside Community Health Partnerships (CHP – an arm of the Department of Health) and Community Solutions for Primary Care.

To date we have developed three new primary care centres (Hanley, Bingfield & Partnership) and Holloway Community Health Centre for NHS Islington (Islington PCT) and a large health centre in Kentish Town for NHS Camden (Camden PCT). This first newsletter concentrates on the success of Kentish Town Health Centre, which commenced on site in May 2007 and became operational in December 2008. The RIBA award winning building was nominated for the 2009 Stirling Prize. It is an exemplar primary care building, many aspects of which are being exported elsewhere.

Future editions of the newsletter will include updates on other CICS operational centres and new projects in development.

## How Can We Follow That?

### Eric Byers, Chair CICS



Its success in winning professional recognition and being shortlisted for the prestigious Stirling Prize – losing only to another health facility – was a reward for the works professionals and staff involved on behalf of NHS Camden (Camden PCT), Dr Roy Macgregor's James Wigg GP Practice and CICS.

The question for 2010 is how do we sustain that momentum? The year will be spent in developing some exciting joint schemes in both Boroughs to roll out the polysystem approach to the delivery of health services that is being applied to community health structures.

2009 witnessed our largest and most public LIFT development in Camden & Islington with the opening of Kentish Town Health Centre.

At least one scheme will, for the first time, be in partnership with LB Camden.

These developments will give the NHS a real opportunity to facilitate a genuine shift away from dependence on traditional large acute hospitals for the major share of the health needs of our population.

The economic outlook in general and for healthcare in particular means that we will be under pressure to highlight value for money and to optimise the resources that our partners can bring to each initiative. We are confident that we can build on the Kentish Town story to convince all the community providers in our area that CICS input will enhance each end product. We are confident that we can persuade our funding partners that we will remain an attractive target for their capital investment.



## Dr Roy Macgregor & the James Wigg Practice at Kentish Town Health Centre

It is through the commitment and vision of Dr Roy Macgregor, as design champion, that the development of Kentish Town Health Centre came to fruition. Roy Macgregor ran a design competition in conjunction with RIBA, after which Camden PCT put the scheme, designed by Allford Hall Monaghan and Morris architects, into its LIFT programme.

Roy Macgregor is a GP who started working in Camden in 1980; since which time the practice has expanded from 8 to 25 doctors. It is described as an Industrial Training Practice due to the amount of teaching and training undertaken.

The practice was awarded Beacon status by the NHS for its advanced ICT work and remains one of the most advanced paperless GP practices. As well as the doctors, the primary care team includes 3 nurse practitioners and 21 visiting sessional workers. These include employment, welfare, and finance advice, psychosexual counselling, a variety of psychological therapies and drug and alcohol advice sessions.

The practice's partnership with Tomorrows People to offer employment advice, the first GP Practice to offer this service, has led to considerable government interest in the scheme. This has now been adopted by more than 200 UK GP Practices.

Since Kentish Town Health Centre has opened, the GP patients registering with the practice have increase by nearly 10 % and there has been a significant improvement in attendance rates for breast and other screening initiatives.

Roy Macgregor is a director of Community Health Partnerships, the Department of Health Vehicle for delivering Primary Care premises nationally. He has also contributed to the development of the National Health Building Notes (HBN11) recently published. He has a particular interest in architecture and design, and experience of developing other GP premises.

## Mark Bankole Kentish Town Health Centre Building & Facilities Manager

Kentish Town Health Centre has been a great success, but it is fair to say that behind the scenes there have been teething problems that a team of CICS's property manager, facilities manager, construction contractor and maintenance staff have worked hard to resolve with the tenants' representative and Mark Bankole, the health centre's Building and Facilities Manager. Whilst the procedures may have appeared bureaucratic at times, the LIFT framework does ensure that CICS has responsibility to resolve all building-related matters to enable services to be delivered during operational hours.

The problems at Kentish Town Health Centre have been frustrating at times, particularly for those who use and work in the centre. CICS is grateful to all those concerned for their patience. It is inevitable that in such a busy building problems will continue to arise from time to time and a procedure is in place for reporting problems through Mark Bankole. Mark has continued to assist greatly to ensure the smooth running of day to day operational activities and management of the KTHC and it is a pleasure to work with Mark, who is unfailingly polite, helpful, and welcoming to all.



When Kentish Town Health Centre first opened and few PCT services had moved in, Mark Bankole was employed as the Security Operations Officer, but soon came to the attention of the PCT and Roy Macgregor's GP Practice, as someone who had the commitment and capability to be employed as the building and facilities manager.

Mark says "I have always enjoyed being able to resolve problems for others or assist with getting the best out of anything and this is what my job is mainly about."

NHS Camden is dedicated to ensuring the centre provides outstanding service delivery and I am proud to be a part of the Estates and Facilities department of NHS Camden that plays a major role in the management of the centre.

As a team we are always looking for ways to improve service delivery within the centre and to maintain this lovely building. It is very satisfying to be able to assist the various services in KTHC with providing exceptional medical care to the public and also to enhance the working environment for the staff in the centre. The past year has been very fulfilling as we have worked together to rectify the teething problems and also 'fine tune' the building to suit the changing needs of services and the introduction of more services to the centre".

## Kentish Town Health Centre - Patient Services and Awards

Since it opened, Kentish Town Health Centre has won a raft of awards, and has had many health service staff, as well as architects, beating a path to its door to gain an insight into how inspirational health care design impacts positively on service delivery

As well as the James Wigg GP Practice, Kentish Town Health Centre accommodates Camden Psychological Therapies Services (CPTS), Central and East London Breast (CELBSS), baby clinics, community nursing and health visitors, community dental services, joint health and social services for children with profound disabilities and diagnostic services. There are also advice services such as Age Concern, Bengali interpreter, CAB advice, Camden Active Health, healthy eating advisor, Somali counsellor, women's physiotherapy and yoga therapy and Local Councillor's surgery.

Writer Alan Bennett, who is a patient at the James Wigg Practice, opened Kentish Town Health Centre in June 2009, and the ceremony subsequently appeared in a BB2 documentary celebrating his 75th birthday year. During 2009, Kentish Town Health Centre has won the following awards:

- LIFT design award (also short-listed for User Experience)
- Building Better Healthcare awards for Primary Care Design (where Roy Macgregor also won the Design Champion award)
- Building Magazine Public Building of the Year award



It was also shortlisted for the Construction Manager of the Year awards (£7-10m) and has been shortlisted for the 2010 Civic Trust Awards.

Most prestigiously, Kentish Town Health Centre was short-listed for the 2009 Stirling Prize award, a huge achievement considering the short-list included only six buildings considered to be the very best design across Europe. CICS intends to build on this achievement for future projects.