

NHS GRAMPIAN

Facilities and Estates Strategic Delivery Plan 2018-2021

1. Actions Recommended

The Board is asked to

- Endorse the objectives and strategic priorities of the Facilities and Estates (F&E) Strategic Delivery Plan 2018-2021 and the alignment to support NHS Grampian's Clinical Strategy, Property Asset Management Plan and Local and Regional Delivery Plans for Acute Services and Health and Social Care Partnerships (H&SCPS).
- Note the progress to date and ongoing focus within the paper in taking forward a number of key actions to support the Strategic Delivery Plan.

2. Strategic Context

The majority of healthcare services delivered across NHS Grampian are dependent on the operation of buildings and infrastructure. Facilities management costs are second only after staff resources. The buildings and infrastructure need to be analysed, maintained, risks assessed and investment targeted to effectively underpin the current and future organisational performance.

The management of facilities demands more than merely maintaining and servicing buildings along with its operations. It is also a strategic management function that plays a critical role to enable the organisation to better achieve its stated objectives, adding value by facilitating improved 'well-being' and productivity from a satisfied and comfortable workforce, enhancing the user experience, minimising and mitigating risks and controlling costs through efficient management.

Nationally, the Healthcare Quality Strategy for NHS Scotland sets out an ambitious approach to become one of the best health services in the world that is person centred, safe and effective for every person at all times. To follow through, a vision was set by the Scottish Government that by the year 2020, everyone is able to live longer healthier lives at home or in a homely setting.

For better integrated care to become a reality, the single biggest reform to the way health and social care is delivered in Scotland, which came into force in April 2016, was the health and social care integration. It brings together the NHS and social care services under one partnership arrangement for regions in Scotland to ensure people get the right care, at the right place and time, and are supported to live well and as independently as possible.

The national Clinical Strategy sets out a framework for the development of health services across Scotland for the next 15 years. It makes proposals for how clinical services need to change in order to provide sustainable health and social care services fit for the future. Examples such as "safe and sustainable services, improved patient experience and health outcomes, a drive for higher quality, person centred care and a greater emphasis on primary and community based services with

improved processes in acute care” were mentioned in the strategy.

To drive the above forward, the Health and Social Delivery Plan was released in December 2016 which recognises the limited resources and challenges Scotland faces to meet demands across the population. There will be increasing needs for health and social care as our population is growing older. Hospital care will rise between 16%-30% over the next 20 years. The Health and Social Care Delivery Plan seeks to adopt a ‘Once for Scotland’ approach to change the way we work, improve, integrate and coordinate services to reduce the geographical and organisational barriers to increase efficiency, reduce costs and maximise returns from continuous improvement to support services and functions.

Underpinning the delivery of NHS Scotland’s wide range of healthcare services is a substantial property and asset base worth around £6.2bn. Therefore assessing, maintaining and risk based investment in the right assets and services will be central to achieving the 20:20 vision support the delivery of the national Clinical Strategy in Scotland.

Regionally, in recognition of the ‘Once for Scotland’ approach and the consideration of the vast property and assets, the North of Scotland Boards have collaborated and have recently formalised the arrangement through the six regional North of Scotland Facilities and Capital Planning Group to create and drive new opportunities for innovative service delivery solutions. The extent of this challenge is matched by the scale of ambition to improve the health of the population and to deliver services in a way that is tailored to the unique nature of the region.

Locally, NHS Grampian’s Clinical Strategy pulls together the key strands from the national Clinical Strategy, which are summarised into four intrinsically connected themes where progress in one has an influence on others i.e. Prevention, Self-Management, Planned Care and Unscheduled Care. The implementation of the strategy is underpinned and supported by a range of delivery plans.

Importantly, the interconnected linkages to the F&E Strategic Delivery Plan are clear within the Clinical Strategy making reference to examples such as “creating the right environment for change, positive environment for well-being, an environment that stimulates innovation, influencing how people behave, better environment for delivery of healthcare services and experience of care for patients, having the facilities to create those environments for change”.

3. Key matters relevant to recommendation

To enable NHS Grampian to understand how the F&E Sector can support the above interconnected linkages within the Clinical Strategy, the F&E Sector Strategic Delivery Plan has set out a forward thinking vision and approach in establishing a ‘5-themed’ operating model to drive maximum value and benefits to support and align with NHS Grampian’s key strategies in the delivery of a range of healthcare activities.

The implementation of this model will transform the F&E Sector into becoming the ‘Informed Partner’, a trusted and critical in-house function that has the capability, competence and intelligence to manage our facilities, infrastructure and the property portfolio, resources and assets. The benefits to NHS Grampian in addition to the

above, will enable the F&E Sector to adopt a strategic planning and management profile to advise and support the Board's clinical direction and plans. A summarised description for each section of our '5-themed' operating model are listed below.

Quality and Service

Engaging with service stakeholders in primary and secondary care, locally, regionally and nationally in a way appropriate to their interest and influence. An operational approach based on identified needs and agreed standards with the ability to know how well we are achieving those standards. Having the methods to plan and deliver our activities and services, including those provided through specialist contracts.

People and Safety

Planning of our work activities include minimising the risk of harm to patients, staff and visitors. Engaging proactively and constructively with our staff, their representatives and the HR function and ensuring that effective and competent delivery structures are in place. Supporting, developing and recruiting staff to sustain the team over time and to enable productivity in terms of the changing needs of the health service.

Cost and Value

Service planning to deliver the most valuable activities from the funding allocated. Effective planning, measurement and control of expenditure and income (revenue and capital). Measurement of value for money and regular comparison with other relevant organisations. A structured and controlled approach to procurement to ensure reliability, best value and compliance with relevant regulations and guidelines.

Support Processes

A structured approach to collecting, storing and processing data to provide reliable information for managing operations, making decisions and providing assurance. A method where we can identify and track (for movable equipment) our assets including their key attributes, use and condition. An approach to regularly assessing our risks, how these are mitigated and the level of control.

Performance Management

An effective method to measure achievement of our Sector goals and the effectiveness of our arrangements to do that. A system of review that balances the four aspects of quality/service, our people, cost/value and support processes, identifying our key improvement priorities and facilitating those improvements.

To ensure successful implementation of the above description summaries of the operating model, the F&E Sector has identified a set of strategic priorities as areas of improvement to embed within the Sector over a 3 year period. Successful achievement of these priorities will provide a solid foundation in the journey of achieving the 'Informed Partner' status.

Strategic Priorities 2018-2021:

1. Engagement and effective collaboration with Acute services, Health and Social Care Partnerships (HSCPs) and across the North of Scotland with patient-centred priority setting to maximise the value from the overall allocated funding.

2. An integrated approach to data management, information for decisions and digital intelligence. This includes a reduced administration burden through a robust challenge of why and how we do things and the ongoing application of the ESSA (Eliminate, Simplify, Standardise and Automate) principles.

3. A proactive and formally structured approach to managing the performance and commercial control of our contracted services with clearly defined management responsibilities, processes and reporting.

4. An integrated and more comprehensive approach to property, asset and equipment information enabling best-value management, investment optimisation and effective risk management.

5. Effective goal-setting, support and supervision to enable optimum staff performance and productivity in terms of the developing needs of the health service. Well-targeted individual development and recruitment for a sustainable team and adapting to the changing service demands where needed.

6. A systematic and informed approach to Sector and service risk assessment, mitigation and reporting. Fully comprehensive planning, monitoring and reporting on the key activities that demonstrate compliance with relevant regulations and standards.

7. Identification and regular analysis of key performance indicators and value benchmarks for each service area to measure progress and highlight improvement priorities. Structured planning and resourcing of service and support process improvements for sustainable additional value for NHS Grampian.

The F&E Strategic Delivery Plan is a live document and the Sector aspires to provide ongoing updates every 6 months through the appropriate System Leadership Team (SLT) sub group.

4. Responsible Executive Director and contact for further information

If you require any further information in advance of the Board meeting please contact:

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Additional supporting information

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