Accelerating the Pace of Change in Strategic Estates Delivery

Be More Effective  Drive Greater Efficiency  Overcome The Hurdles

Simon Corben & Nigel Burchett
Introductions

The Benefits of a Strategic Estates Partnership

Our Experience at Sussex Community NHS Trust
Introductions

Simon Corben
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The Benefits of a Strategic Estates Partnership
We work in partnership with:

- Healthcare providers
- Commissioners
- Local authorities
Support for transformation
Technology and infrastructure
High quality care
Specifically providing:

- Strategic health and financial planning
- Multidisciplinary design
- Property management and estate optimisation
- Programme and project management
Our focus has been on:

- Engaging with clinicians, staff and patients to change how they work and use their buildings
- Innovating and developing new products and services
- Bringing lessons learned from other industries to health sector
What is a strategic estates partnership?

A collaborative approach to delivering:

1. Evaluation of strategy
2. Evaluation of infrastructure
3. An agenda of supported challenge that delivers ‘innovative and affordable opportunities’ to change the way service is delivered
Where we have delivered this...

- Avon and Wiltshire Mental Health Partnership NHS Trust
- Barts Health NHS Trust
- Central London Community Health NHS Trust
- Doncaster and Bassetlaw NHS FT
- NHS Property Services
- Leicester, Leicestershire and Rutland
- Royal Brompton & Harefield NHS FT
- Sussex Community Partnership
Estates model options

- **Estates Advisory and Consultancy Services**
  - University Hospitals of Leicester: 5%
  - Doncaster and Bassetlaw Hospitals NHS Foundation Trust: 7%
  - Sussex Community NHS Trust: 10%

- **In-source Partnership**: Working alongside the Trust to identify savings through Estates Rationalisation and Transformation
  - Central London Community Health Trust: 20%
  - Full Partnership including Estates and Facilities Management: 30% plus

- **Consultancy plus**: Long term relationship delivering full range of services and advice
  - University Hospitals of Leicester
  - Doncaster and Bassetlaw Hospitals NHS Foundation Trust
University Hospital Leicester NHS Trust

**CAPITA**

**Health Partners case study**

**supporting estate optimisation and transformation**

**The national programme for New NHS Estates**

Creating the right environment to support healthcare excellence requires a flexible, standards-based approach to delivering the right facilities. This project provides a framework for managing the transformation of the estate to support the needs of the Trust.

**The Five-year Estate Transformation Plan**

The Plan sets out the strategic direction for the Trust’s estate transformation. It outlines the key strategic objectives, the project milestones, and the key performance indicators. This is a comprehensive overview that supports the transformation of the Trust’s estate. It includes the following key elements:

- **Strengthening the Trust’s Estate**
- **Enhancing Patient Experience**
- **Improving Staff Experience**
- **Ensuring Sustainability**
- **Enhancing the Trust’s Reputation**

The Plan is designed to ensure that the Trust has the right facilities to support its strategic objectives and to meet the needs of patients, staff, and the community.

The Plan is divided into five key sections:

1. **Strategic Plan**
2. **Operational Plan**
3. **Financial Plan**
4. **Quality Plan**
5. **Implementation Plan**

Each section outlines the key activities, timelines, and responsibilities required to deliver the Plan.

The Plan is a living document that will be updated regularly to reflect changes in the Trust’s needs and priorities.

For further information, please visit www.capitahealthpartners.co.uk

[www.capitahealthpartners.co.uk](http://www.capitahealthpartners.co.uk)
Barts NHS Trust - Strategic Property Partnership

Insight Led Transformation – Informing Operational Decision in real time

Results
- 20% capacity release in Outpatients
- 30-40% increased theatre activity
- 30% activity increase in Radiology and reduction in wait times from 12 weeks to 2 weeks.

Opportunity to reduce the estate by circa 20%
Corporate Services, Transformation and Growth. BPO including back office and Estate services:
- Estates and Facilities Management
- Property Portfolio Management
- Estates Optimisation
- Development of Investment Opportunities

Deal size and duration
- £21m for estates piece (Mid Case Solution)
- 7+3 Years

Our objectives for Estates & FM Solution:
- Ensuring the right properties are in the right place for the right price
- Providing improvements in efficiency and quality
- Providing the flexibility and adaptability to support changing needs

Central London Community Healthcare (CLCH)
Partnering for Success
Sussex Community NHS Trust

SCT and Capita entered into a 5 year (+5) Partnership Agreement in 2013...
Trust background

Main provider of community healthcare across Brighton and Hove, West Sussex and parts of East Sussex

Delivering high quality medical, nursing and therapeutic care to more than 8,000 people a day

4,400 staff: community & specialist nurses; doctors; therapists; healthcare assistants; support staff...

+ 500 volunteers

Spends around £193m pa
Trust estate

8 freeholds (Brighton and Hove)

52 properties as tenants / occupiers + further 240 locations

In-house hard FM for freehold estate

In-house Soft FM services across all of the estate

Some assets with high costs and/or not in the right location

74,000 sqm occupied space
Sub standard accommodation (due to inherited legacy issues) with poor space utilisation.

Clinical and Service strategies unclear and emergent.

Persuading landlords to invest takes time.

Difficult to access funding.
Why a strategic partnership?

- Forward plans were in development
- Trust recognised a shortfall in capacity and resources
- SCT recognised added ‘strength’ from 3rd party to bolster reputation and range
- On the way to becoming a Foundation Trust
- Preferred a long-term relationship
Drivers for Change

Reduce the number of properties and costs

Utilise accommodation more efficiently and flexibly

Improve compliance and quality

Achieve sensible co-location of services

Become sustainable

Accelerate the pace of change
Reduced estates costs by 21% in 3 years (£4.8m)

Vacated 14 properties, comprising 6,500 sqm

£780k sustainability investment with savings of £3.6m

Substantially improved space utilisation

On track to achieve 5,000 tonnes CO\textsuperscript{2} reduction by 2020 (savings of 4.75 million)

Quality of accommodation and compliance significantly improved

Managed Print, VOIP telephony and agile working technologies

500,000 business miles saved annually

Investment in staffing resources

1,000 tonnes+ waste diverted from landfill

Over 17% absolute CO\textsuperscript{2} reduction

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Recognise that **Asset Management** is different to Operational Estates Management

Use the available tools and have good systems / information

Invest in the right resources

Learn from others and get help when required

Become commercially minded and be strong leaders

Ensure strong Board support

Be proactive not reactive - empower your team

Understand the strategy but focus on delivery

Work hard on external and internal stakeholder engagement including operational services

Fully understand your business objectives

Behavioural and cultural change are key

Forge strong partnerships

Be ambitious and solutions-driven

Invest to save – promote the benefits
Added benefits

- Financial and operational efficiency improved with reduction in waste and inefficiency
- Catalyst for further transformation – roadmap becomes clearer
- Organisation seen as successful and a good place to work
- Getting ahead of the curve gives head room
- Risk reduction
- Improved quality standards and better patient care
Thank you

Any questions?