NHS
The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

ESTATES & FACILITIES WORKPLAN

2022/23

EXCELLENCE STARTS HERE

Our vision is to
be the best rural
District General
Hospital for patient
and staff experience

QUALITY
ENGAGEMENT
HEALTHY LIVES

OUR STRATEGIC OBJECTIVES

Our Corporate Strategy includes six clear strategic objectives, each with Executive Director leads (see below).

Each of the overarching strategic objectives has a range of underpinning Key Performance Indicators (KPIs).

We will publish progress reports on a quarterly basis, to be open and transparent with our patients, partners and staff about 'how we're doing'.

STRATEGIC OBJECTIVE 1

To consistently provide safe and compassionate care for our patients and their families.

Executive Lead - Chief Nurse

STRATEGIC OBJECTIVE 2

Modernising our hospital (estate, digital infrastructure and medical equipment) to support the delivery of optimal care.

Executive Lead - Deputy CEO

STRATEGIC OBJECTIVE 3

Strengthening staff engagement to create an open culture with trust at the centre.

Executive Lead - Director of People

STRATEGIC OBJECTIVE 4

Working with patients and system partners to improve patient pathways and ensure future financial and clinical sustainability.

Executive Lead - Director of Strategy and Integration

STRATEGIC OBJECTIVE 5

Supporting our patients to improve health and clinical outcomes.

Executive Lead - Medical Director

STRATEGIC OBJECTIVE 6

Maximising opportunities for our staff to achieve their true potential so that we deliver outstanding care.

Executive Lead - Director of Patient Safety

ABOUT US

With over 4,000 staff (known as Team QEH), we are one of the biggest employers in West Norfolk, supporting the health and wellbeing of our local community. We are fortunate to be supported by 300 dedicated volunteers. QEH has circa 500 beds, 28 wards, a budget of circa £220m and serves a population of around 331,000 people who live in the three counties of Norfolk, Cambridgeshire and Lincolnshire.

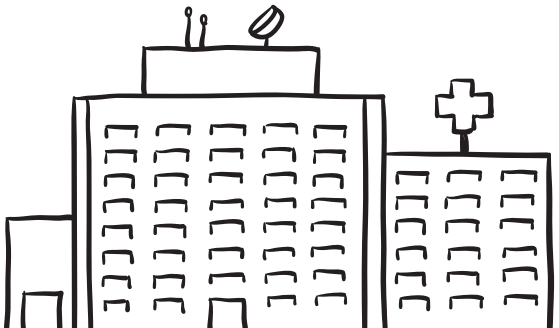
The size of the QEH site is 47-acres, and comprises of the main hospital with its clinical and support accommodation, together with a range of surroundings, buildings and structures.

The Estates and Facilities Division have worked together to develop this workplan for the year ahead to support a building beyond its design life, and with a roof that requires the structure to be supported.

ABOUT US

The Estates and Facilities teams consists of circa 500 staff, providing a range or services to our patients and staff across the whole site.

- Buildings
- Capital Planning
- Car Parking
- Catering
- Domestic Services
- EBME
- Electrical
- Health & Safety and Fire
- Linen Services
- Mechanical
- Portering and Security
- Post Room
- Waste and Recycling



ABOUT US

Team structure

Nichola Hunter
Acting Director of Estates & Facilities

Iain Clingo
Head of Estates

Vacant
Facilities Manager

Phil Martin
Head of Capital Projects

Lee Tansley
EBME Manager

Emma Carlton
Health, Safety & Compliance Manager/CAS Liaison Officer

Rachel Nudd
HR Business Partner

Joe Daly
Portering & Security Manager

Barry Quince
Car Parking and Linen Manager

Stewart Nimmo
Catering Manager

Robert Barrett, Steve Adcock, Richard Davey, David Wright
Estates Officers

Donna Mason
Domestic Services Manager

Barry Russell, Keith Wagg, Corinne Cutting, David Plitsch, Tanya Wiley
Health and Safety Team

Neuza Russell
Deputy Domestic Services Manager

Jeannette Walsh, Jackie Fry, Paul Snowie, Michael Skinner
Project Management Team

Mark Collins
Fire Safety Officer

PRIORITY 1 – Quality

STRATEGIC OBJECTIVE 1

To consistently provide safe and compassionate care for our patients and their families.

STRATEGIC OBJECTIVE 2

Modernising our hospital (estate, digital infrastructure and medical equipment) to support the delivery of optimal care.

Plan	Timescale	How will it be measured?
Maintain five star rating for food hygiene as governed by the Borough Council of King's Lynn and West Norfolk's Environmental Health Department	• The next inspection is due November 2022	• Five stars awarded providing assurance that patient and staff food is prepared, cooked and served in a safe environment • Oversight and governance arrangements are via the Hospital Infection Control Committee (HICC)
Meeting the new NHS Standards of Cleanliness	• To implement the new standards by Quarter Two	• Cleanliness audits are carried out by the Cleaning auditor, the compliancy target is 95% and the Trust overall percentage is 97% • Ad-hoc audits are carried out by Lead Nurses, Chief Nurse and Acting Director of Estates and Facilities

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Plan	Timescale	How will it be measured?
The team will work with NSHE/I to deliver the allocated £80m capital for RAAC to cover years two to four	• The business case for RAAC years two to four is to be submitted to the Board in Quarter One and once approved will be sent to NHSE/I regional for approval by Quarter Two • Brancaster and West Dereham Wards refurbishment work have commenced to accommodate Castleacre and Windsor Wards and is due for completion Quarter Two	• Close monitoring by NHSE/I on a monthly basis to ensure the capital monies are being spent and the work plan is on schedule • Internal governance mechanism in place with the monthly Estates Delivery & RAAC Forum (which reports to the Use of Resources Executive Group (UREG), then onto Finance and Activity Committee (FAC) and Board) • Project team in place to manage key milestones to ensure completion in Quarter Two
Roof surveys to be completed to ensure all deflected planks are monitored or supported	• Continuation over the next 12 months to report further deflection	• Comparison with 2020/21 and 2021/22 survey results to monitor any changes • RAAC Roof team in place surveying roof - ongoing
Creation of a new Endoscopy Unit	• The ground floor remains on track for completion by Quarter Three. The first floor is scheduled for completion by the end of Quarter Three	• Internal governance mechanism in place with the monthly Estates Delivery & RAAC Forum (which reports to the UREG, then onto FAC and Board) • Project team in place to manage key milestones to ensure completion in Quarter Three
Castleacre and Windsor Wards	• Failsafe steel structure to be installed for completion in Quarter Three	• Internal governance mechanism in place with the monthly Estates Delivery & RAAC Forum (which reports to the UREG, then onto FAC and Board) • Project team in place to manage key milestones to ensure completion in Quarter Three

PRIORITY 1 – Quality

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Plan	Timescale	How will it be measured?
Theatres	• Planning and pre-construction works for the failsafe structure is programmed during Quarter Two and Quarter Three	• Project team in place to manage key milestones to ensure completion in Quarter Three • Internal governance mechanism in place with the monthly Estates Delivery & RAAC Forum (which reports to the Use of Resources Executive Group (UREG)
Two new MRI machines	• The two units are programmed to be delivered in September 2022 with completion due by Quarter Four	• Project team in place to manage key milestones to ensure completion in Quarter Four • Internal governance mechanism in place with the monthly Estates Delivery & RAAC Forum (which reports to UREG)
Gayton & Feltwell Wards	• Failsafe steel structure to be installed which are due to commence in Quarter Three	• Project team in place to manage key milestones to ensure completion in Quarter Three • Internal governance mechanism in place with the monthly Estates Delivery & RAAC Forum (which reports to UREG)
Denver & Elm Wards	• Failsafe steel structure to be installed which are due to commence in Quarter Four	• Project team in place to manage key milestones to ensure completion in Quarter Four • Internal governance mechanism in place with the monthly Estates Delivery & RAAC Forum (which reports to UREG)
Emergency Department expansion	• Business case to be submitted to Finance & Activity Committee (FAC) in Quarter Two	• Project group engaged inclusive of clinicians, nursing staff, estates and facilities and operational team to manage key milestones • Internal governance mechanism in place with the monthly Estates Delivery & RAAC Forum (which reports to UREG) • KPIs detailed in business case

PRIORITY 1 – Quality

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Plan	Timescale	How will it be measured?
Backlog maintenance work plan	• A detailed work plan to be in place by Quarter Two for the Estates team to work through. This will cover the significant areas as highlighted in the six-facet survey and details the estates and safety compliance requirements • Ensuring projects mirror the requirements of Patient-Led Assessments of the Care Environment (PLACE) and an environment that is dementia friendly	• The work plan will be presented at the Estates Delivery & RAAC Forum on a monthly basis detailing progress and any issues, with a sex-monthly report presented to Hospital Management Board and onto the Finance & Activity Committee • Work plan to be monitored fortnightly to ensure completion of works by end of Quarter Four
Same Day Emergency Care (SDEC) expansion	• Refurbishment of area to include the gym, physiotherapist and SDEC and work to commence in Quarter Three	• Project team in place to manage key milestones to ensure completion in Quarter Four • Internal governance mechanism in place with the monthly Estates Delivery & RAAC Forum (which reports to Use of Resources Executive Group) • Better environment for patients and staff

PRIORITY 2 – Engagement

STRATEGIC OBJECTIVE 3

Strengthening staff engagement to create an open culture with trust at the centre

STRATEGIC OBJECTIVE 4

Working with patients and system partners to improve patient pathways and ensure future financial and clinical sustainability

Plan	Timescale	How will it be measured?
Improve culture/staff engagement	• The management team will role model the Trust's behaviours and values - ongoing • To achieve increased responses by 5% to the pulse survey/staff survey results • Ongoing open listening and sharing events will continue with all Estates & Facilities teams on a monthly basis	• Staff Survey, Pulse Survey and exit interviews • Staff are asked to raise any concerns/issues at these events and are also signposted to other groups that they can raise issues to, for example, Freedom To Speak Up • A Staff Survey champion is in place, who attends the Staff Survey Steering Group. Staff Engagement workplan in place to improve communication, staff engagement and staff retention
HR Business Partner (Estates & Facilities)	• Continued support of the HR Business Partner working closely with the Domestic, Catering and Portering & Security teams to support managers in handling sickness and supporting staff returning to work • A target has been set to reduce sickness by 2% per month	• Monthly sickness statistics from HR
Merge the Estates and Facilities team into one area	• Work is progressing on a new area for the Digital Team to enable the Facilities team to move into the Estates corridor - the aim is to have this completed by the end of Quarter Three	• Efficiencies across admin roles • Both teams sharing the Estates and Facilities response to the service needs of the Trust • The moves also aid the removal of storage from the corridors and will support keeping the corridors clear
Address car park capacity issues	• Monthly Car Park Forum meetings to be scheduled from Quarter One with key stakeholders to work on car park issues/concerns/layout • Travel Plan and Car Park Strategy to be developed and completed by Quarter Three	• Options explored and agreement met by involvement of all users - to gain a system that meets all of the objectives • A Travel Plan Steering Group to be put together by Quarter Two to manage key milestones

PRIORITY 3 – Healthy Lives

STRATEGIC OBJECTIVE 5

Supporting our patients to improve health and clinical outcomes

STRATEGIC OBJECTIVE 6

Maximising opportunities for our staff to achieve their true potential so that we deliver outstanding care

Plan	Timescale	How will it be measured?
Provide freshly cooked meals on site	• Using local suppliers and local ingredients wherever possible • Implement a staff suggestion scheme/survey to see what meals staff would prefer. To complete by October 2022	• Survey to be completed to ask staff what their meal preferences are • Improved usage of the facility by 20%
Redesign of the servery area in The Hub Cafe. A new servery will enable the delivery of a new menu, healthy options and modern cuisine	• The completion of this will be early Quarter Four	• Better environment for visitors and staff • Greater usage of the area • Staff survey
Provide secure, well-lit bike storage areas	• To implement more secure bike storage areas for staff to promote cycling to work by the end of Quarter Three	• Better environment for staff • Regular routine maintenance checks to ensure areas are lit and replace bulbs where necessary • Staff survey on use of bike storage facilities
Staff changing room refurbishment to include new showers and toilet facilities	• Changing rooms to be refurbished during Quarter One with completion due by end of Quarter Three	• Project team in place to manage key milestones to ensure completion by end of Quarter Three • Internal governance mechanism in place with the Estates Delivery & RAAC Forum (which reports to the Use of Resources Executive Group) • Better environment for staff
Provide a fruit and vegetable stall in the main entrance for staff and visitors	• To have a stall implemented in Quarter one	• Ad-hoc meetings with supplier to gain feedback on usage • Staff survey

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please contact 01553 613391 or email communicationsqeh@qehkl.nhs.uk

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King's Lynn NHS Foundation Trust

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