



NHS

The Queen Elizabeth
Hospital King's Lynn

NHS Foundation Trust

ESTATES & FACILITIES WORKPLAN

2021/22



**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 - Director of Finance

STRATEGIC OBJECTIVE

3

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

Executive Lead - Deputy CEO

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

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 People

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.

We have begun our journey of improvement, to turnaround the Trust from one with an 'Inadequate' rating (and requiring 'intensive support') from the CQC, to one our local communities can be proud of for the high standards of care we consistently deliver to our patients and their families. We play a leading role in research and innovation, being one of the most research-active NHS Trusts in the country compared to similar-sized hospitals.

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.

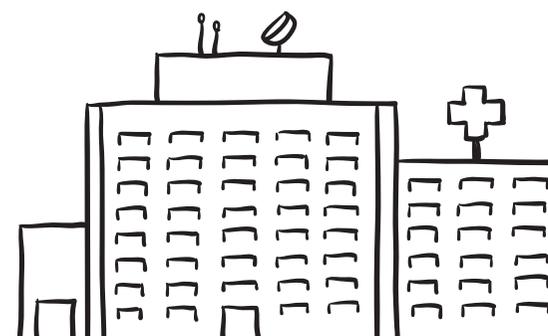
The Estates and Facilities Division have worked together to develop this workplan for the year ahead to support a building beyond its design life, and with a roof that requires the structure to be supported.



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



ABOUT US

Team structure



Nichola Hunter
Associate Director of
Estates & Facilities



Iain Clingo
Head of Estates



Angela Hircock
Head of Facilities

Phil Martin
Head of Estates Projects

Liam Cawston
Head of Porters

Emma Carlton
Business Support and Health & Safety Manager

Stewart Nimmo
Catering Manager

David Gilbert
Head of Capital

Neuza Russell
The Hub Café Manager

Lee Tansley
Head of EBME

Donna Mason
Domestic Services Manager

**Robert Barrett, Steve Adcock,
Richard Davey**
Estates Officers

Peter Huttley
Waste Specialist

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

Barry Quince
Car Parking and Linen Manager

Mark Collins
Fire Safety Officer

Rachel Nudd
HR Business Partner



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

The team will work with NHSE/I to deliver the allocated £20.67m capital for Year 1 to prepare for the fail-safe needed to ensure the safety of the roof structure

Roof surveys to be completed to ensure all deflected planks are monitored or supported

NICU ventilation programme

MRI replacement

Emergency Department expansion

Timescale

- Business case for Board approval 6 July 2021
- Construction of a new Endoscopy unit on the Day Surgery car park by early April 2022
- West Dereham outpatients to move into Churchill Ward by the end of 2021
- Brancaster outpatients to move into Churchill Ward by the end of 2021
- West Dereham refurbished to provide a decant ward by April 2022
- Brancaster to be refurbished to accommodate Castleacre beds by April 2022
- Castons to complete the full tap and test survey by April 2022
- Radar survey will be completed by September 2021
- Decant area created in Castleacre for works commencing August - fail-safe design to be included
- Compliance with Health Technical Memorandum (HTM) ventilation requirements
- Feasibility study of position of MRI's and how to replace
- Business case submitted for options
- Order placed
- Design review of area to improve patient flow and capacity
- Healthcare Planner engaged to meet current admissions as well as predicted admissions for the next five years
- Business case to be submitted by the end of 2021

How will it be measured?

- Close monitoring by NHSE/I on a monthly basis to ensure that capital monies are being spent and the work plan is on schedule
- Internal governance mechanism in place with the Estates Capital Delivery Forum (ECDF), which reports to the Investment and Capital Planning Executive Group (ICPEG)
- Sign off on the survey by the RAAC Programme Board
- Monitoring of the deflected planks by Castons according to schedule
- Area in Castleacre to be ready by early August
- Project managed with completion date early April 2022
- Internal governance mechanism in place with the ECDF, which reports to the ICPEG
- Project team to manage deadlines
- Order will be placed and capital monies allocated
- Internal governance mechanism in place with the ECDF, which reports to the ICPEG
- Project group engaged inclusive of clinicians, nursing staff, estates and facilities and operational team
- Internal governance mechanism in place with the ECDF, which reports to the ICPEG

PRIORITY 1 - Quality

STRATEGIC OBJECTIVE 1

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Plan

Multi-faith/Muslim prayer room

Critical backlog maintenance

Environmental health compliance

Meeting the new NHS cleaning standards

Timescale

- Feasibility study of location of site, size of building and building type
- Business case to be submitted to charitable funds by the end of 2021
- Priority of items highlighted in the six-facet survey - this details the estates and safety compliance requirements
- £1.2m allocation to be spent by the end of 2021/22
- Ensuring projects mirror the requirements of Patient-Led Assessments of the Care Environment (PLACE) and an environment that is dementia friendly
- Establish and maintain five stars for food hygiene as governed by the Borough Council of West Norfolk's Environmental Health Department. The next inspection will be in May 2022
- Established a task and finish group to implement the new standards, with clear responsibilities defined and a terms of reference
- Redefine the audits under the new criteria for high risk areas. Deadline for implementation is within 12-months

How will it be measured?

- Facility to be available for use by end of March 2022
- Internal governance mechanism in place with the ECDF, which reports to the ICPEG
- Backlog maintenance is reduced when next years survey is carried out
- Oversight and governance arrangements will be through the ECDF
- Compliance with the annual NHS PLACE inspection for a dementia friendly environment, alongside the criteria for all the elements of PLACE
- 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)
- Cleanliness audits carried out by the Cleaning auditor, lead nurses, Chief Nurse and Associate Director of Estates and Facilities

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

Improve culture

Implement a new car park system

Merge the Estates and Facilities team into one area

HR Business Partner assigned to Estates and Facilities

Action plan to address Staff Survey results

Work with the team designing the multi - phase new build

Timescale

- The management team will role model the Trust's behaviours and values
- Leadership training will continue, with a further group of 16 staff who will be attending training in Autumn 2021
- Open listening and sharing events will continue with all teams
- Involve car park users in the designing of the service including patient representatives, staff, disabled users and Governors
- Create a new space 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 2021
- Commencement of an Estates and Facilities HR Business Partner to work closely with the Domestic, Porter and Catering teams to support managers in handling sickness and supporting staff returning to work
- Improve on 2020 results
- Action plan created and delivered by Microsoft Teams
- Better understanding of what the survey is and what it means
- Participate in the workshop engagement across all Divisions to shape the Strategic Outline Business case

How will it be measured?

- Results from Staff Survey, increase in results annually by 20%
- Feedback from PALS
- Management team to be out on the floor observing behaviours
- Options explored and agreement met by involvement of all users - to gain a system that meets all of the objectives
- Oversight and governance arrangements will be through the ECDF
- 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
- Sickness absence reduces
- Staff retention improves
- Staff feel supported and the Staff Survey results improve
- Action plan embedded across Estates and Facilities and the results to improve further
- Improve by 20% across completion and results
- Engaged teams in the design of the multi-phase new build

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

Break and rest areas

Energy reduction and carbon net zero

Upgrade to energy efficient lighting

Provide freshly cooked meals on site

Opportunity to have a fruit and vegetable stall on site

Timescale

Feedback from staff during the COVID-19 pandemic suggests that the catering and rest areas need improvement. The Hub is extremely tired and has a very poor servery area. A scheme will be worked up to modernise the seated area with comfortable seating, creating an environment that is calm, bright, modern and a place that staff want to use to relax in. A new servery will enable the delivery of a new menu, healthy options and modern cuisine. The completion of this is the end of 2021.

From April 2021, grid electricity supplies will be purchased from 100% renewable sources. This is to comply with Government directives.

We have made reasonable progress and have addressed nearly 50% of the site. We will continue the project and have had a survey completed which addresses the replacement of a further 1,341 luminaires. The cost of this could be funded through Salix but would require a significant investment from the Trust which would be captured in a business case, aiming to complete by the end of 2022.

- Using local suppliers and local ingredients wherever possible
- Offering a healthy selection of meals for staff to choose from

Tender to be arranged to offer a pitch for a local fruit and vegetable supplier to be based on site. The timescale for this is within the next six months

How will it be measured?

- Better environment for visitors and staff
- Greater usage of the area
- Feedback on Staff Survey

- Via the Estates Returns Information Collection (ERIC), this mandatory annual estates return benchmarks the cost of services across acute hospitals of a similar size
- A further 15% per year to be installed

- Survey to be completed to ask staff what their meal preferences are
- Improved usage of the facility by 20%
- Interest and sales it generates

To request this document in a different language or format,
please contact 01553 613391 or email communicationsqeh@qehkl.nhs.uk

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