Improving Space Utilisation in the NHS Estate

How can we work together to better occupy and use NHS buildings?

Monday 22nd July | CCGs and Trusts

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Challenges and opportunities for the NHS estate

Macro economic conditions
- Changing demographics
- Economic uncertainty
- Workforce issues
- Shortage of housing

Changing models of care
- Primary Care Networks
- Integrated care
- Medtech

Mergers
- Shifting organisational structures

Funding
- Reducing operating costs
- Recycling capital
- Investment decisions

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Challenges and opportunities for the NHS estate

Reducing operating costs

Sweat the existing assets:
- Intensify use of clinical space – be prescriptive in Commissioning
- Utilisation vs occupation – what is the difference
- Back-office consolidation and hotdesking
- Understand the space you have and what it costs
- Shared facilities and sessional use
- Reuse and recycle

Recycling capital and investment decisions

Restricted NHS capital + Limited revenue

- Limited opportunities for new investment
- Prioritisation for what is available
Recycling capital and investment decisions

What can we do?

• Effectively use and recycle existing properties
• More hours / sessions per day or week
• Capacity in other facilities
• Partner within networks
• Reduce footfall:
  o Telephone services
  o E-consulting
Primary Care Networks

- Consider all of the network resources
- Review your portfolio
  - Where are you now?
  - Where do you need to be?
  - What are your limiting factors?
- What is your short and medium term plan to deliver your service model
- Work with CCG and SEP/NHSI to understand other NHS (and OPE) properties in locality
Our programmes
How we can work with you to find solutions
Creating value from the NHS Estate

Our core purpose:

Transforming the NHS estate to improve patient care, increase capacity and release value for investment

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<th>Safety and operations in your building</th>
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<td>Increasing space utilisation for customers and the NHS to drive down property costs, freeing funds for patient care</td>
<td>Transforming the NHS through efficient estate management and cost transformation</td>
<td>Making the estate safe and compliant for staff and patients utilising the latest technology and through investment</td>
<td>Ensure customers occupy only the space they need, with clarity over services and costs</td>
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Offices make up a significant proportion of the NHS estate, with NHSPS’ portfolio alone covering approx. 400 office holdings, spanning 400,000 sqm and serving multiple NHS bodies.

- Lease events management
- Supporting rationalisation and relocation
- Project oversight and best practice for wider healthcare estate
- Promoting agile, modern working environments
Enabling Commissioners to pass on the liability for eligible vacant space to NHS Property Services (NHSPS), and cut the cost of empty space in their buildings.

Once handed back, NHSPS will then use its property expertise to repurpose the space, via:

- Re-letting
- Disposal
- Development
NHS Open Space leverages NHSPS' national portfolio of accessible, flexible and affordable accommodation as an alternative to leasing for NHS bodies, driving utilisation and rationalising opportunities.

- Enables flexible booking/usage of space
- Provides clear and transparent pricing/usage data
- A catalyst for better estate management
- Substantial, scalable potential

www.openspace.nhs.uk/
As part of the improvements we are making to our Facilities Management services, we have launched CORE, our new FM platform.

CORE aims to provide a more reliable and efficient FM service by logging, planning and monitoring our customers’ FM jobs, including reactive and planned, through one system.

Greater first time success
Increased levels of building compliance
More accurate expected completion times
More accurate monitoring of assets
Real-time reporting
Better communication

www.property.nhs.uk/contact-us/core/
At the end of 2018 we consolidated our four regional facilities management helpdesks into one centrally-managed desk to target key strategic benefits including:

- **Increased customer satisfaction**
- **Improved operational efficiency**
- **Greater business intelligence**

The project has been recognised in overwhelmingly positive feedback and operational colleagues. We have also been nominated for the Institute for Workplace and Facilities Management (IWFM) Awards 2019 in the category “Impact on Customer Experience”.

For non-urgent or routine FM maintenance

Online form (found on our [website](#)). Our team will then process this within 24 hours, upon which you will receive a CORE reference number.

**Urgent and Out of Hours FM maintenance requests**

Regional specific FM Helpdesk details:
- North East and North Central: 0191 3371593
- North West: 0844 225 2774
- West Midlands and East: 01902 575050
- London, South East and South West: 020 3688 2244
A formal agreement on a property’s occupation gives us an opportunity to agree with you on the facts about how our buildings are occupied and used.

**Leases enable:**

- Quality patient care
- Security of occupation
- Clarity on costs
- Informing future investment
Collaboration key to success

- We understand the complexities and challenges and can offer pragmatic support to build solutions

- Collaboration is key to creating the most effective NHS estate

- Earlier involvement in the commissioning will be mutually beneficial

- First priority must be to deliver on agreed and funded projects, whilst working together to identify short term opportunities to improve the utilisation of the estate. Finally we must work with yourselves and others (such as the NHSE/I SEP team) to have robust estate plans in place for subsequent funding availability.
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