

Harrogate Integrated Facilities

Business Plan
2021-22



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1. Introduction

Harrogate Integrated Facilities (HIF) has developed the Business Plan for 2021/2022. It looks at the developments undertaken to date and builds on this work to identify the programme of work for the Company to take forward in 2021/2022.

2. Overview

Harrogate Integrated Facilities (HIF) is a wholly owned subsidiary of Harrogate and District NHS Foundation Trust (HDFT) which provides facilities and estates services. Since 1 March 2018 the Estates and Facilities management functions of the Trust have been provided by HIF with its own Board and management. The creation of the company included the transfer of 340 former NHS staff and it has recruited directly additional staff to fill vacancies. The relationship between the Trust and Harrogate Integrated Facilities continues to develop as we move forward in partnership.

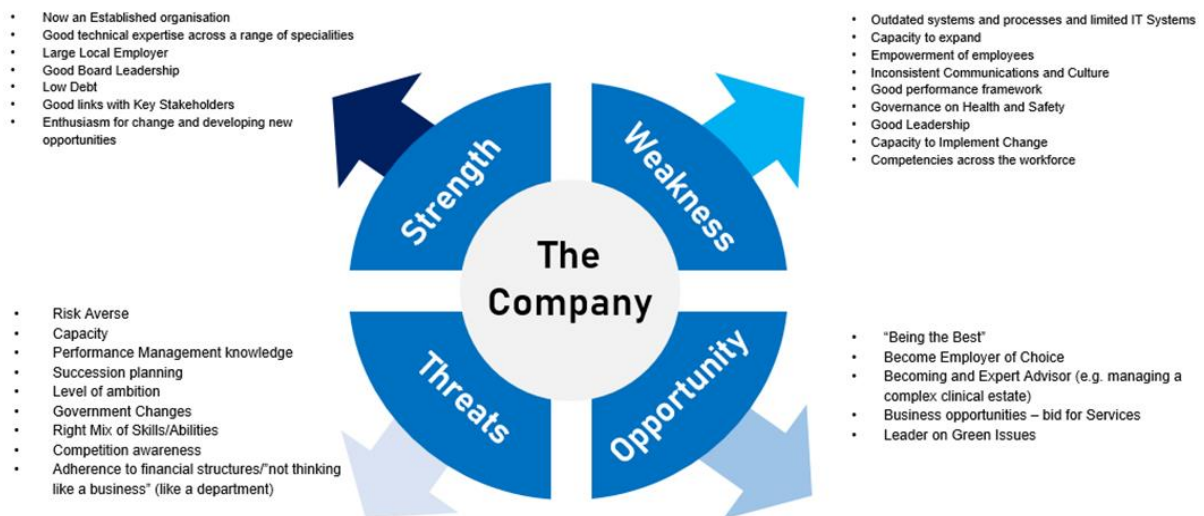
The facilities and estates services provided by HIF provide the fundamental infrastructure for the Trust's services including catering, portering, security, laundry, car parking, domestics and cleaning services, estates, engineering, sterile services and decontamination, and Medical Equipment Library and devices training.

The Company continues to work closely with HDFT to consider how services can be further improved and is also exploring business development opportunities both with HDFT and other Stakeholders.

3. Strategic context

As part of the development of the Business Plan for 2021/2022 we held a series of planning workshops with the BOD and senior leaders within in the organisation to consider the future strategic vision of the Company. As part of this work, a detailed SWOT analysis has been undertaken to highlight the Strengths, Weaknesses, Opportunities and Threats that the Company needs to focus on in the future. A summary of this is below:

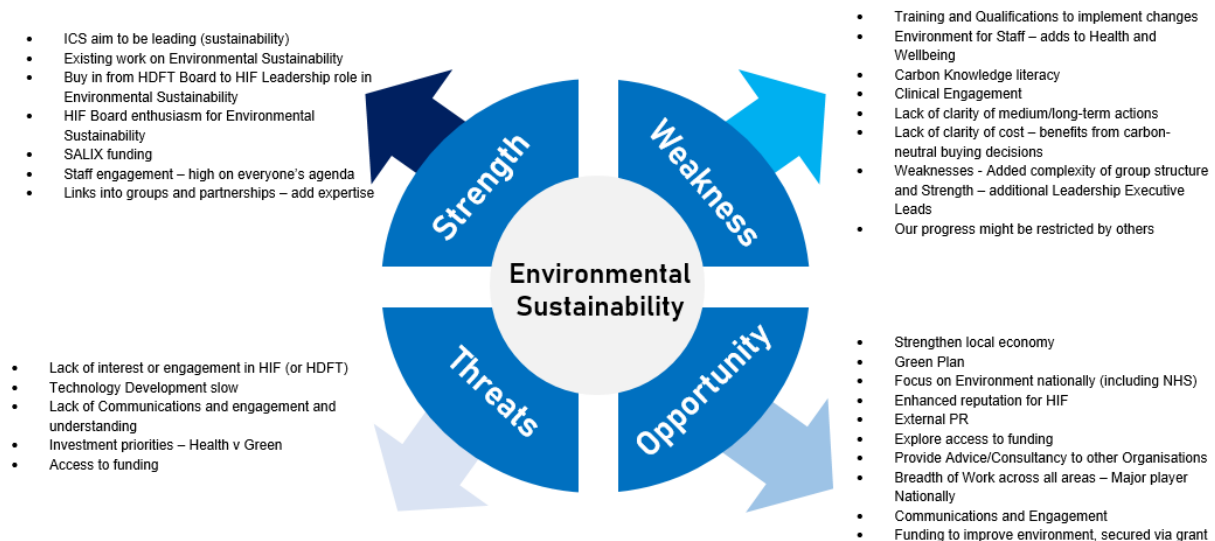
3.1. SWOT Analysis for 'The Company'



3.2. SWOT Analysis for 'Deliver a quality Service'



3.3. SWOT Analysis for 'Environmental Sustainability'



3.4. SWOT Analysis for 'To be a great place to work'



3.5. SWOT Analysis for 'Create strong working relationship with partners'



Over the coming months, we will look at the analysis to determine how we use this further to develop our Services and Workforce.

4. HIF Main Priorities for 2021/22

The HIF main priorities for 2021/21 are detailed below:

Continue to provide high quality services



- Ensure good standards are achieved and improved across all areas – safe, responsive and effective
- Ensure effective systems and processes are in place to deliver governance across all areas: CAFFM, KPI monitoring, Compliance Monitoring, IBR and BAF
- Review of PLACE and develop action plan
- Review Inpatient Survey results and develop action plan
- Develop reporting structures through all departments

Develop Business Plan and Strategic Direction for the Company



- Develop Annual Business Plan
- Commence discussions on 3 year Strategic plan
- Develop Business Development Strategy
- Develop IT Strategy linked to Trust Digital Strategy

Ensure HIF is a good place to work



- Develop People Plan
- Continue Staff Engagement across all departments
- Continue to roll out the 'At Our Best' programme
- Take forward the Health and Wellbeing agenda
- Support Equality, Diversity, and Inclusion agenda
- Link with the Trust on Harrogate Values and Behaviours

Grow our services through Business Development Opportunities



- Digital – Website Development
- BD Strategy – 3 year plan
- Catering – Explore business opportunities including Afternoon Tea– Offer: "Heriots to Go", Soil Association Gold Accreditation
- SSD – Business Opportunities with external providers e.g. Dentists, Podiatry Services
- Horizon Scanning – Continue to review opportunities to bid for services
- Stakeholder engagement with the local community
- Developing partnerships e.g. Harrogate Hospital & Community Charity

Lead on Environment Agenda



- Sustainability – Implementation of the Salix (Carbon Reduction)
- Develop Green Plan – including Communications Plan – Engage widely with key stakeholders to develop action plans

A detailed transformation plan has been developed which will be implemented over the next 12 months.

4.1. Capital Programme

HIF recognises that it has a key role in ensuring the physical environment is maintained to a high quality standard. The Estates Team continues to work closely with the Capital Planning Team within HDFT to deliver improvements to the physical infrastructure for the hospital site. The Trust has a major Capital Investment Programme to take forward in 2021/2022 and the Estates Team will contribute to the Planning and Site Management of these schemes. In addition, a series of maintenance projects have been identified to be taken forward in 2021/2022 by the Estates Department which are detailed below.

The Capital Programme for 2021/22 for HIF is as below:

Scheme	£000's
Replacement Lifts Strayside	348
Strayside Water Main	75
Upgrade of Goods Yard	75
Replace Kitchen Section Panel	45
Med Gas Hose Replacement	15
HV Cable Upgrade	TBC
Kitchen Refurbishment	100
SROC Flushing System	10
Fixed Wire Testing	50
Fire Doors Upgrade	50
Fire Stopping	50

Depreciation Funding	£
Porters Lodge/Estates Workshop Upgrade	150,000
Dishwasher Replacement	
Equipment Replacement	

Consideration will be given to the use of the depreciation underspend from previous years.

In addition, the Estates Team will also have a significant role in the delivery of the £14M Salix Project. Further details are identified in Section 7.

HIF is also leading work with regard to the development of our Green Plan. We will work in partnership with HDFT and other Key Stakeholders to develop plans to implement changes that enable our services to be delivered more sustainably in the future. A Sustainability Board is being established with representatives from both HIF and HDFT, which will lead on the Implementation of the Green Plan.

4.2. Business Development

Following the establishment of HIF, a key driver has been to explore potential future business opportunities for the company, either through working more closely with its key stakeholder HDFT or considering other external markets.

In January 2021, HIF commissioned the Business Development team to work with the Company to explore a range of opportunities. This work has proved to be very successful with the development of a number of initiatives including:

- Development of our Company website

- Development and expansion of our social media presence through the utilisation of Twitter, Facebook and LinkedIn
- Development of the HIF brand guidance with a sub brand for HIF Catering Brand awareness
- Expansion of our catering offer to provide click and collect and take away service

These early initiatives have provided a firm foundation on which the Company can now develop its business development strategy. Over the next 12 months we will work closely with departments across the Company to develop a three-year Business Development Strategy which will focus not only on our internal offer to HDFT but also other external stakeholders. There is an extensive Business Development Transformational plan which is being worked through meeting the agreed timescales.

Work will be progressed in the following areas: -

- Digital
- Catering
- Sterile Services
- Future Tender opportunities

4.3. Service/Departmental Plans

Each of the Departments across the organisation have developed plans to be progressed across their individual service areas. These are detailed at Appendix A.

5. Governance & Quality

HIF is committed to ensuring that there are good governance arrangements in place to support the delivery of services across the organisation to ensure high standards are achieved in relation to quality of services, performance, compliance, workforce and finance.

In addition to the Board of Directors, two sub committees have been established, namely Quality and Governance and People and Culture. Both of these Committees receive regular reports on the work of the company. Work will be progressed in 2021/22 on the development of an Integrated Board Report which will be reviewed at the monthly SMT and Board of Directors. Regular updates will also be provided to the two sub committees of the Board from all departments.

HIF also recognises the need to liaise closely with HDFT to ensure the Estates, FM services, SSD and the Medical Devices/equipment library service achieve the required standards needed to support the Trust in the delivery of high quality patient care and staff well-being. This includes work in relation to PLACE, Estates compliance, cleaning standards, and quality of our catering service. Work will continue over the next 12 months to review our quality standards, with a view to developing where applicable quality service teams and quality champions across the Company.

6. People & Workforce

The Company recognises that to deliver high quality services, it needs the appropriate workforce, with the right values and skills to meet the organisation's needs. Over the last six months a major piece of work has been undertaken to strengthen the leadership within the organisation with the appointment of an Interim Chief Executive and Managing Director and a review of the structures across the organisation, particularly within the Senior leadership team and the Estates Department. We have also undertaken a major consultation exercise to review our Terms and Conditions and addressing some issues to bring them in line with HDFT.

In order to build on this earlier work, a number of priority areas have been identified to be taken forward in 2021/22. These include:

- Adopting and embedding the KITE values with the Company that are also being rolled out across HDFT
- Continue to work with the Trusts Innovation and Development Team to roll out the 'At Our Best' Programme
- Work in partnership with the Trusts Learning and Development Team to implement an OD programme to support Staff across the organisation, particularly Senior and first line leaders
- Implement a new estates structure in line with the recommendation of the Oxley Report
- Develop and implement an action plan in response to Staff Survey responses
- Undertake a skill mix review across Portering and Domestic services
- Undertake a major review of rostering arrangements to support the roll out of the new roster system being adopted across the Trust
- Explore the workforce implications associated with the roll out of our Business Development initiatives, particularly within Hotel services
- Undertaken improvements to the estates and porterage rest areas and explore opportunities to enhance the health and well being for staff across all departments

We will continue to monitor regularly our performance in relation to appraisal rates, sickness absence and mandatory training compliance through the departmental updates at SMT and via the Integrated Board report.

Overall we want to be a great place to work for our staff. We will continue over the coming months to engage with all staff groups across the organisation receiving feedback on both day to day issues as well as exploring opportunities with teams across the organisation. We value our staff and want them to be an integral part of the future development of the Company as a whole.

7. Sustainability

Harrogate Integrated facilities (HIF) is fully committed to supporting the sustainability agenda and is actively working to reduce our carbon omissions and deliver improvements across our environment.

7.1. Carbon Reduction Project

HIF on behalf of HDFT submitted an application to Department for Business, Energy and Industrial Strategy (BEIS) under the SALIX grant project for funding to support the decarbonisation of the Harrogate District Hospital Site. This has been successful and a grant with a total value of £14.48m has been awarded.

This is a fantastic achievement and will enable both HDFT and HIF to contribute to a major reduction in carbon omissions across the Hospital site, as well as addressing a number of backlog maintenance issues.

The scope of works includes: -

- Replacement of flat roofs and provision of roofing insulation
- Replacement of Air Handling Units (AHUS's)
- Replacing old single glazed windows
- Providing Photo Voltaic (PV) panels for energy generation.

- Replacement of plant equipment currently being fed by steam.
- Provision of a Ground Source and Air Source Heat Pump to reduce reliance on burning fossil fuels.

The delivery of the works is a key priority for the Company and will be a major focus for the organisation over the coming year. We recently appointed a Sustainability Project Director to lead on this work, as well as focussing on the wider sustainability agenda. A main priority for the company over the next twelve months will be to share the work we have one in developing an outline 'green plan' for implementation across the Trust and HIF working in partnership with our key stakeholders.

We are already active members of the Humber Coast and Vale Sustainability Group, West Yorkshire and Harrogate Operational Sustainability Group and will continue to work with our Partners to deliver improvements to our environment.

7.2. Green Plan

In HIF and the Trust we recognise the huge challenges that climate change, air pollution and waste present globally, nationally and in our district. As a major healthcare provider in North Yorkshire, it is essential that we support the Trust in reducing our contribution to climate change and embed sustainability throughout each aspect of our organisations to mitigate the risks to the health of our population in response to the National objective "Delivering a 'Net Zero' NHS

Delivering a 'Net Zero' NHS set two targets

- NHS Carbon Footprint, 80% reduction in carbon emissions by 2028 – 2032
Net zero by 2040.
- NHS Carbon Footprint Plus, 80% reduction in carbon emissions by 2036 – 2039
Net zero by 2045.

To respond to these challenges, we have developed an outline Green Plan which builds upon the successes of our previous Carbon Management Plan. The new Plan will stand as an organisation-wide strategy which will guide the implementation of a collection of actions to improve our sustainability credentials and meet NHS targets. The Green Plan will act as the core document pertaining to sustainable development at the Trust NHS over the next 5 years and will act as a framework against which we will use to reduce our environmental impact and improve the health of our community.

8. Risk

In developing our Business Plan we have identified potential risks to the delivery of our plans for 2021/22. These are summarised below

Risk	Mitigation	RAG rating
Potential risk of failing to meet contract requirements with HDFT	Contract value for 2021/22 agreed. Regular contract management review meetings in place. Quarterly reconciliations to be applied. New contract manager post to be included within the structure	

Management Capacity to deliver the Business plan	New posts being recruited to key areas in the Company to Strengthen Leadership Team	
Ability to recruit and retain high quality staff	Explore opportunities to promote HIF across Social Media. Widely publicise job opportunities across recruitment websites. Work with Schools and Colleges to promote the Company. Develop new Apprenticeship Scheme	
Reputational risk associated with the business development plans being progressed	Good procedures and processes in place to review business opportunities before implementation	
Changes to the current HMRC requirements associated with a Subsidiary company	Review and respond to any legislation changes	

9. Financial Planning

The 21/22 financial plan for HIF assumes a surplus of £200,000 will be delivered by the year end. The HDFT Contract sum included within this plan is subject to change following confirmation of the national NHS funding plans from Month 7 onwards, when a clearer picture of the circumstances following Covid-19 are understood.

The HIF Operational expenditure budgets have been rolled over from 20/21 and have only been adjusted to account for a 0.5% incremental pay uplift. As a result of this there has been no adjustment made to account for inflation and/or cost pressures within any of the non-pay expenditure budgets now since 2019/20, this needs to be considered when analysing any variances to plan within detailed budget areas.

2021/22 Master Type	Type	Amount (£)
Income	HDFT Contract	16,732,600
Income	Estates	38,100
Income	Hotel Services	1,522,800
Income	Sterile Services	44,300
Total Income		18,337,800
Expenditure	Pay	-8,946,600
Expenditure	Non-Pay	-9,191,200
Total Expenditure		-18,137,800
Planned Surplus		200,000

There are a number of contract variations that remain outstanding at the time of writing this that will affect the HDFT Contract number shown above and will also impact on the expenditure budgets for Non-pay, these include:

- Avensys Contract Reconciliation from 20/21
- Increased depreciation charges from 20/21
- Business Development – Cannulation Packs

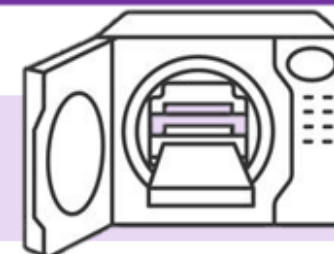
- Business Development – Tins Business Case

10. Summary

This Business Plan outlines the exciting developments that the Company is looking to progress in 2021/2022.

Following a difficult year in 2019/2020, dealing with the Pandemic and also changes within the Company, this plan provides the basis on which we will look to build on in the future years. Throughout the year we will look to monitor progress with regular updates to the Board of Directors and explore how we develop our longer term Strategic Direction.

Sterile Services



Sterile Services are a team of around 35 staff providing a compliant decontamination service for all reusable medical devices with full tracking and traceability, from the patient and throughout the full decontamination life cycle. The department strives to provide a first class service and meet the needs of all its service users effectively and efficiently. The department maintains its focus on quality over quantity, demonstrating continual improvement with all levels of best practice being achieved and maintained in this field.

Service Offerings: Decontaminate and sterilise reusable medical devices - Decontaminate flexible endoscopes - Delivery and collection of flexible endoscopes - Assembly and packaging of cannulation packs - Expert decontamination advice - Fast track turn-around service for HDFT - 24 hour turn-around service for all internal clinics - A week turn-around service for external clinics (including logistics) - Training for service users and representation at various committees - Can provide full tracking and traceability reports in the event of a patient or product recall

Service Objectives:

- To fulfil all the regulatory and audit requirements to meet the standards
- The department shall ensure that all instruments and sets remain uniquely identifiable in accordance with regulatory requirements by replacing the outdated instrument marking machine with one that is also GS1 compliant – fit for the future
- To deliver a level of service at least to the standard detailed in any service level agreement or contract and thus meet the expectations of our customers and patients
- To re-evaluate authorised suppliers, ensuring best pricing and compliance to the department's set standards
- To carry on with the role out of apprenticeships in the department to ensure that staff are qualified to NVQ level in Healthcare science
- To offer a bespoke decontamination training programme to all staff in post >1 year
- To issue staff surveys in 2021 as a tool to gauge how the team are feeling and implement any improvements that the results of the survey highlight
- To carry out a full review of all reusable medical device reprocessing instructions to ensure the reprocessing undertaken is in accordance with manufacturer's instructions for use
- To introduce a quality dashboard to include occurrences of miss-scanning due to human error
- To ensure the wellbeing and the Health & Safety to all staff is a priority focus by improving equipment and integrating a permanent rest space into the department
- Full review of the Quality System and work instructions
- To introduce sterilisation containers to improve the patient experience and support the NHS Net Zero initiative

Risks:

- Recruiting and retaining a experienced and qualified workforce
- Capacity to deliver the increasing levels of activity
- Ability to meet service level agreements when there are insufficient medical devices for specific specialties
- Handling and storage conditions of that are out with the control of Sterile Services

Opportunities:

- To provide a validation service for medical device manufacturers
- To extend our offering of cannulation and other sterile packs to new customers
- To provide a decontamination service to new customers
- A provision of instrument sets and decontamination service to new customers

Standards we work to:

- Medical Device Directive 93/42 EEC Article 12
- Medical Devices Regulations 2002
- Health Care Act 2008
- Care Quality Commission – Regulation 15
- ISO13485
- ISO 14644 – Class 8
- HTM 01-01
- HTM 01-06
- HTM 2031

Facilities

The HIF Facilities Department encompasses several services, with specific expertise to lead the company in the provision of all Soft FM requirements for HDFT, these services covering the following areas of expertise:

- Healthcare Portering & Courier Logistics Services
- Waste Management Services
- Catering & Hospitality Services
- Healthcare Cleaning Professional Services
- Accommodation Management Services
- Local Security Management Specialist Advisory Services
- Linen, Laundry and Sewing Services
- Healthcare General Administration Services
- Car Park Management Services



The ethos of the team is “excellent specialised Soft FM service provision and advisory support”, by leading and investing in the development of an excellent workforce, in support of the Trust to support delivery of safe and high quality care.

Service Objectives:

- Provide a high quality Portering Service that is reliable, helpful and responsive to the needs of HDFT Staff, patients and visitors; and provide an integrated, flexible portering team with a culture that incorporates continuous development and innovation relating to changes in patient and HDFT needs.
- Provide a flexible, efficient and green driven Healthcare Courier Service.
- Provide a compliant, motivated and professional internal waste management service.
- Provide a high quality Catering & Hospitality service, intrinsically and collaboratively working with Trust Nutrition Group colleagues to provide a flexible and diverse menu, supportive of dietary requirements and changes in ethnology, cultures and faiths, to provide excellence in support of patient care.
- Provide a quality driven professional healthcare cleaning service in direct support of safe, both clinically and socially, acceptable environments for patients, visitors and staff of HDFT striving for excellence in all areas.
- Provide Management and administration of the residential accommodation at 26 Wetherby Road with respect to room booking, check outs, car parking passes to residents, and reporting defects.
- Provide a comprehensive local security management specialist (LSMS) including advice support and investigation across all HDFT sites.
- Provide a comprehensive Linen and Laundry Service to ensure clean and appropriate Linen is available in all areas and for all users at the times required and in the volumes necessary to support the smooth running of the HDFT and comply with all requirements set out in the General Service Specification relevant to the delivery of the Linen and Laundry Service.
- Provide administrative support and a comprehensive general reception service to all patients, visitors and staff for HDFT, maintaining a full reception service with efficient information dissemination and all other general office duties.
- The Company shall provide a Car Parking and Traffic Management Service ensuring the free flow of traffic, management of all car parking spaces and administration of permits.

Standards we work to:

- Policy
- Legal frameworks, Acts and Legislation
- NHSI/E, CQC, NICE, PLACE, HSE, EA.
- HTMs
- HIF Employment Standards

Our Service Offering:

- Healthcare Portering & Courier Logistics Services
- Waste Management Services
- Catering & Hospitality Services
- Healthcare Cleaning Professional Services
- Local Security Management Specialist Advisory Services
- Linen, Laundry and Sewing Services
- Healthcare General Administration Services
- Car Park Management Services

Risks:

- Workforce availability and national labour market conditions
- Capacity to deliver the increasing demands of our services users across a potentially wider geography.
- Staff development and retention

Opportunities:

- Key business development opportunities within specific service areas to progress commercially with the collaborative support of the Trust Business Development Team.

Medical Equipment Library and Medical Devices Training

The Medical Equipment Library deliver, collect, clean and monitor use of a small range of electro-medical devices across Harrogate Hospital. We also hold a stock of consumables used with syringe drivers, which can be accessed by Trust staff at any time in small quantities. Local Nursing Homes can also purchase small volumes of consumables from us.

The Medical Devices Trainer provides training to HDH staff on the use of infusion pumps and monitor training on all high risk medical devices. We will also provide training on the use of syringe drivers to Nursing Home staff in and around the Harrogate district.

The Medical Devices Safety Officer monitors all incidents involving equipment across HDFT, looking for trends. In addition they play a role in ensuring the correct medical devices are being purchased across the Trust and that staff are provided with adequate training in the use of these.



Service Objectives:

- To ensure patients are provided with clean and well maintained Medical Devices in a timely fashion.
- To provide training for HDFT staff in the use of high risk medical devices
- To ensure HDFT staff and patients are provided with safe devices which are well maintained and fit for purpose

Opportunities:

- Increase staffing levels to allow for increase in services provided – extra types of equipment covered, extra areas covered.
- Provision of extra training on devices to external areas

Standards we work to:

- MHRA Managing Medical Devices 2021
- CQC Standard 15
- Policy
- Legal frameworks
- 7 day service for Equipment
- Monday to Friday service for training

Risks:

- Workforce availability
- Capacity to deliver training with a small team to an ever increasing group of staff
- Failure of ageing It system currently in use to track equipment

Estates

The HIF Estates Department provides an Operational Estates and Maintenance service to HDFT. The department also provides a Project Management service and Capital Design Support for agreed Capital Projects. It provides a wide range of services and expertise across the following areas:-

- Operational Estates providing services across a range of services areas including building maintenance, electrical and mechanical services, garden maintenance and painting.
- Project Management support to deliver agreed Capital Projects in the Trust's Capital Programme.



Service Objectives:

Provide a high quality Estates and Maintenance Service that is responsive to the needs of service users and patients.

- Ensure services are fully compliant meeting all the necessary regulations and standards.
- Deliver on an annual basis a backlog capital maintenance programme.
- Work with the Capital Design Team at HDFT to deliver a range of Capital Projects to meet the strategic capital plan for HDFT.
- Contribute to the provision of the annual ERIC Return.
- Fire Safety advice and training.
- Provide a robust 24/7/365 on call service.
- Ensure Compliance with CQC Standards.
- Provide Competency of Authorised Engineers/Authorised/Responsible Persons/Competent Persons across Fire, Electrical, Mechanical and Decontaminated Services.
- Support the Implementation of the Green Plan.

Our service Offerings:

- Operational Estates
- On site management of:-
 - Compliance
 - Fire Safety, Water, Asbestos, Medical Gas, Electrical, Lifts, Natural Gas, Ventilation, Mechanical/Plumbing Services etc.
 - Capital Projects
 - Capital Design

Standards we work to:

- Policy
- HTM's and HBN's
- HSE ACOP
- Fire Safety
- Statutory Regulations
- British Standard

Opportunities

- Development of an accredited Apprenticeship Scheme
- Provide Estates Maintenance Services across a wide geographical area – covering a range of HDFT community sites.
- Sustainability.
- Development of Green Plan

Risks

- Workforce availability
- Ability to recruit and retain staff
- Lack of Infrastructure and modern CAFM System