

Harrogate Integrated Facilities Integrated Board Report

Presented to: HIF Board of Directors
HIF Senior Manager Team (SMT)

August 2022

Harrogate Integrated Facilities is a trading name of Harrogate Healthcare Facilities Management Limited, company number 11048040, registered office address Harrogate and District NHS Foundation Trust, Third Floor, Strayside Wing, Lancaster Park Road, Harrogate HG2 7SX
Registered in England and Wales

Company Highlights During Quarter 2

What's happening in Quarter 2...

- xxxxxxxxx representing HIF at as a speaker at the NHS Violence Prevention and Reduction Conference
- Business Continuity (BC) Plans and BC Policy to be developed and finalised September 2022
- Final Travel Plan to be issued and progress action plan determined
- Green Plan finalised and action plan commenced for the next 3 years
- HIF Business Plan to be completed and implemented for 2022-23
- Rollout of the Cleaning Standards established
- Inpulse Survey and results to be shared and actions implemented
- HIF Staff Survey completion sessions to be organised
- Development and rollout of a new HIF-dedicated induction and welcome booklet
- Work underway to improve HIF colleagues Statutory and Mandatory training
- HIF is now formally signed up to the recognised Apprenticeship Scheme for Estates positions and work ongoing to implement
- Work ongoing for the next HIF Recruitment Event and attendance at local School Career fairs
- Evidence-based PAM assurance work commenced
- Nominations open for the KITE awards for HIF colleagues
- Three-hundred plants donated by Grant Horticulture to Harrogate District Hospital and are being replanted by HIF colleagues across the Harrogate District Hospital site



Service Performance Update

Q2 KPIs 2022-23

Service Area	KPI No	KPI Descriptor	Green	Amber	Red	Jul-22
General	1	Staff Turnover (Headcount)	10%	10-15%	>15%	20.90%
	2	Appraisal (YTD)	>75%	>74-50%	<49%	16%
	3	Core Skill (YTD)	>90%	89-60%	<60%	82%
	4	Absenteeism	<4.5%	4.5-7%	>7%	7.79%
	5	No of RIDDOR reportable	1	2	>=3	0
	6	Contract wide formal complaints upheld (in month)	<2	<3	<6	0.00%
Estates Management		Authorised Engineer (AE) Audits conducted at least annually as per schedule				
	1	Water	<12m	>12m <13m	>13m	Dec-21
	2	Electrical	<12m	>12m <13m	>13m	Aug-21
	3	Vent	<12m	>12m <13m	>13m	Dec-21
	4	Medical Gas	<12m	>12m <13m	>13m	Aug-21
	5	Decontamination	<12m	>12m <13m	>13m	Aug-22
	6	Fire Safety	<12m	>12m <13m	>13m	Audit has commenced August 22. Report expected Sept / October 22
	7	Lifts	<12m	>12m <13m	>13m	Aug-22
	8	STATUTORY PPM Schedule achieved (in month)	>=95%	90-94%	<90%	89%
	9	MANDATORY PPM Schedule achieved (in month)	>=90%	89-86%	<86%	77%
10	GENERAL PPM Schedule achieved (in month)	>=85%	84-80%	>80%	0%	
Waste Management	1	5 year audit of clinical areas conducted	>=75%	74-65%	<65%	84%
	2	Fully completed and compliant Clinical Waste Consignment and Transfer Notes	>=90%	90-80%	<80%	62% - All are because of the contractor

****Please note that a KPI Remedial Action Plan has been completed for any KPIs with one red KPI or two amber KPIs consecutively****

Service Performance Update

Q2 KPIs 2022-23

Service Area	KPI No	KPI Descriptor	Green	Amber	Red	Jul-22
General Office	1	Provision of a General Office service from 9.00am-4.30pm Monday to Thursday. 9.00am to 4pm on Friday	PASS	N/A	FAIL	PASS
Helpdesk	1	Provision of help desk service from 8am-4pm Monday to Friday	PASS	N/A	FAIL	
Energy Management	1	Provision of monthly energy consumption report	PASS	N/A	FAIL	Energy tracker and usage report is available on the shared drive
	2	Carbon Target (measured annually against previous year)	0%	1-5% increase	>5%	Tracked via CEF and Energy Tracker
Grounds Maintenance	1	STATUTORY PPM for external areas Schedule achieved (in month)	>=95%	90-94%	<90%	Not Previously measured or issued. End of July full programme in place. CAD drawings are being developed.
	2	MANDATORY PPM for external areas Schedule achieved (in month)	>=90%	89-86%	<86%	94.74
	3	GENERAL PPM for external areas Schedule achieved (in month)	>=85%	84-80%	>80%	Not Previously measured or issued. End of July full programme in place. CAD drawings are being developed.

****Please note that a KPI Remedial Action Plan has been completed for any KPIs with one red KPI or two amber KPIs consecutively****

Service Performance Update

Q2 KPIs 2022-23

Service Area	KPI No	KPI Descriptor	Green	Amber	Red	Jul-22
Linen Service	1	Average stock levels delivered (aggregate)	<=92%	91>=85	<85	103%
	3	Linen Rejects	<=4%	>4%<=9%	>9%	0.80%
Catering Services	1	Achievement of EHO 5 star food safety rating (annual)	5 Star	4 star	<4 star	5 star
	2	Achievement of food wastage target	<=10%	11-14%	>=15%+	
	3	Achieve at least the national average PLACE score for Catering elements	PASS		FAIL	7.22
Portering and courier service	1	Routine patient movement - average completion times completed within 35-50mins	75-100%	65-74%	>65%	86%
	2	Items moves and routine task completion time - average completed within 120 mins	75-100%	65-74%	>65%	88%
Domestic services	1	Achieve National Specification of Cleanliness (NSC) score (FR2)	>=95%	94-90%	<90%	98.36%
	2	Total number of deep clean requests (activity based target)	500-750	751-900	901+	676
	3	Average response time to deep clean requests (24/7)	<=60 mins	>60min-90min	>90mins	69 mins
Car park and traffic management	1	Car parking permits issued within 15 working days (WD) (subject to waiting lists and over subscription)	<=15 WD	15-18 WD	>=19WD	PASS
	2	Proximity cards issued within 15 working days (subject to waiting lists and over subscription)	<=15 WD	15-18 WD	>=19WD	PASS

****Please note that a KPI Remedial Action Plan has been completed for any KPIs with one red KPI or two amber KPIs consecutively****

Service Performance Update

Q2 KPIs 2022-23

Service Area	KPI No	KPI Descriptor	Green	Amber	Red	Jul-22
Sterile services	1	Surgical instruments will be available for re-use: Theatres, DSU and on site clinics (non-critical)	24 hours	24-28 hours	>28 hours	PASS
	2	Surgical instruments will be available for re-use: Theatres critical (acute and trauma)	12 working hours	12-14 working hours	>14 working hours	PASS
	3	Surgical instruments will be available for re-use: Community clinics	7 days	>7 <9 days	> 9 days	PASS
	4	Surgical instruments will be available for re-use: Flexible endoscopes	2 working hours	>2 -2.5	>2.5 working hours	PASS
	5	Surgical instruments will be available for re-use: Fast track	4.5 working hours	>4.5 working hours	>5 working hours	1
	6	The conformity compliance rate remains the same as or above the compliance	>99.36%	=<99.36%	<99.15%	99.88%
	7	The inspection and packing room conforms to ISO Class 8	Class 8		Class 9	Class 8
	8	Devices used on patients are not missed of scanning to the sterilisation process	<3	=>3	>5	1
	9	No unscheduled sharps are sent to service users	<1	1	>1	1
Medical devices and equipment library	1	All medical device deliveries not requested as urgent will be delivered within an hour daily	<1 hour	1 hour	>1 hr	0.1
	2	All medical device deliveries requested as urgent will be delivered within 20 minutes daily	<20 mins	>20 mins	>30 mins	
	3	Wards and departments (16 in total) will be checked and equipment collected twice daily	2	<2	0	
Pest Control	1	Call-out response time	72 hours	72-96 hours	>96 hours	PASS

****Please note that a KPI Remedial Action Plan has been completed for any KPIs with one red KPI or two amber KPIs consecutively****

Quality, Performance and Standards

Internal Audit Actions and Plan for 2022-23

Audit Topics	Agreed dates for 2022/23
Governance	September 2022
Contract Management	October 2022
Waste Management / Recycling	December 2022
Rostering (Health Roster)	January 2023
Business Continuity	February 2023

All HIF Outstanding Audit Recommendations for 2020-21 have now been actioned and closed. Confirmation in May 2022 from Internal Audit that there are no outstanding audit actions from 2020-21.

HIF have recently received the outcome of the 'Security Management - Compliance with NHS Violence Reduction and Prevention Standards' audit which took place in during 2021 and 10 recommendations to be actioned as part of the report. It has been agreed with Internal Audit that all actions will be completed by December 2022.

The HIF Internal Audit Programme for 2022-23 has been agreed and confirmed. Topics and timescales are detailed in the above table.

Quality, Performance and Standards

Risks

The Company continues to manage risk on a monthly basis at the Risk & Compliance Group. All risks scored at a level 9 or above (high risks) have now been migrated to the Datix software and are monitored alongside the Trust's risks. All risks have a detailed action plan in place to minimise, and ultimately remove these as risk.

The current position for August 2022 is below:

SSD	Risk	Risk Detail
	Failure of aging Washer Disinfectors	Risk of failing to meet statutory legislation (HTM Series) resulting in the insufficient availability of sterile medical devices because of inadequate WDs

Medical Devices	Risk	Risk Detail
	Medical Devices Resource and Recruitment	Risk of MEL being under resourced to manage new equipment being procured and manage all aspects of medical devices management.
Insufficient turn around times	Medical devices not available due to insufficient turn around times. reporting on whether turn-around times are being met is not available, unclear of how long devices are out of action and unavailable to patients	

Tables cropped to redact information regarding risk lead

Quality, Performance and Standards

Risks – Estates

Estates	Risk	Risk Detail
	Waste Disposal	Incorrectly segregated waste at source collected and disposed of off site, leading to major fines for HIF and HDFT
	Compliance & Service Delivery	Following an internal review, there are various compliance areas such as fire, water quality and health and safety that need urgent improvement to minimise safety and quality risks and ensure we align with our statutory / mandatory maintenance obligations.
	Health & Safety/Fire Manager	No Health and Safety/Fire Manger in place at a suitable level of authority, this is impinging on the organisation ability to meet the requirements under the H&S law
	Hot Water	Hot Water circulation temperatures are below the minimum required in HTM 04 "Safe Water in Healthcare Premises"
	Service Yard	Poor condition of service yard, missus of area. Suitable controls required i.e. walkways and signage
	Estates Recruitment	Recruitment is a significant risk within estates due to the current number of vacant posts. This includes Maintenance Assistants, Maintenance Workers, Mechanical Technicians, Electrical Technicians and all frontline management staff (Estates Officers)
	Maternity Door Release	Potential for unobserved door release in maternity, if you were leaning over the desk to operate door release button or tail gating another person to exit unseen.

Table cropped to redact information regarding risk lead

Quality, Performance and Standards

Risks – Facilities

Facilities	Risk	Risk Detail
	Serious Injury from Physical Assault	Risk of serious injury from physical assault. Risk of injury and/or harm to members of the Portering Team and colleagues during response to security situations involving violence and/or aggression
	Food Allergens	Accuracy of Allergen information on recipe specs for patient meals and retail Lack of use of recipes in kitchen areas and standardization of product
	Kitchen Equipment	Kitchen equipment unitray trolleys, ovens and unfit catering equipment
	Chef Recruitment	Challenges with recruiting to 'Chef' positions within HIF. The previous recruitment advert was external for 3 weeks with 0 applicants. Further risk with 2 Chef leavers (1 x full-time and 1 x part-time) and 1 x full-time on LTS from July.

Tables cropped to redact information regarding risk lead

Quality, Performance and Standards

HIF Policies

A recent review of all the Company's policies (HIF-authored policies) has now taken place and the Policy Register has been developed detailing the current position.

The register identifies the policies required for review and the Quality and Governance Lead is working with policy authors to ensure these are updated, reviewed and ratified as part of the established monthly Policy Review Group meeting.

The Trust is currently undergoing the same policy review task and the Quality & Governance Lead is working in partnership to ensure HIF and HDFT have the policies required and within review date.

DEPARTMENT/SERVICE	POLICY NAME/TITLE
Estates	Water Safety Policy
Sterile Services Department	Decontamination of Flexible Endoscopes Policy
Estates	General Waste Management Policy
Sterile Services Department	Procedure for the Loan of Surgical Instruments for Main Theatre and Day Surgery
Sterile Services Department	Single Use Small Orthopaedic Implants Policy
Sterile Services Department	Management of Decontamination Equipment Policy
Sterile Services Department	Protocol for the Tracking and Traceability of Used Medical Devices Processed by Sterile Services
Estates	Policy Management of Asbestos
Estates	Asbestos Management Plan
Estates	Asbestos Policy
MEL	Medical Device Training Protocol
Facilities	CCTV Policy
Trust & HIF	Health & Safety Policy
Facilities	HACCP food safety System
Estates	Fire Safety Policy
MEL	Medical Equipment Policy Procurement and safe use of medical equipment
Facilities	Food Hygiene Policy
Sterile Services Department	Protocol for the Management of Missing Instruments
Estates	Lift Policy
Facilities	Food Hygiene Policy
MEL	Medical Equipment Library Operational Procedures
Facilities	COSHH Policy
Estates	Electrical Safety Policy
Estates	Safety Alert Policy
Facilities	Item Collection Disposal SOP
Facilities	Bomb Alert Policy
Facilities	Car Parking Policy
Facilities	Cleaning Policy

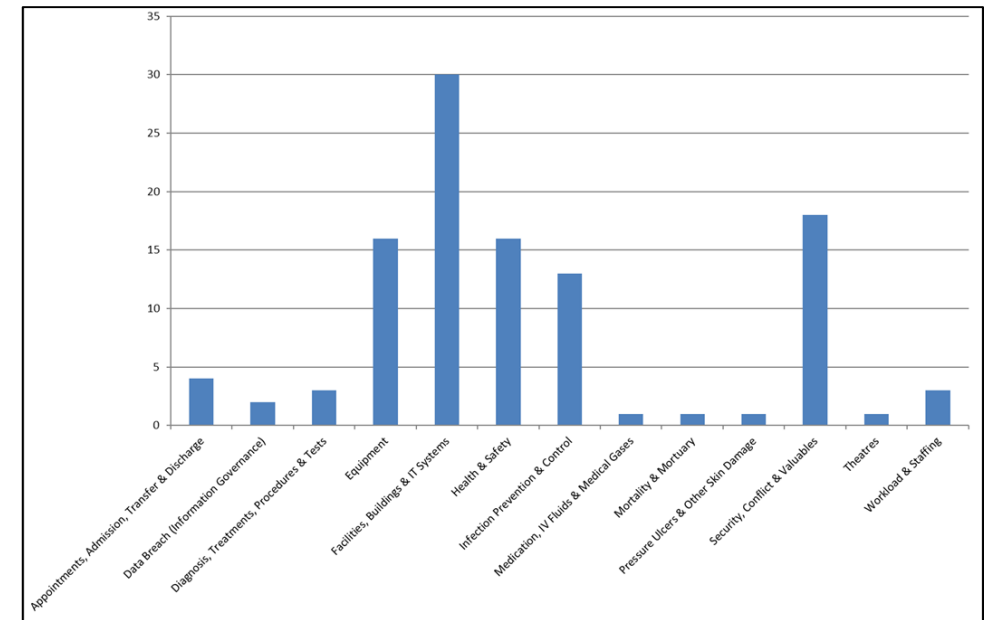
Tables cropped to redact information regarding policy owners

Quality, Performance and Standards

Datix Incidents Reported

For Quarter 2 (July to date) there has been a total of 11 new incidents recorded.
During Quarter 1, 17 incidents have been closed Quarter 2 to date, 6 incidents have been closed.

	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Total
New events	3	3	0	2	5	4	7	4	28
Under Investigation	5	9	6	4	1	3	2	1	31
Investigation completed	1	0	0	0	1	2	0	2	6
Event Closed	9	5	7	6	4	7	6	0	44
Total	18	17	13	12	11	16	15	7	109



Business Modernisation

Achievements in Last Month	Focus for Next Month
Horizon scanning is on-going	Catering Charter to be launched
Suggestions boxes are established	Estates Charter to be launched
IT drop-in sessions for e-mail activation/reactivation established	'Back to Home' Project to continue to be scoped
Sign up on the Staff Portal continues to be successful with 58 users signed up	Continue to work with Sterile Services Department on Mock Bid
Re-launch of HIF Hero nomination form and process	E-Learning, IT drop-in sessions and Reading Group to continue
Scoping work completed with regards to HIF Colleague Forum and results collated	Launch of Newsletter Issue IV
Mock Bid underway with Sterile Services Department	Collaborate results of Effectiveness Questionnaire with the Domestic Department in preparation for workshop
Internal Feedback Form for Herriots/Café Bistro created and available on intranet page	'Meet The Team' videos to continue to promote careers within HIF on social media and website

Business Development

Key updates:

- ✈ Work is on going to ensure Business Development is central and embedded within the company at all levels
- ✈ Social Media platforms continue to grow and engagement is increasing
- ✈ Scoping work completed with regards to HIF Colleague Forum and results collated
- ✈ Re-launch of HIF Hero nomination form and process
- ✈ Scoping work completed in relation to HIF Colleague Forum and results collated
- ✈ Mock Bid underway with Sterile Services Department
- ✈ Internal Feedback Form live on the intranet for Herriots/Café Bistro

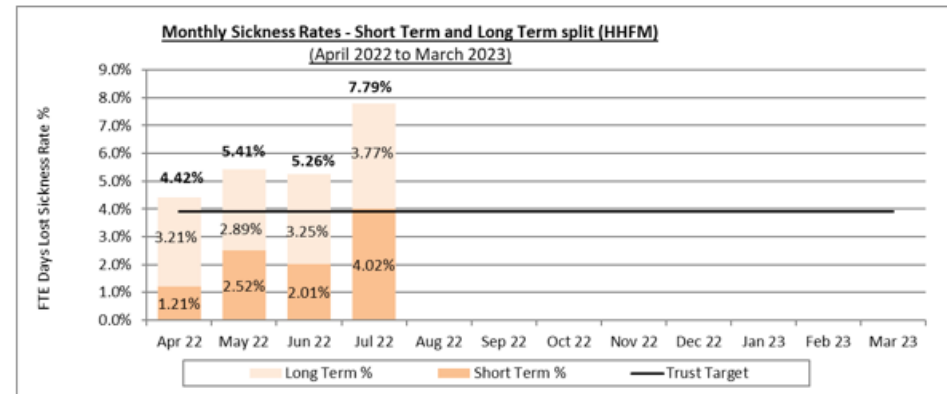
Workforce and Organisational Development

KEY MESSAGES

Please note that all data is based on July's information

Absence

The HIF absence rate for July has seen a large increase from 5.26% last month to 7.79%. Greater sickness seen in July within Catering and Domestic contribute to this increase in sickness rates. Short-term sickness has doubled from 2.01% to 4.02% and long term sickness has also seen an increase from 3.25% to 3.77%. The absence rate is still considerably higher than the Trust target of 3.9%.

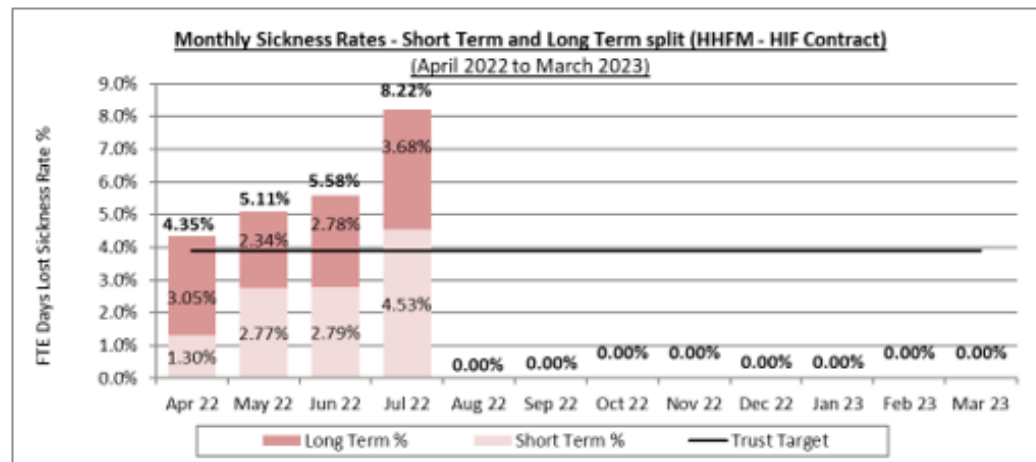
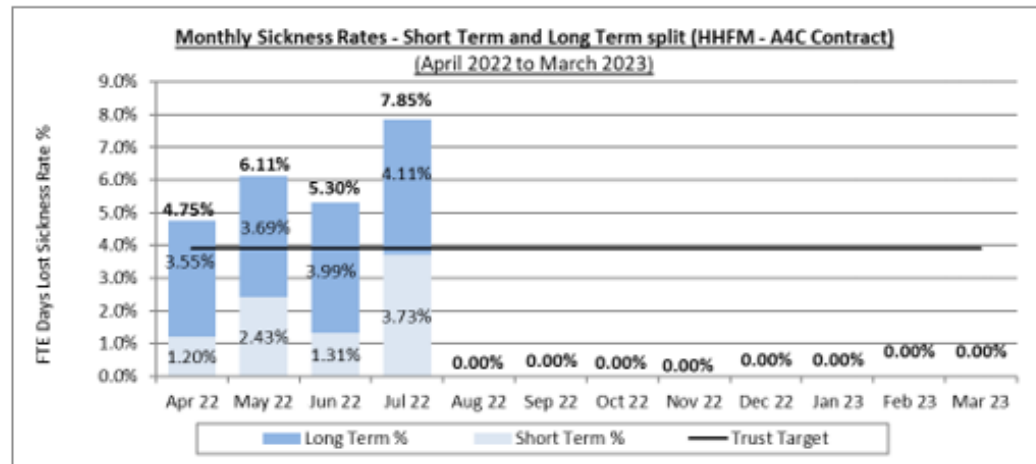


Absence between A4C contracts and HIF Contracts of Employment

Comparing the absence rates between the two contracts short term sickness is higher for those on HIF contracts by 0.80% and long-term sickness is higher on the AFC contracts by 0.43%

	A4C Contracts	HIF Contracts
SHORT TERM ABSENCE	3.73%	4.53%
LONG TERM ABSENCE	4.11%	3.68%
OVERALL ABSENCE	7.85%	8.22%

Workforce and Organisational Development



Workforce and Organisational Development

Absence Management

Long term sickness absence is being proactively managed, we currently have xxxx individuals reported as Long Term.

- XXXXXXXXXXXXXXXXXXXX.
- XXXXXXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXXXXXX

Cost of Absence

	Apr 22	May 22	Jun 22	Jul 22
Directorate Total	£22,097	£27,442	£25,040	£38,230
A4C Contract	£12,261	£15,517	£12,741	£19,717
HIF Contract	£9,835	£11,925	£12,300	£18,513

Absence Reasons

Absence Reason	Headcount	# Episodes	FTE Days Lost	% of Overall Sickness
S15 Chest & respiratory problems	22	22	144.93	22.40%
S19 Heart, cardiac & circulatory problems	4	4	100.00	15.45%
S10 Anxiety/stress/depression/other psychiatric illnesses	5	5	86.91	13.43%
S99 Unknown causes / Not specified	16	18	86.20	13.32%
S25 Gastrointestinal problems	16	16	77.40	11.96%
S98 Other known causes - not elsewhere classified	8	9	59.84	9.25%
S13 Cold, Cough, Flu - Influenza	6	6	30.40	4.70%
S28 Injury, fracture	3	3	23.93	3.70%
S12 Other musculoskeletal problems	3	3	22.00	3.40%
S11 Back Problems	3	3	7.53	1.16%
S16 Headache / migraine	3	4	4.00	0.62%
S23 Eye problems	1	1	4.00	0.62%
	90	94	647.15	

Workforce and Organisational Development

Staff Turnover

Staff Turnover (FTE) for the past year has risen to 20.90% in comparison to the Trust which stands at 16.41%

DEPARTMENT	Average Headcount	Average FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
HHFM Administration	4	2.61	1	0.79	28.57%	30.18%
HHFM Board of Directors	3	2.50	0	0.00	0.00%	0.00%
HHFM Car Parking - Other	3	2.00	1	1.00	33.33%	50.00%
HHFM Catering H.D.H.	51	42.37	9	7.33	17.82%	17.31%
HHFM Coffee Shop	3	3.00	1	0.64	33.33%	21.33%
HHFM Domestics - H.D.H.	102	83.69	18	13.16	17.65%	15.73%
HHFM Domestics - YDU	1	0.50	0	0.00	0.00%	0.00%
HHFM Engineering Staff	21	20.25	5	4.50	24.39%	22.22%
HHFM Estates Management	10	8.40	3	3.00	31.58%	35.71%
HHFM Fire Precaution	1	1.00	1	1.00	100.00%	100.00%
HHFM Healthcare Waste Management Team	5	5.00	1	1.00	20.00%	20.00%
HHFM Hotel Services Management	6	5.30	2	2.00	36.36%	37.74%
HHFM Linen Services	5	2.71	1	0.83	22.22%	30.54%
HHFM Management Team	2	2.00	0	0.00	0.00%	0.00%
HHFM Medical Equipment Library	3	2.00	1	1.00	40.00%	50.00%
HHFM Porter Services	45	42.66	11	9.32	24.72%	21.85%
HHFM Ripon Hotel Services	8	6.00	0	0.00	0.00%	0.00%
HHFM Staff Accommodation	1	0.50	0	0.00	0.00%	0.00%
HHFM Sterile Services	34	30.92	11	10.23	32.35%	33.07%
HHFM Transport Exs.	4	3.50	0	0.00	0.00%	0.00%
	306	266.90	66.0	55.79	21.57%	20.90%

Workforce and Organisational Development

Appraisals

Appraisal rate has dropped this month to 16.00% across HIF departments under 50% completion are listed below:

DEPARTMENT	Assignments Appraised	Number of Assignments	% Appraised
HHFM DIRECTORATE	48	300	16.00%
HHFM Administration	2	6	33.33%
HHFM Board of Directors	0	3	0.00%
HHFM Car Parking - Other	1	3	33.33%
HHFM Catering H.D.H.	3	49	6.12%
HHFM Coffee Shop	0	3	0.00%
HHFM Domestics - H.D.H.	21	112	18.75%
HHFM Engineering Staff	1	16	6.25%
HHFM Estates Management	2	5	40.00%
HHFM Fire Precaution	0	1	0.00%
HHFM Healthcare Waste Management Team	1	6	16.67%
HHFM Hotel Services Management	1	4	25.00%
HHFM Management Team	0	2	0.00%
HHFM Portering Services	5	40	12.50%
HHFM Ripon Hotel Services	0	7	0.00%
HHFM Staff Accommodation	0	1	0.00%
HHFM Sterile Services	7	31	22.58%
HHFM Transport Exs.	0	7	0.00%

Workforce and Organisational Development

Statutory and Mandatory Training

The overall compliance for HIF has risen to **82%** 3647 individual sessions required and 666 not achieved. Departments under 80% are highlighted red.

Department	Assignment Count	Percentage Compliant
421 Level 4 HHFM Coffee Shop	3	19%
421 Level 4 HHFM Catering H.D.H.	55	55%
421 Level 4 HHFM Transport Exs.	8	66%
421 Level 4 HHFM Board of Directors	4	68%
421 Level 4 HHFM Estates Management	9	71%
421 Level 4 HHFM Portering Services	49	72%
421 Level 4 HHFM Management Team	3	79%
421 Level 4 HHFM Linen Services	4	83%
421 Level 4 HHFM Ripon Hotel Services	8	83%
421 Level 4 HHFM Healthcare Waste Management Team	5	87%
421 Level 4 HHFM Domestic - H.D.H.	119	90%
421 Level 4 HHFM Staff Accommodation	1	90%
421 Level 4 HHFM Car Parking - Other	2	95%
421 Level 4 HHFM Engineering Staff	21	98%
421 Level 4 HHFM Sterile Services	36	98%
421 Level 4 HHFM Hotel Services Management	5	98%
421 Level 4 HHFM Administration	9	100%

Finance

Financial Information

HIF Board Report July 2022

Author: Katie Laurence
Date: 14th August 2022

Finance – Summary slide

- Redacted

Financial position - workforce

- Redacted

Non-pay expenditure

- Redacted

HIF efficiency programme

- Redacted

Energy – Financial Performance

- Redacted

Capital schemes

- Redacted

Balance sheet

- Redacted