

Appendix 5

NHS Orkney Asset Management Summary

2019 to 2029



Planning Regionally, Delivering Locally

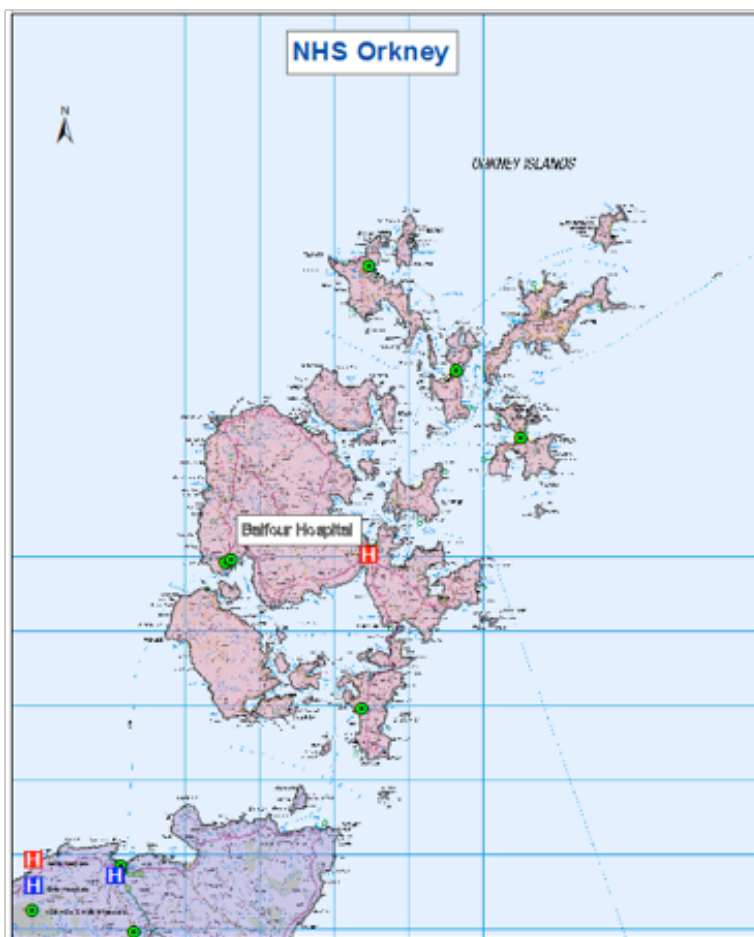


1. Introduction

NHS Orkney is the smallest territorial health board in Scotland and is responsible for the health care of the population of Orkney. The Board employs around 620 staff and provides a comprehensive range of primary, community-based and acute hospital services.

This year has seen the handover of the new Balfour hospital and healthcare facility. This exciting opportunity provides state of the art facilities which is matched by ambitious plans for services and staff across Orkney.

2018-2019 was the last complete financial year prior to the completion of the new Balfour hospital and healthcare facility. It was not however, the sole focus of attention and many other aspects of service delivery have continued to be developed. Although small in scale, NHS Orkney delivers a full range of clinical services, hospital and community based and in common with many other health systems across Scotland face challenges in terms of meeting rising demand, rising costs and perhaps most significantly recruitment to key posts, clinical and non-clinical.



2. Strategic Plan

The full scale of NHS Orkney's priorities for investment aimed at responding to both the current and future challenges it faces, and to deliver its emerging service model include:

- Development of integrated hospital and health care facilities incorporating a Rural General Hospital supported by appropriate community rehabilitation and enablement services.
- Development of two new primary care hubs to the East and West Mainland.
- Improvements to primary and community care facilities to ensure they support the provision of safe and sustainable clinical services to each local community.
- Ongoing capital and revenue based investment in backlog maintenance and statutory compliance matters.
- Rationalization of residential property in Kirkwall;
- Co-location of dental services to address the dispersed and substandard infrastructure, improve access to NHS dental services, and provide an enhanced emergency dental service.
- The need to achieve adjacencies and flexibility which enhance service delivery and staff, patient and relatives' experience.
- Development of a centralised decontamination facility for all dental, podiatry, endoscopy and medical instruments with capacity to support the future model of care.
- Implementation of a programme to reduce reliance on office space provision by introducing new ways of working.

Caring for more people in the community will result in a shift in resources from hospitals to community-based care. This shift will be recognised as a positive improvement in the quality of our services, progress towards our vision and therefore the kind of service change we expect to see.



3. Current Performance

NHS Orkney consists of acute services and one Integration Joint Board. It covers a geographic area of over 70 separate islands covering 989 sq.km. 20 of which are populated, with a total population of 22,000. The Board provides services from 1 hospital, 19 Primary care facilities and 2 office buildings with a net book value of £4m.

The new Balfour Hospital & Healthcare facility was opened in June 2019, it provides a remote & rural general hospital service including Emergency Department, HDU, Theatre, Maternity, as well as hospital inpatient and outpatient services. It provides a Consultant led service for Medicine, Surgery, Obstetrics & Gynaecology, Orthopaedics and Anaesthetics. It also provides a 6 chair Renal Dialysis service as a satellite of NHS Grampian. The hospital is VC enabled to support attend anywhere and reduce patient travel.

3.1 Overview of NHS Orkney Asset Responsibilities

| Owned and Leased Property Sites | | |
|---------------------------------|-----|-------------|
| | No. | Area sq. m. |
| Hospitals | 1 | 7,763.36 |
| Primary Care Facilities | 19 | 6,112.97 |
| Offices | 2 | 705.15 |
| Other | 6 | 4,899.18 |
| Hubco/PFI Property Assets | | |
| Hospitals | 1 | |
| Primary Care Facilities | - | |

| Medical Equipment Replacement Cost (£m) | |
|---|-------------|
| Radiotherapy Equipment | 0.00 |
| Imaging Equipment | 1.40 |
| Renal Dialysis Equipment | 0.08 |
| Cardiac Defibrillators | 0.45 |
| Flexible Endoscopes | 2.01 |
| Infusion Devices | 0.03 |
| Other high value items | 3.25 |
| Total | 7.22 |

| Independent Property Assets | |
|-----------------------------|-----|
| | No. |
| General Practice Facilities | 0 |
| Pharmacies | 4 |
| Dental Facilities | 5 |
| Optometrists | 4 |

| Vehicles | |
|------------------|-----------|
| Owned | 32 |
| Leased | - |
| Staff Car Scheme | - |
| Long term hire | - |
| Total | 32 |

| Current Book Value (£m) | |
|-------------------------|-------|
| Property | 4 |
| Equipment | 0 |
| IM&T | 0 |
| Vehicles | 0.115 |

3.2 Current Statistics

| NHS Board | Functional Ranking - % in each category | | | | Quality Ranking - % in each category | | | | Space Ranking - % in each category | | | |
|---------------------|---|------------|------------|-----------|--------------------------------------|------------|------------|-----------|------------------------------------|------------|------------|--------------|
| | A | B | C | D | A | B | C | D | Empty | Under-used | Fully used | Over crowded |
| NHS Orkney | 11% | 39% | 31% | 19% | 1% | 75% | 20% | 0% | 2% | 22% | 59% | 17% |
| North Region | 8% | 64% | 23% | 6% | 9% | 69% | 19% | 4% | 3% | 18% | 77% | 2% |

| NHS Board | Age Profile (%) | | | |
|---------------------|-------------------|-------------------|------------------|--------------------|
| | Over 50 years old | 30 - 50 years old | 10 -29 years old | Up to 10 years old |
| NHS Orkney | 41% | 27% | 32% | 1% |
| North Region | 36% | 24% | 29% | 11% |

| With 2019 (3.71%) Inflationary Increase | | | | | | | | | | | | | | | |
|---|------------------------------------|----------------------|--------------------------|-----------------|---------------------------|--|----------------------|--------------------------|-----------------|-------------------------------|-------------------------------|----------------------|--------------------------|-----------------|-----------------------|
| NHS Board | Backlog Cost (£m) - Clinical Areas | | | | | Backlog Cost (£m) - Non-Clinical Areas | | | | | Backlog Cost (£m) - All Areas | | | | |
| | Low Risk Items | Mod-erate Risk Items | Sig-nifi-cant Risk Items | High Risk Items | Clin-ical Back-log | Low Risk Items | Mod-erate Risk Items | Sig-nifi-cant Risk Items | High Risk Items | Non-Clin-ical Back-log | Low Risk Items | Mod-erate Risk Items | Sig-nifi-cant Risk Items | High Risk Items | Total Back-log |
| NHS Orkney | 3 | 4 | 1 | 1 | 10 | 0 | 1 | 0 | 0 | 2 | 3 | 5 | 2 | 1 | 11 |
| North Region | 82 | 79 | 63 | 54 | 277 | 28 | 23 | 15 | 1 | 67 | 110 | 101 | 78 | 55 | 344 |

In 2012 NHS Orkney backlog stood at £16m, the table above shows the current backlog of £11m evidences a reduction of £5m despite the inflationary increases of over £1m since 2012. This has been achieved partly through targeted backlog investment and in the disposal of surplus assets, this will be further improved with the sale of the old Balfour hospital.

3.3 Current specific IT issues/opportunities

There are currently a number of opportunities being driven forward to bring about the improvement required in the use of digital technology in the healthcare environment.

- Regional working with other NoS Boards on IT Infrastructure and IT Security
- A number of systems being migrated to NHS Grampian; SCI Store, EMS (Endoscopy Management System), IcNet (Infection Control System)
- Closer engagement with NHS Grampian on SCI Gateway protocols and referrals
- Closer engagement with NHS Grampian on IT Infrastructure
- National implementation of Office e365 (O365)
- New hospital and healthcare facility enabling us to bring forward the replacement of legacy hardware including firewalls, file servers, LAN & WiFi, desktops & laptops
- Increased resilience and redundancy available in new hospital and healthcare facility
- Closer working with NHS Shetland on Laboratory IT systems
- Closer working with Orkney Islands Council
- Further phases of the NoS care Portal to include other NHS Scotland Portals and Social Care Systems.



3.4 Smarter Offices

The new open plan administration and clinical support facility in the new Balfour has an open plan configuration with breakout space for 2 – 3 person meetings, single room bookable PODs for confidential space, access to tea area/catering facilities, conference suite, flexible use of areas, access to natural light, good acoustics and centralised waste and storage.

The building provides facilities to support services, consultants, clinical teams and administrative staff as well as the senior management team with:

- A facility which meets the needs of staff providing workspace, access to WiFi throughout, quiet break out space to facilitate confidential conversations, conference/meeting rooms, social interaction areas with all rooms and PODs equipped to VC.
- A modern high-tech 21st century facility which is fit for purpose with access to natural daylight inspiring collaboration and communication.
- Excellent ability to build relationships, increase collaboration with clinical and non- clinical teams co-located employees are more approachable and accessible, enabling more idea sharing and personal conversation
- An eco-efficient facility which contributes to NHS Orkney meeting a national HEAT target for reducing carbon emissions.
- Space for impromptu meetings with colleagues, either in a private capacity in a room or using touch-down or break out space, depending on purpose of meeting.
- Space for VC either on 1:1 or larger meetings
- Location close to clinical work, both inpatient and outpatient areas.
- Ability to zone areas so public and Third Sector bodies can use the conference suite, particularly in the Out of Hours period.
- Psychological and productivity benefits as well as enabling improvement to health and wellbeing, encouraging more movement as people communicate with each other as well as a more motivating and aesthetically pleasing working environment.

The new office was occupied in June 2019

| NHS Board | Space Standard (sq.m NIA) | | Desk to WTE/ FTE % | Accommodation Budget Costs inc VAT: 2018/19 | | | | | | |
|--------------------------|---------------------------|-------|--------------------|---|----------------------|-------------------------------|------------------------|------------------------|-----------------------|-----------------------------|
| | WTE/ FTE | Desks | | Own- ership or lease £ per m2 NIA £ | Rates £ per m2 NIA £ | Service Charge £ per m2 NIA £ | Hard FM £ per m2 NIA £ | Soft FM £ per m2 NIA £ | Energy £ per m2 NIA £ | Total- Costs £ per m2 NIA £ |
| NHS Orkney | 10.8 | 9.1 | 119% | 161 | 60 | 0 | 4 | 15 | 16 | 255.8 |
| NoS Region TOTAL/AVERAGE | 10.3 | 10.0 | 102% | 83.3 | 54.0 | 1.9 | 9.3 | 31.1 | 21.4 | 201.0 |
| NHS Board TOTAL/AVERAGE | 12.7 | 13.0 | 98% | 46 | 28 | 3 | 15 | 17 | 22 | 131 |



4. Future Investment

4.2 Strategic Investment Priorities for Primary Care Services;

There are several smaller properties within the Primary & Community Care sector that are in need of improvement and these are identified as follows:

- Stromness Surgery
- Sanday Surgery, Flebister House
- Flotta Surgery, Springbank
- Stronsay Surgery, Geramount
- Westray Surgery, Trenabie House
- North Ronaldsay Surgery, New Manse
- Papa Westray Surgery

Approximately 60% of the Primary Care premises have a physical condition in category C which will require significant investment.

These properties will form part of a prioritisation of investment programme alongside any service change plans being considered.



4.3 Strategic Investment Priorities for ICT;

The North of Scotland eHealth Plan 2018-2021 details planned priorities and provides insight into the approach to regional eHealth. The North of Scotland will share data and information across boards and join up with other public sector bodies to collaborate on patient care and safety, clinical effectiveness and a person-centred approach to care.

No patient leaves Orkney unless they have to, this will be aided by: -

- Increase the use of Telehealth and use digital devices to enable access to information at the point of delivery
- Increase the use of Telehealth and reduce the need for patients to attend multiple distant hospital appointments and enabling practice or Board based care
- Promote the use of video conference (VC) equipment, including desktop VC, particularly in remote locations such as GP Practices, and integrate the VC equipment with the NHS Scotland VC network
- Using technology to enable staff to generate letters electronically, take pictures, draw diagrams, use voice recognition, record handwriting, use mobile apps, use streaming, etc to enable access to information at the point of delivery, to ensure information collected is accessible to all those who need to know, reducing the need for paper.

Support clinicians by releasing more time to care:-

- Ensure information systems are fit for purpose and integrated, and reduce paper-based systems
- Continually enhance the functionality of the Patient Management System Trakcare system hosted at NHS Grampian.
- Fill gaps in electronic information coverage and systems integration by implement information systems for Community, Prescribing and Medicines Administration (HEPMA).
- Provide an Electronic Patient Record (EPR) to access clinical information rather than having to login to disparate systems to access patient information, including mobile access.
- Digitise legacy paper records and make them available electronically to staff at the point of Encourage access to clinical documentation and collaboration amongst staff through our content management portal.
- Work with Local Authority and third sector partners on supporting the integration of health and social care.
- Enable mobile working
- Achieve Cyber Security Essentials Plus accreditation



4.4 Strategic Investment Priorities for Medical Equipment;

Medical Equipment in NHS Orkney is for the most part managed by a Medical Physics Team which is based within the Estates Department at the Balfour Hospital in Kirkwall. This service is supported by a recurring SLA with NHS Highland who provides regular strategic, management and technical support as required. Reliable medical equipment is fundamental to healthcare delivery on Orkney. This risk is managed by an equipment management process compliant with Medicines and Healthcare products Regulatory Agency (MHRA) guidelines. This includes a planned equipment procurement process with governance provided via our Medical Equipment Group (MEG) as well as regular scheduled maintenance including supporting the delivery of training of clinical staff and responding to incidents reported on DATIX, and safety warnings issued by suppliers and the MHRA.

To spend our limited resources judiciously we must purchase equipment that brings a return on our investment with affordable maintenance and replacement programmes. We not only need sufficient funding, but need to better understand how equipment impacts on our patient services. To do this we need a better understanding of the equipment itself, of changing service demands and above all an effective pragmatic contribution from clinicians.



4.5 Strategic Investment Priorities for Vehicles;

Electric charging points for electric vehicles have been included at the new build site and a replacement programme has been developed for moving from fossil fuel vehicles to electric vehicles.



4.6 Strategic priorities for Sustainable and Environmental development

The following is a list of current projects which are being developed where appropriate, either locally and or regionally through the North Energy Group, North Waste Group and North Sustainability Group.

- Linking with Orkney Island Council to promote sustainability and ensure estate is utilised to support the communities services are provided for - <http://www.orkney.gov.uk/Council/C/council-partners.htm>
- NHSO are in the process of completing the NHSScotland Sustainability Assessment Tool which covers various topics including Greenhouse Gases, Welfare, Procurement, Sustainable Care, Capital Projects.
- The Environmental Management and Sustainability Group (EMSG) is being developed, this group will report directly to the Senior Management Team.
- Submit a Climate Change Report Annually
- Actively follow the National Waste Management Plan

All of the above are ongoing and likely to generate a North Regional Work Plan.

4.7 Planned 5 Year Investment

| Board | New Investment Projects: | Total Capital Value | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-------|---------------------------|---------------------|---------|---------|---------|---------|---------|
| NHSO | New Healthcare facilities | 0.93 | 0.930 | | | | |
| NHSO | New Balfour Hospital | 0.175 | 0.175 | | | | |

| Board | Investment in Existing Estate: | Total Capital Value | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-------|--------------------------------|---------------------|---------|---------|---------|---------|---------|
| NHSO | Backlog | 1.05 | 0.250 | 0.150 | 0.200 | 0.45 | |

| Board | Investment in Other Assets: | Total Capital Value | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-------|-----------------------------|---------------------|---------|---------|---------|---------|---------|
| NHSO | Medical Equipment | 1.034 | 0.078 | 0.478 | 0.378 | 0.1 | |
| NHSO | IM&T | 1.528 | 0.350 | 0.350 | 0.400 | 0.428 | |



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