



Wirral University
Teaching Hospital
NHS Foundation Trust

People Campaign Staff Workshop Outputs

Estates Strategy 2021-2026



together
we will

Estates Strategy: People Campaign

Our People Campaign forms part of the overall Estates Strategy. People are at the heart of our Estates Strategy because without our patients, service users, relatives, carers, clinical services and staff we would not require our hospital buildings. Therefore, to best serve our people this campaign focusses upon understanding how we can achieve effective utilisation of our estate to enhance the environment to:

- Improve the patient and staff experience
- Support staff wellbeing
- Enable efficient practice to improve outcomes for patients

This document sets out our current position and identifies priorities and areas for improvement over the next 5 years as identified by our staff during a series of 5 workshops.

SWOT – People Campaign, Workshop 1

(September 2021)

STRENGTHS

- A sense of community among staff, with the majority of staff living and working on the Wirral
- Most staff enjoy their work – good morale within catering team
- Staff loyalty and volunteers
- Once recruited staff tend to stay within the organisation
- Staff restaurant upgrade
- Wellbeing hub being developed within staff restaurant
- Staff changing facilities upgrade
- Grounds improvements for both patients and staff to sit outside and relax
- Catering offer for patients and staff is good within day time hours
- WUTH charity located onsite
- Good hospital locations and bus routes
- Investment in technology for portering service enables efficient transfers for patients – Capacity Manager
- Investment in technology and updated equipment in Switchboard

OPPORTUNITIES

- Usage of IT for Estates, Facilities and Capital services
- Catering ordering on the day system
- Catering restaurant extended opening hours
- Trust going through change to improve patient and staff experience
- CGH and APH Estates Master Plans
- CGH site developments to provide efficiencies to benefit patients and support APH site pressures
- Alignment of the Estates Strategy with IPC Strategy
- Investigate the potential to install plumbed access to drinking water for staff
- Review of hospital taxi policy
- Use switchboard technology to it's full potential – automation for extensions

WEAKNESSES

- Bus routes need to be more regular and start earlier
- Inter-site bus needs to start earlier for staff and transfer of samples to reduce taxi spend
- Signage needs to be improved to aid patients to navigate around our hospital sites
- Car parking capacity
- Clinical service equipment changes - don't always include support and FM services during planning phases
- Restaurant in wrong location for staff – too far away from areas of work
- Restaurant opening hours are limited to the day time
- Insufficient staff lifts to the basement for FM services
- Catering basement doors need to open automatically to enable easier transportation of goods
- Provision of water bottles for staff – expense
- Portering training for Capacity Manager – technology could be used to full potential with increased knowledge
- FM services losing the use of the “blue room”, meeting room as it is being transformed into a staff wellbeing hub
- Inadequate patient seating at main hospital entrance APH (removed due to COVID-19)

THREATS

- Staff burn out post pandemic
- Age profile of buildings and aging infrastructure
- During periods of estate upgrade we lose the use of areas required for service provision – EG staff restaurant during upgrade

Patient and Staff Experience

Getting the Basic Right

Infrastructure

- Review of seating area for patients at the main hospital entrance/reception area – APH
- Sufficient available wheelchairs at the main hospital entrance/reception area – APH
- Staff restaurant upgrade - APH
- Improve signage around our hospital sites

Facilities

- Staff changing facilities upgrade programme - APH

Better

Facilities

- Extended catering opening times
- Increased catering variety – themed days advertised on the intranet
- Catering takeaway service
- On the day catering ordering for patients
- Internet café facilities
- Sewing room providing private service for staff

Best

Facilities

- 24/7 catering available for staff
- Commercial shop, convenience store offering and retail delivery lockers

Sustainability

- Increased public transport bus frequency to our hospital sites and earlier start times

Staff Wellbeing

Getting the Basic Right

Environment

- Quiet zones for staff, located in close proximity to clinical areas

Facilities

- Investigate the potential to install plumbed access to drinking water for staff

Better

Environment

- Increased greener spaces for staff and visitors: increased outside seating, walking and cycling paths tracks around the hospital sites

Best

Facilities

- Exercise and yoga classes available onsite for staff to support wellbeing

Efficient Practice

Getting the Basic Right

Facilities

- Review inter-site bus timings – start earlier to enable transfer of staff and samples across site
- Review Trust Taxi policy to reduce unwarranted variation in usage and create efficiencies
- Procurement process for FM service staff to be included in the review of equipment they will be utilising, when investment in change is being made

Infrastructure

- Staff training for existing software systems to maximise benefits
- Automated doors in the basement to support FM staff to transport goods
- Infrastructure maintenance programme

Sustainability

- Improve recycling

Better

Facilities

- Reduction in Taxi usage between hospital sites resulting in cost improvements

Infrastructure

- Continued investment in IT software systems across Estates, Facilities and Capital teams

Best

Infrastructure

- Upgrade/rebuild of hospital buildings and infrastructure, including: boiler house and piping
- Increased number of staff lifts accessing the basement to support the transportation of goods

Sustainability

- Become paperless across Estates, Facilities and Capital teams by utilising automated systems
- Reduce carbon footprint

SWOT – People Campaign, Workshop 2

(September 2021)

STRENGTHS

- Good quality food available for staff
- Investment in technology to create efficiencies - Capacity Management to support patient flow
- Access to fresh fruit and vegetable stall at APH
- Access to shops onsite but offer is limited

WEAKNESSES

- Catering closes early (APH & CGH) and closed at weekends (CGH)
- News agent shop closed at APH – no paper delivery service for patients
- Departmental staff rooms prevent staff “coming together” during breaks
- Railway line public transport links to APH
- Bus route public transport links to CGH from across Wirral
- Lack of changing facilities across the hospital sites
- Lack of secure bicycle storage
- Quality of car park surface
- Reduced inter-site bus frequency
- General maintenance backlog
- APH basement environment on route to staff restaurant and break facilities
- APH basement environment when transferring patients to the Women and Children’s building from Emergency Department, particularly at night
- Poor and outdated signage

OPPORTUNITIES

- Staff restaurant upgrade – opportunity to engage with staff and revamp menus
- Staff restaurant menus and themed events advertised on the intranet
- Exercise facilities, outdoor exercise equipment and classes
- Improved public transport links to our hospital sites
- Electric car parking charging point
- Relaunch/reintroduce the staff bike scheme
- Commercial offer – convenience shop
- Nursery for staff – support working families and staff absence
- Healthcare offer for staff – advertisement of access to self referral MSK service

THREATS

- Lack of investment into our Estate
- Numbers of patients and patient needs have changed since our hospital sites were designed
- Out grown our clinical estate footprint

Patient and Staff Experience

Getting the Basic Right

Facilities

- Changing facilities upgrade - APH

Infrastructure

- Staff restaurant upgrade programme – APH
- Improved environment within the basement at APH for patients being transferred and staff visiting the restaurant
- Secure bicycle storage across our hospital sites
- Buildings maintenance programme
- Improved signage

Better

Facilities

- Extended staff restaurant opening hours
- Staff restaurant themed days to improve catering offer
- Catering menu available on Trust intranet

Infrastructure

- Increased changing, shower and locker facilities across our hospital sites
- Use of technology to guide patients around our hospital sites

Sustainability

- Electric car charging spaces

Best

Facilities

- Commercial and local produce catering offering
- Convenience store

Sustainability

- Car share incentive scheme post pandemic
- Improved public transport links, routes and frequency to our hospital sites

Staff Wellbeing

Getting the Basic Right

Facilities

- Healthcare offer for staff; private healthcare/insurance scheme and internal healthcare services such as MSK

Better

Best

Facilities

- Outdoor exercise area for staff with equipment and exercise classes

Efficient Practice

Getting the Basic Right

Infrastructure

- Use of technology within Estates, Facilities and Capital services to automate processes and create efficiencies
- Standardise processes for logging minor works requests

Better

Facilities

- Review of inter-site bus frequency

Infrastructure

- Minor works communication process; to advise turn around times and provide progress updates

Best

Facilities

- Onsite staff nursery

Infrastructure

- Reliable and known minor works turn around times

SWOT – People Campaign, Workshop 3

(October 2021)

STRENGTHS

- Good space and potential at Clatterbridge site, with a nice environment
- The workplace culture/ team ethos at Clatterbridge is positive and relaxed, even in busy areas such as stores which is the hub for the trust
- General opinion that patients seem happy to come to Clatterbridge, there is a good reputation.
- Staff really value the wellbeing hub
- Good staff break areas, and facilities such as canteens and shops on Clatterbridge site are valued
- COVID-19 Vaccination Centre was developed really well and delivers a good service – shows the strength of the people we work with
- The FM service underpins all areas and keeps everything going, and consist of individuals who have a long length of service and wealth of experience
- The staff care and want to be the best they can / “going above and beyond”

OPPORTUNITIES

- Improved signage at the Clatterbridge site both inside and outside the building and carparks.
- Establishing a more clear main entrance at Clatterbridge, with a reception desk that could be supported by staff or volunteers.
- Utilising the space at Clatterbridge site to reduce the pressures at Arrowse Park
- Investing in the Wellbeing Hub
- Implement an equipment “swap shop” for used equipment that is still in good condition but no longer required, to re-use instead of buying more, such as lockers/tables and desks
- Brand Clatterbridge as a more calm site in comparison to Arrowse Park, for more rehabilitation services
- Develop staff facilities to create quiet spaces and outdoor wellbeing spaces
- Communicate what we do – Key Performance Indicators and Business Intelligence Information.

WEAKNESSES

- Arrowse Park reception area layout is not great since COVID-19 changes, the patients seating area is around the corner and away from the view of the switch board team behind the desk.
- Clatterbridge layout consists of one main corridor, with a lack of main entrance, which can often cause patients to feel disorientated and they approach switchboard for directions, thinking it is the main reception.
- When clinical changes occur, there have been incidences of FM Services not being included in the planning, which can cause logistical problems.
- Fir Trees restaurant is not open at the weekend
- Lack of changing areas
- FM services feel that there is a lack of recognition for what they do, and that they are sometimes not involved in decision making processes that they should be.
- There is no standardisation of materials and equipment across the trust and different service areas
- Requirement for larger lorries to facilitate moving larger equipment such as beds between sites.
- Lack of investment into equipment such as vacuum cleaners/ floor machines / suction machines / cleaning equipment

THREATS

- Switchboard is sometimes closed
- COVID-19 restrictions and measures affecting use of space, and slowing down processes causing back-logs and pressures
- Finances /lack of funds
- Increased cross-site working and potential impact on transport issues
- If staff move from one site to another, the provisions to support their work don't always move also.
- Staff Wellbeing Hub only short-term?
- Feelings and discussions among teams that Clatterbridge is a “lesser” site, so services and buildings could be under threat
- Discussions of potential housing development implications
- What are other Trust or CCGs doing and how might this affect Clatterbridge?
- Concerns about outsourcing “soft Services” such as FM – potential financial savings could impact on quality of provision

Patient and Staff Experience

Getting the Basic Right

Estates

- Improving signage across both sites both internally and externally
- Share maps of car parks and services areas with patient communications such as appointment letters, and supply printed map handouts on hospital site, and digital versions on the website.

Facilities

- Communication with staff to update on change – “you said, we did”

Better

Estates

- Review the process of updating signage
- Visibility of staff and volunteers at Clatterbridge site, and information on the website.

Facilities

- Develop KPIs and BI to identify information to be shared with all teams
- Food orders made on the day, not the day before / reception or help desk manned at Clatterbridge / switchboard times extended

Best

Estates

- Keeping signs up to date in line with any changes – consider colour coding/ other visual aids
- Focal main entrance at Clatterbridge Hospital

Facilities

- Regular updates to all teams, including FM services and rest of the team, 2 way channels of communication to share developments that those teams have made to wider audiences, such as the public.

Staff Wellbeing

Getting the Basic Right

Facilities

- Staff wellbeing hub to stay open at Clatterbridge Hospital
- FM staff having access to ward kitchens, recognised as part of the teams, changing areas for FM staff identified

Better

Facilities

- Having a safe outdoor wellbeing space to utilise at Clatterbridge for staff
- FM staff having designated kitchen area and lockers

Best

Facilities

- Utilising the outdoor space at Clatterbridge site to develop a wellbeing walking area
- Changing facilities for FM staff

Efficient Practice

Getting the Basic Right

Intelligence

- Understanding what the population needs are and using this intelligence to inform change

Estates

- Improved access from stores to the main building at Clatterbridge
- Review the storage of equipment that has been used, is no longer needed, and is still in good condition and could be re-used in other areas
- Explore usage of digital programmes that we can use, such as one system access for 3 systems– access control /keys / digital locks

Better

Intelligence

- Clatterbridge and Arrowe Park estates master plans

Estates

- Undercover link from stores to the main building at Clatterbridge
- Creating a “swap shop” for used equipment that can be re-used in other areas
- Implementing digital programmes that optimise services

Best

Intelligence

- Remain constantly in tune with the needs of the population, to involve the patients in ensuring the best use of both sites.

Estates

- Corridor access from stores to the main building at Clatterbridge
- Electronic “swap shop” system where items can be requested or advertised as available
- IT programmes are in place to help and support services

SWOT – People Campaign, Workshop 4

(October 2021)

STRENGTHS

- Staff deliver high quality, compassionate care despite estates concerns
- The discharge lounge, fracture clinic and DME wards already have dementia friendly spaces
- There is appropriate space at Arrowe Park Hospital currently for a Health & Wellbeing drop-in model.
- Fruit and vegetable stall outside Arrowe Park reception every Wednesday
- The research teams are dispersed across the two sites, so they are more visible and have good access to clinical areas

WEAKNESSES

- Currently not utilising the existing estate efficiently, for example, M2 at Clatterbridge Hospital
- Identified safety concerns in the Mental Health areas in Emergency Department at Arrowe Park
- Research Department not clearly identified with signage
- Poor conditions and lack of staff break areas
- Poor ventilation, lack of or broken air conditioning systems, windows do not open or close properly
- Not all clinical areas have sinks, such as ophthalmology

OPPORTUNITIES

- Potential to make use of existing estate such as M2 at Clatterbridge
- Identify suitable space at both Hospital sites for long term Health & Wellbeing activities
- Dementia friendly patient spaces on all wards, such as Ward 11 at APH
- Showcase the work the research team are doing through the use of technology such as: images or videos on screens in staff areas, for example the new staff restaurant to boost staff value and morale
- Developing staff break areas off the wards to provide quiet areas
- Outdoor space areas with undercover spaces to encourage social aspect of break times
- Identify area for staff wellbeing to establish group sessions such as exercise classes

THREATS

- Staff being moved to different areas to work increases the chance of staff turnover
- Current transport links make travelling to and from different sites difficult for staff, particular before and after shifts
- Staff are now not able to wear uniform outside of clinical areas, meaning they can not spend time outside during their breaks
- Social distancing has reduced the space available for breaks
- Poor maintenance of air conditioning units and windows increases the risk of infection of both patients and staff
- Movement of research clinic rooms causes disruption and extra work this causes for Research Nurses and Midwife. An example is when not granted access to any space Paediatric RNs are seeing participants in breastfeeding room.

Patient and Staff Experience

Getting the Basic Right

Facilities

- News papers to be sold on the hospital sites
- Salad bar and increased vegan options in the restaurants and cafes
- Rest areas in communal areas such as long corridors to support patients with mobility issues
- Lines to identify spaces in car parks for both for staff and patients improved and carparks resurfaced
- Signage for research department and research clinics from main entrance at APH, research notice boards up-to-date
- Bike racks at Clatterbridge Hospital site

Better

Facilities

- Increased open hours of shops
- Increased hot food options at Annabelle's café
- Improved walkways and pavements from the carparks to the buildings on both sites to improve accessibility for wheelchairs and prams etc.
- Car park signage improved to identify whether it is for patients or staff, pay options and exit signs. Increased visibility of car park attendants
- Screens around the sites to advertise studies currently open to recruitment and notices for staff to communicate where study patient information sheets are/who and how to contact study Research Nurse or Midwife)
- Notices in staff areas to inform on progress of research where staff have been involved in the studies.
- Staff showers and changing facilities at Clatterbridge for staff exercising to work

Best

Facilities

- Commercial offering such as M&S
- Food options open during evenings.
- Meet and greet volunteer team to support patients from bus stops and car parks to the hospital buildings
- Improved transport links to reduce the dependence on car parks
- Clear advertisement that we are a research active organisation upon entrance to the hospital buildings, and throughout the site.
- Improved frequency and accessibility of transport links such as bus routes

Staff Wellbeing

Getting the Basic Right

Estates

- Quiet zones for staff breaks off the wards
- All Research Nurses and Midwives have access to a desk and designated space for study file storage in Research Department at APH or clinical area (i.e. Women's & Children's)
- Back-log maintenance on essential research facilities (i.e. -80 Freezer)

Better

Estates

- Identified outdoor spaces for staff breaks, with undercover area
- Spaces allocated to the research team are protected to prevent disruptions to services.

Best

Estates

- Identified space at Arrowe Park Hospital for indoor group activities such as exercise classes
- Research staff able to work efficiently, their role in patient care is evident and they feel valued members of WUTH team.
- Research's contribution to the Wirral's health and care system is celebrated alongside WUTH's contribution to wider NIHR research system.

Efficient Practice

Getting the Basic Right

Estates

- Sinks in all clinical areas – specifically Ophthalmology
- Air temperature control and ventilation systems
- Windows that open and close in all areas

Facilities

- Water dispensers available to staff and patients instead of providing bottled water
- Accessible toilets available across both sites

Better

Estates

- Continuous rolling maintenance programme to prevent temperature regulation and air flow concerns
- Dedicated office space for the Research Admin staff and Research Nurses/Midwife team, as well as individual Research Nurse spaces in clinical areas.

Facilities

- Provide paper cups instead of plastic cups
- Changing facilities for adults with learning difficulties

Best

Estates

- Designated research clinic room with sessions Mon-Fri (may need Research clinics recorded in Cerner to be recognised that this work is going on). Prior to COVID Fri afternoon only time could get clinic room.

Facilities

- Sustainable cutlery and use of local produce in the restaurants and cafes