

Estates Strategy

2021-2026



Foreword

*“I am pleased to welcome you to our Estates Strategy which showcases our Estates, Facilities and Capital areas of focus for the next 5 years, to deliver our Infrastructure strategic objective; **improve our infrastructure and how we use it.**”*

I would like to thank everyone who has been engaged throughout the process of developing our Estates Strategy which has led to a strong focus upon how we can best serve our people through our estate and infrastructure. We recognise through reflecting upon where we are now and through listening to feedback received from our people during engagement workshops and questionnaires utilised, that we still have a way to go to deliver our priorities in order to best serve our patients and support our staff to carry out their roles efficiently. However, this is an exciting time for WUTH, as our Estates Strategy provides clear direction to aid us make necessary improvements, as part of Wirral Place and the wider Cheshire & Merseyside Integrated Care System”.

**Matthew Swanborough,
Director of Strategy and Partnerships**



Opening Words

“Our Estates Strategy outlines our ambitions for the next 5 years and ultimately aims to deliver outstanding care within high quality environments that support both the patient and staff experience. Therefore, this Estates Strategy is led by the requirements of our clinical services and people rather than our existing hospital buildings restricting our progression to meet the evolving needs of our patients. This fresh approach is unpinned by our Estates vision;

Health connects us, buildings enable us

The Estates vision captures our ambition to create a joined up approach to infrastructure development and asset management across the Wirral Place to benefit the Wirral population, through improved access to healthcare, creating efficient practice and providing value for money”.

**Paul Mason,
Acting Director of Strategic Estates, Facilities & Capital**

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Introduction

Our journey to improve our infrastructure and how we use it

Our Estates Strategy forms 1 of 7 enabling strategies, through which *Our 2021-2026 Strategy* will be delivered. A well thought out estates strategy is essential to the provision of safe, high-quality healthcare buildings capable of supporting current and future service needs.

Our Estates Strategy outlines the direction needed to ensure our estate and infrastructure is fit for purpose, is flexible and adaptable to meet the needs of the evolving population, supports the provision of care closer to home, contributes to delivering a Net Zero Carbon National Health Service (NHS), whilst delivering value for money.

Our Estates Strategy encompasses Infrastructure, Facilities and Capital. The Estates Strategy is broken down into 4 campaigns, aligned to *Our 2021-2026 Strategy*, Infrastructure strategic objective: Technical Management Review, People, Supporting the Delivery of Clinical & Non-Clinical Service Strategies and Portfolio Development and Future Planning.

Our Estates Strategy has been developed through a series of engagement workshops and the use of staff and patient questionnaires, leading to engagement with over 200 patients, staff and external Wirral Place estates representatives. This approach has led to us gaining an understanding of how we can best serve our patients and support our staff to carry out their roles efficiently through the use of our estates and infrastructure.

Location of clinical service delivery has traditionally been restricted by our hospital buildings. However, we now move towards a fresh approach; our Estates Strategy is led by our clinical service needs. This approach is further supported by the ambitions of the Wirral Place Strategic Estates Group and Cheshire & Merseyside Strategic Estates Board.

This document assesses where we are now, outlines where we want to be through the development of priorities for each campaign and details how we are going to get there within the next steps section.

Wirral University Teaching Hospital Estate

Wirral University Teaching Hospital (WUTH) estate comprises of two hospital campuses; Arrowe Park Hospital and Clatterbridge Hospital.

Arrowe Park Hospital (APH) Campus

opened in 1982 and is located on a 15-acre section of Arrowe Park, close to the village of Upton, Wirral, Merseyside.

APH today is our acute site and focuses on providing emergency and specialist care. APH is home to the Wirral's only emergency department. APH also provides a full range of expert inpatient and outpatient services. All the support services required to treat patients with a range of complex medical and surgical conditions are available on site.

APH was a key site that supported the wider NHS during the COVID-19 pandemic, acting as a quarantine site early 2020.

Funding has been awarded to deliver the new Urgent Emergency Care Upgrade Programme (UECUP) on the APH campus. UECUP is a vital investment to support the demographic needs of the Patients of Wirral, whilst enhancing staff facilities.

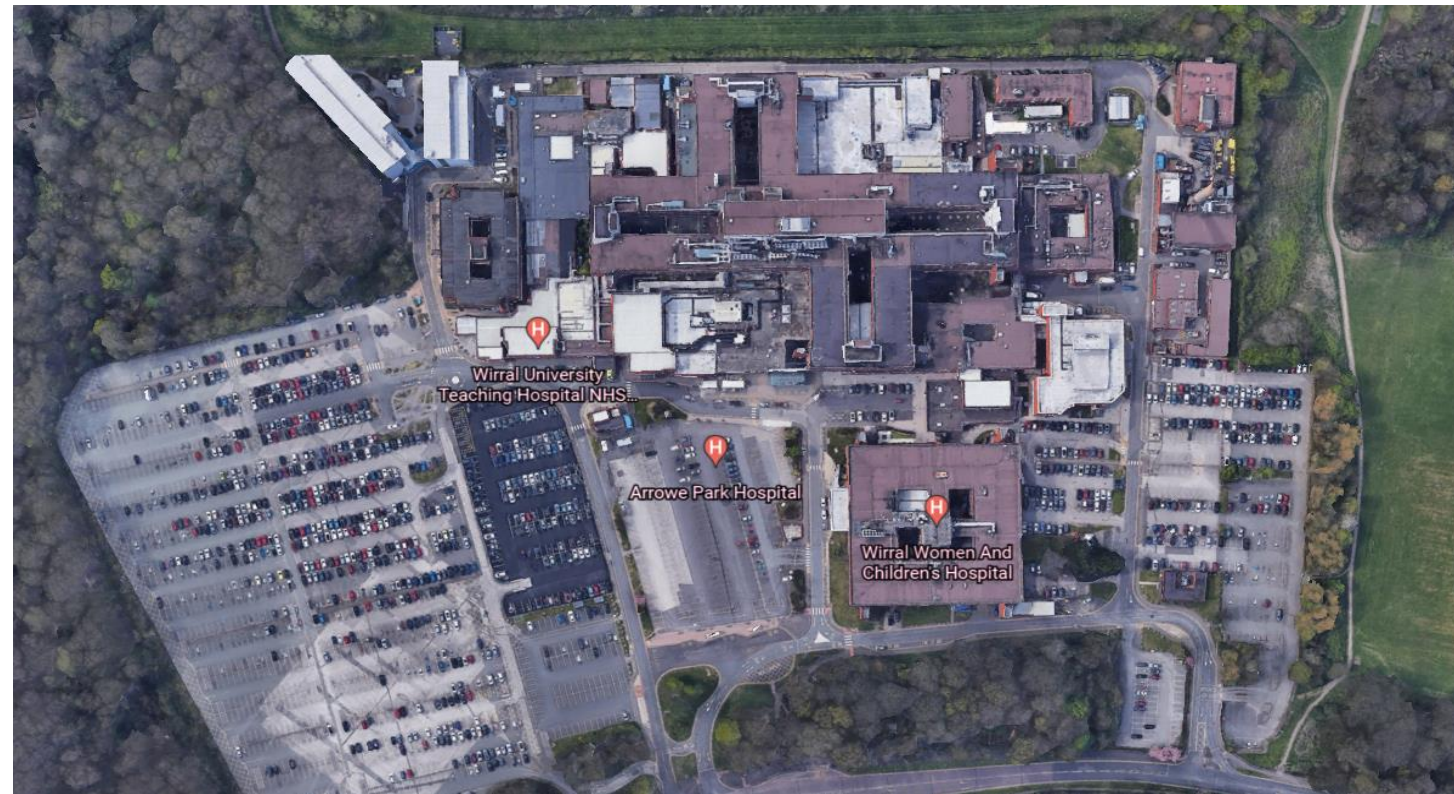


Figure 1. Arrowe Park Hospital Site

Wirral University Teaching Hospital Estate

Continued

Clatterbridge Hospital (CGH) Campus

originates in the accommodation provided for the treatment of infectious diseases for the Wirral Poor Law Union Workhouse in 1888. A purpose built infirmary block was erected in 1899. In 1930, with the end of the workhouse system, the site became the responsibility of Cheshire County Council who renamed the facility Clatterbridge General Hospital.

With an increased catchment area expansion of the infirmary was ordered, including a new surgical block and an extension to the existing maternity block. After it joined the NHS in 1948, it became Clatterbridge Hospital.

Today CGH focuses upon planned surgery and medical rehabilitation services, with some outpatient services also being provided.

Across the CGH campus are also a number of healthcare partners, including: The Clatterbridge Cancer Centre NHS Foundation Trust, Cheshire and Wirral Partnership NHS Foundation Trust, Wirral Hospice St John's, Elderholme Nursing Home and Claire House Children's Hospice.

WUTH also utilises a number of Wirral system buildings within the community setting to deliver healthcare services, including Microbiology Laboratory located in Bromborough.



Figure 2. Clatterbridge Hospital Site

Background

Developing Our 2021-2026 Strategy

Our previous strategic focus was upon our top three priorities: patient flow, outpatients and peri-operative medicine. Our Clinical Divisions aligned their operational plans to support improvements in each of these three areas. However, clear strategic objectives for all to work towards, aimed to ultimately deliver our vision were not defined. Therefore, our Trust Board decided further work was needed to create a new, clear and meaningful strategic direction.

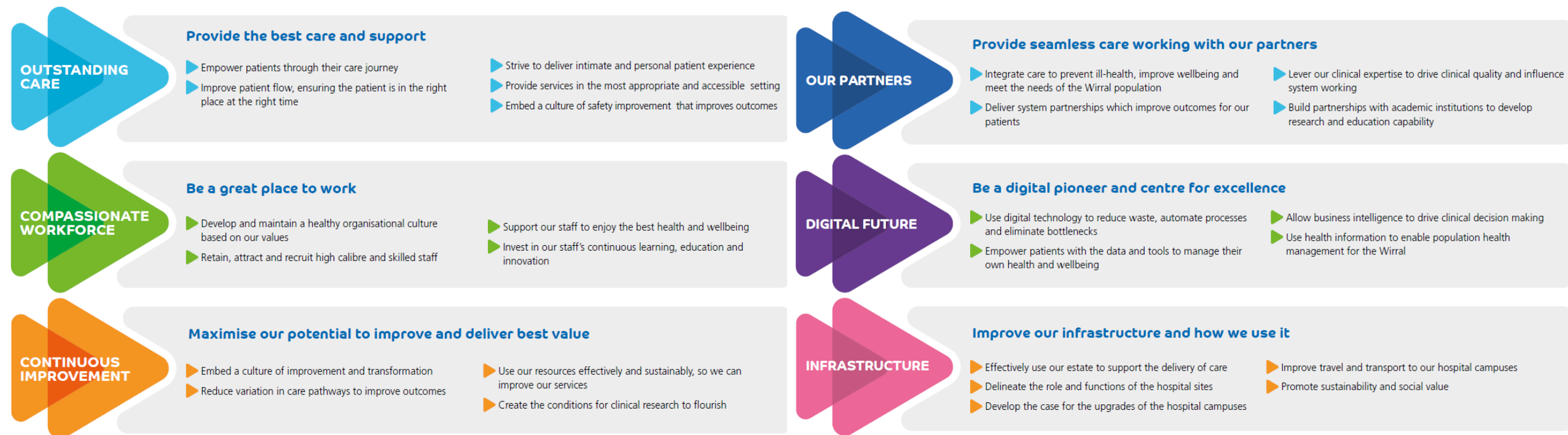
Our journey to develop our new strategic direction began early 2020, through a robust process of research and engagement as described.

Our 2021-2026 Strategy launched October 2020 outlining our intentions and setting out our specific strategic objectives to focus progress over the next five years.



Our 2021-2026 Objectives and Priorities

Our 6 strategic objectives and priorities demonstrate our intension to provide outstanding care across the Wirral through our hospital sites and units, as a lead provider within the Wirral system. We will be a Hospital Trust that patients, families and carers recommend and staff are proud to be part of.



Strategic Framework

Our Enabling Strategies

Our 2021-2026 Strategy will be delivered through 7 enabling strategies as shown. This strategy will set out our road map of estates priorities for the next five years aligned to our Infrastructure strategic objective, to ensure we are all working towards the same goal in delivering *Our 2021-2026 Strategy*.

Our Estates Strategy encompasses: infrastructure, facilities and capital.

Our Estates Strategy has been separated out from our Estates Master Plans that are under development, to ensure we set out clear intentions that have been developed through engaging with our patients and staff.

The Estates Strategy has been influenced by and will support the other enabling strategies, to enable wider transformation, including our Patient Experience Strategy and Financial Strategy. Infrastructure strategic objective priorities developed by our clinical service teams have also been drawn out of our Clinical Service Strategy 2021-2026 to inform our Estates Strategy. The Estates Strategy will also be aligned to our Infection Prevention and Control Strategy which underpins our Quality and Safety Strategy.



Developing Our Estates Strategy

2021-2026



Our Estates, Facilities and Capital Journey

Where we are now

Over the past 5 years there has been a shift in strategic recognition at WUTH in regards to the importance of the built environment to underpin the delivery of our clinical services. WUTH has invested significant time and resources to grow its capabilities which resulted in the integration of Estates, Facilities and Capital. The Trust is baselining its levels of maturity and has started to develop demonstrable improvement planning to drive significant strategic improvement, aligning to the Trust wider strategies and NHS Long Term Plan priorities.

One of the key objectives for Estates, Facilities and Capital is to develop the Estates Strategy. The Estates Strategy has been broken down into 4 campaigns based on arising themes within the key developments section of this document. The 4 campaigns which are introduced within this section of the document, encompass all required elements to enable us to progress from where we are now to where we want to be over the next 5 years and deliver our Infrastructure strategic objective priorities.

Key Developments

Reflection to shape the development of Our Estates Strategy 2021-2026

WUTH use a number of external tools to support us in monitoring our estates and infrastructure, to drive our development:

Premises Assurance Model (PAM) is a self assessment tool to help organisations to manage Estates and Facilities. PAM covers 5 domains: governance, hard FM safety (building and infrastructure) and soft FM safety (delivered services such as cleaning and portage), patient experience and effectiveness. WUTH have undertaken our first PAM self assessment in 2021 and are currently working through our PAM submission to develop appropriate improvement action plans prior to re-evaluation in July 2022, at which point we will be able to monitor progress.

Estates Returns Information Collection (ERIC) data is a benchmarking tool for Estates, Facilities and Capital related costs and risks. This intelligence aids WUTH to prioritise areas of concern and inform investment plans. WUTH submit an annual ERIC return that helps to understand our standings in relation to other Trust across the Country. The latest ERIC submission determined that WUTH had a 27.1% share of available backlog monies invested across the North West.

WUTH 6 Facet Survey documents our backlog maintenance liabilities. A key achievement in 2021 is the alignment of the backlog maintenance liability with the capital investment programme, to ensure capital is targeted to improve the condition of our Trust buildings.

This exercise has resulted in a significant capital investment in 2020/21 and 2021/22 and provided building intelligence to develop our 2022/23 capital programme.

Patient-Led Assessments of the Care Environment (PLACE) is a annual national audit which examines the hospital building environment in relation to delivering patient care. WUTH has actively participated within the non-mandatory PLACE Lite audit undertaken during the COVID-19 pandemic to ensure we are continuing to evaluate ourselves to support delivering high quality patient experience.

An integrated Estates and Facilities improvement programme has been developed to establish a governance structure that enables the implementation and management of Division wide improvements and control measures. As part of the development phase, WUTH commissioned an independent review of the Estates Division. 9 improvement plans followed, ranging from fire improvement plan to staff engagement plan.

Key Developments

Reflection to shape the development of Our Estates Strategy 2021-2026 continued

Sustainability and social value are key objectives for all NHS Trusts. WUTH are dedicated to reducing our impact on the environment and are in the process of introducing a Net Zero Carbon Lead to harness opportunities and deliver sustainability actions. WUTH Green Plan is due for submission early 2022, which will determine our current state, where our omissions are coming from and outline actions in those specific areas to support our journey to becoming Net Zero Carbon. Following Trust level submission Cheshire and Merseyside Integrated Care System (ICS) will then be required to develop a system level Green Plan with actions being monitored by the Board. WUTH engage at system level through active participation at the ICS Sustainability Board. WUTH are also updating our Travel Plan in collaboration with Wirral Council to gain a picture of how people travel to our hospital sites and produce recommendations to support more eco-friendly methods of transport.

The Urgent & Emergency Care Upgrade Programme (UECUP) is a key capital programme currently in development following the allocation of £28m capital funding to WUTH for the transformation of the Urgent Treatment Centre and Emergency Department. UECUP was established by WUTH in July 2020, in partnership with Wirral Community Health and Care NHS Foundation Trust and the local health economy, to transform the provision and delivery of Urgent and Emergency Care services at APH site to benefit the Wirral population. Outline Business Case approval was achieved in 2021, with Full Business Case submission due early 2022.

WUTH Estates Master Plans will produce detailed options appraisals for each site, capturing the strategic intent of clinical services driven by the Clinical Service Strategy to form the strategic long term Estates Master Plans and clear delineation across WUTH campuses. The Estates Master Plans will create a clear foundation for capital investment and workforce planning. CGH Estates Master Plans were completed in 2021, outlining a clear ambition to develop CGH as an elective hub and integrated facility with Clatterbridge Cancer Centre NHS Foundation Trust. APH Estates Master Plans will commence early 2022.

WUTH Estates, Facilities and Capital departments have joined as a Division in 2021, with a strategic intent of driving efficiencies and development across service delivery.

Providing seamless care working with our partners is one of our 6 strategic objectives. Therefore, WUTH leading the Wirral Place Strategic Estates Group (SEG) was a clear achieved ambition. The aim of SEG is to co-ordinate estates related decision making and associated resource utilisation across partner organisations focussed on the requirements of Wirral residents and the delivery of clinical models of care. WUTH are also active participants at Cheshire & Merseyside Strategic Estates Board (SEB). SEB aims to maximise buildings utilisation, address backlog maintenance, explore opportunities for releasing surplus land and develop further the integrated planning approach for the NHS estate across Cheshire and Merseyside, to support delivery of services from good quality fit for purpose buildings.

The 4 Campaigns of Our Estates Strategy

Developing Our Estates Strategy 2021-2026

This campaign focusses upon future capital development priorities, how we can use innovation and technology to promote sustainability and social value and aid us to understand how moving towards an integrated care system approach will influence our estate requirements and opportunities.



Estates Technical Management Review in accordance with Department of Health guidance.

The Technical Management Review will assess our business intelligence, building information data and its availability, producing a gap analysis to inform the overarching Estates Strategy priorities.



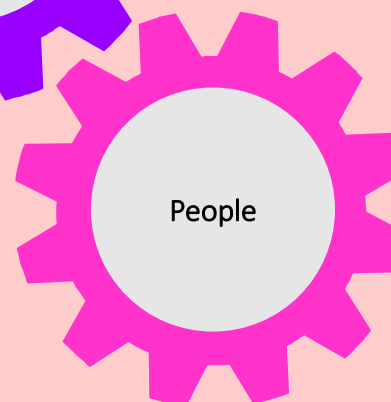
Our Estates Strategy is a key enabler to the delivery of our Clinical Service Strategy, Outstanding Care and Infrastructure strategic objectives.

In addition the Estates Strategy will be an enabler to wider transformation. Therefore, this campaign focusses upon reviewing the priority outputs from launched strategies and improvement plans that will influence the overall requirements of the Estates Strategy.



People are at the heart of our Estates Strategy.

To best serve our people this campaign focusses upon understanding how we can achieve effective utilisation of our estate to enhance the facilities and environment to improve the patient and staff experience, support staff wellbeing and enable efficient practice to improve outcomes for patients.



Technical Management Review

The Estates Technical Management Review in conjunction with the Department of Health guidance focusses upon the necessary technical elements required to ensure safe and secure infrastructure, to support our core purpose; providing outstanding care in high quality clinical environments.

Determining Where Are We Now?

The key developments have highlighted where we are now and the Technical Management Review will be a key driver in delivering the Estates Strategy and progressing us to where we want to be. The Technical Management Review will assess the built environment and infrastructure to determine existing constraints, limitations and enabling components that will support us in continuing to meet the evolving needs of the population served and drive forward improvements.

Information & Gap Analysis

The Technical Management Review will also incorporate a gap analysis to review our business intelligence, document control, building information data and its availability, highlighting gaps to be addressed.

Together this information informs the Technical Management Review priorities.

The remaining Estates Strategy campaigns: People, Supporting the Delivery of Clinical & Non-Clinical Service Strategies and Portfolio Development & Future Planning, will determine where we want to be within the next 5 years by mapping out our priorities.

How we get to where we want to be is further detailed within the next steps section.



People

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** and enable **efficient practice** to improve outcomes for patients.

Patient and staff experience

Gaining intelligence to improve transport links to enhance the patient and staff experience from before they arrive at our hospital sites. Understanding how we can effectively utilise our estate to enhance the patient and staff experience while at our hospital sites.

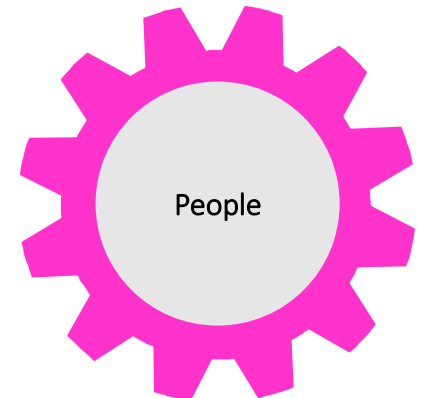
Staff wellbeing

Recognising how to best utilise our estate to support staff wellbeing by scoping what is important to our staff.

Efficient Practice

Understanding from a staff perspective how we can best use our estate, facilities and capital to enable innovative practice to support our staff to efficiently carry out their roles.

The aim of the People campaign is to gain feedback from our people in regards to how we can improve our estate and what our areas of focus should be over the next 5 years to support them. Engagement workshop outputs can be found in Appendix 1.



Support Delivery of Clinical & Non-Clinical Service Strategies

In order for our Estates, Facilities and Capital services to respond effectively to our Trust strategic ambitions and Support Delivery of Clinical and Non-Clinical Service Strategies, it is essential that a review of our existing strategy priorities is undertaken to inform the Estates strategy. Therefore, a desktop review has been undertaken to review the following Trust strategies and improvement plans, to identify existing Trust priorities relating to Estates, Facilities and Capital:

- Our 2021-2026 Strategy
- Clinical Service Strategy
- Infection Prevention and Control Strategy
- Digital Strategy
- Patient Experience Strategy
- Staff Wellbeing Survey
- Estates, Facilities and Capital improvement plan

The priorities were analysed to determine emerging themes which have been grouped into the following categories and have informed this campaigns priorities: environment, optimisation of estates, infrastructure development, governance & communication, maintenance and accessibility (Appendix 2: details the Supporting Delivery of Clinical and Non-Clinical Service Strategies matrix).



Portfolio Development & Future Planning

Portfolio Development and Future Planning campaign aims to deliver our infrastructure objective;

Improve our infrastructure and how we use it

Therefore, this campaign focusses upon: gaining oversight of our clinical divisions 5 year future **capital development** priorities, how we can use **innovation and technology** to promote sustainability and social value and aid us to understand how moving towards an **integrated care system** will influence our estate requirements and present opportunities.

Capital Developments

How best we delineate the role and functions of the hospital sites through thorough Estates Master Plans for APH and CGH, hospital upgrade programme and alignment of Clinical Service Strategy priorities, to support us to effectively use our estate to support the delivery of care.

Innovations and Technology

What innovative opportunities exist to drive sustainability and social value to support our environment.

Integrated Care System & Place

Working with our partners to take advantage of benefits associated with integrated care working and understand estate opportunities.

Engagement workshop outputs used to develop the priorities for this campaign can be found in Appendix 3.



Strategic Alignment

The 4 campaigns of our Estates Strategy aligned to our Infrastructure strategic objective

	Infrastructure Improve our infrastructure and how we use it				
	Effectively use our estate to support the delivery of care	Delineate the role and functions of the hospital sites	Develop the case for the upgrades of the hospital campuses	Improve travel and transport to our hospital campuses	Promote sustainability and social value
Technical Management Review	✓		✓		✓
People	✓	✓	✓	✓	✓
Support Delivery of Clinical & Non-Clinical Service Strategies	✓	✓	✓	✓	✓
Portfolio Development & Future Planning	✓	✓		✓	✓

Engagement with our Patients and Staff

Our Estates Strategy is broken down into 4 campaigns aligned to our Infrastructure strategic objective: Technical Management Review, People, Support Delivery of Clinical & Non-Clinical Services and Portfolio Development & Future Planning

A questionnaire was developed, approved and utilised to gain feedback from our patients

Our Estates Strategy will shape Estates, Facilities and Capital operational and strategic plans over the next five years and guide our journey to improve our infrastructure and how we use it to benefit our patients

Kick off meeting to define the approach to developing our Estates Strategy

4 staff engagement workshops have been undertaken and a staff questionnaire used to develop the People campaign priorities, leading to engagement with over 140 staff members from a wide range of staff groups

To gain a patient voice within the People campaign a patient questionnaire was also used to ask patients how we can improve our estates and facilities to best support them, leading to engagement with 50 patients and service users

2 further engagement workshops were held to develop the Portfolio Development and Future Planning campaign, leading to engagement with a further 20 internal and external stakeholders

Outputs from all 6 workshops, patient and staff questionnaire responses, Estates and infrastructure priorities drawn out of existing strategies were used to formulate our Estates Strategy

During the workshops a SWOT analysis was completed to assess our current position. Our strategic foundations model of getting the basics right, better and best was then used to map out our priorities over the next 5 years. Outputs were circulated with the wider stakeholders prior to sign off by the campaign leads.

1 workshop was held with our Clinical Divisions to gain oversight of our 5 year capital ambitions and 1 workshop was held with the Strategic Estates Group external partners to open dialogue regarding Wirral Place estate and potential collaboration opportunities

August
2020

December
2021



Patient and Staff Questionnaire Results Summary



Wirral University
Teaching Hospital
NHS Foundation Trust

All results and discussions can be found in Appendix 4

Patient Results

- Car was the most popular method of transport for patients, due to mobility issues and convenience.
- Approximately a third of patients would support improving the frequency of and areas covered by bus routes to both of our hospital sites.
- Majority of patients reported they had travelled from areas in eastern side of Wirral.
- The majority of patients were happy to travel our hospital sites to access services, but suggested making some services such as physiotherapy, dialysis and X-Ray available in the community.
- Most patients found navigating around our hospital site easy but suggested increasing staff and volunteer presence to support them.
- Patients gave positive responses about the environment but did make suggestions for improvements, including playing music in waiting areas and replacing carpets.

Based on 50 patient responses

Staff Results

- Car was the most popular method of transport for staff; due to the distance they travelled to work and carers responsibilities.
- Staff suggested introducing electric car charging points, improving bike storage and increasing shower facilities to improve eco-friendly transport options.
- The majority of our staff purchase food and drink, and generally rate this well.
- Staff would however like healthier options, including vegetarian and vegan options and many suggested a salad bar.
- The majority of staff know how to contact Estates and Facilities and gave good feedback about this service. An area for improvement highlighted was informing staff of response times.
- Staff requested improved break areas to better support their wellbeing.

Based on 101 staff responses

Combined Priorities

- Most patients and staff arrive to our hospital sites by car and the reasons they chose this method of transport means that this is unlikely to change. However, 31% of patients and 22% of staff indicated that improvements to bus routes could support them in using more eco-friendly options.
- Both staff and patients suggested modernising the environment, and improving the air conditioning and temperature control across both sites.

Estates Strategy Key Priorities

2021-2026



Key Priorities

Where We Want to Be:

the 4 campaigns of the Estates Strategy 2021-2026

The priorities detailed within this section of the document reveal where we want to be in the next 5 years to achieve maximum benefits across our organisation, to benefit our patients, staff and the population of Wirral.

The priorities are broken down into the 4 campaigns of the Estates Strategy which are aligned to deliver our Infrastructure strategic objective.

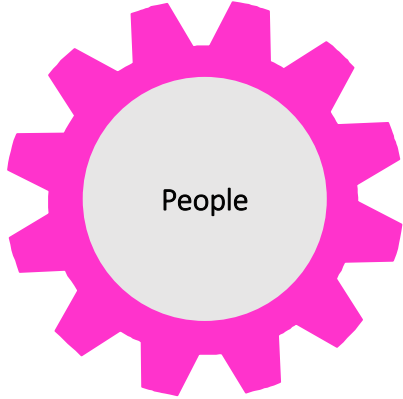
The detailed outputs from each of the People campaign and Portfolio Development & Future Planning strategy development workshops which include a SWOT analysis to assess our current position and a comprehensive list of priorities put forward from a wide range of stakeholders can be found in Appendices 1 and 3. Staff and patient questionnaire results which have also informed the People campaign priorities can be found in Appendix 1.



Technical Management Review

To improve our infrastructure and how we use it we will:

- Undertake a robust technical assessment to understand the key components that support and drive improvements across property management, including: physical conditional, functional use, space utilisation, quality of the estates, statutory and environmental impacts such as risk adjusted back log maintenance planning, to inform integrated capital planning and investment programmes.
- Develop and implement a robust governance framework across Estates, Facilities and Capital services to enhance visibility and assurance to the Trust across statutory, mandatory and Trust related governance requirements.
- Develop and implement an Estates digital system/s to ensure fit for purpose processes are introduced to enhance operational efficiencies and future proof the management of the built environment and operational needs.
- Lead the development and delivery of a 5 year Trust capital programme.



People

To improve our infrastructure and how we use it we will:

- Deliver a high quality patient experience by implementing a proactive maintenance programme, to ensure our environment meets the needs of our patients and enables our staff to carry out their roles efficiently.
- Improve accessibility for all patients through reviewing existing signage, use of technology aids and staff and volunteer presence to support navigation around our hospital sites.
- Expand our catering offering through accessible opening hours, introducing additional locations closer to clinical areas, healthier options and a wider variety of food choices to support dietary requirements.
- Improve our staff facilities, including: indoor break areas and outdoor space, enhance changing areas, shower facilities and bicycle storage, across our campuses to support staff wellbeing.
- Develop and implement a WUTH transport plan in collaboration with Wirral Place partners to enable patients and staff to utilise eco-friendly sustainable methods of transport to reach our hospital campuses.



Support Delivery of Clinical & Non-Clinical Service Strategies

To improve our infrastructure and how we use it we will:

- Improve patient and staff experience by providing services in high quality clinical environments, that are appropriate and accessible for all.
- Make effective use of our estates through delineating the roles and functions of the sites, whilst promoting sustainability and social value.
- Improve travel and transport to our hospital campuses and undertake a review of our signage to support navigation around our hospital campuses.
- Ensure that those responsible for the governance and safety of all estates development meet industry standards and statutory compliances, whilst working in collaboration with other staff groups such as Infection Prevention and Control and Facilities Management to promote the provision of a safe and appropriate environment.
- Proactive maintenance programmes to reduce backlog and reactive tasks.



Portfolio Development & Future Planning

To improve our infrastructure and how we use it we will:

- Optimise the use of our estates through enhancements that are directed by population health needs and our understanding of capacity and demand of our clinical services, whilst preserving the synergies created through co-location of specialist services.
- Introduce sustainability and social value as a standard consideration in our procurement processes, in order to enhance recycling, reduce waste and minimise the use of single-use equipment where appropriate.
- Lead the collective Wirral Place asset portfolio mapping of system wide estate to enable estate efficiencies and improvements.
- Support the development and implementation of the Integrated Care System Estates Strategy to support the prioritisation of capital requirements, place based care and one public estate agendas, to benefit the population of Wirral.

Next Steps

How We Get to Where We Want to Be: implementation, monitoring and review



Our Estates, Facilities and Capital Division will translate the Estates Strategy priorities into their annual operational and strategic priorities.

The Estates, Facilities and Capital annual operational and strategic priorities will be reviewed and approved via Trust Board. Progress in delivering the Estates, Facilities and Capital 2022/23 operational and strategic priorities will be monitored twice yearly.

Key to the success of this strategy is the continued involvement of our patients, staff and partners to ensure it meets the changing needs of the population of the Wirral.

Estates Strategy priorities will be reviewed as part of annual operational and strategic priority planning to ensure they remain relevant to our evolving patient needs and we maintain delivery momentum for the 5 year lifespan of this Estates Strategy.

Glossary of Terms

Appendix 1: People Campaign Workshop Outputs

**Appendix 2: Supporting Delivery of Clinical and Non-Clinical
Service Strategies Matrix**

**Appendix 3: Portfolio Development & Future Planning Workshop
Outputs**

Appendix 4: Patient and Staff Questionnaires and Results

Appendix 5: Alignment to Our Patient Experience Strategy



Glossary of Terms

APH - Arrowe Park Hospital

Capital - Money invested into our organisation to enhance and develop our assets, such as land, buildings and equipment.

Cheshire and Merseyside Integrated Care System (ICS)

An Integrated Care System (ICS) brings together the NHS organisations, councils and wider partners in a defined geographical area to deliver more joined up approaches to improving health and care outcomes. Cheshire and Merseyside is one of the largest ICSs in England. Within each ICS there is an Integrated Care Partnership and an Integrated Care Board.

CGH - Clatterbridge Hospital

Estates - A collective term used to describe all real property such as buildings and land that are managed by our organisation.

Facilities - Services that are provided for a specific purpose, such as catering, cleaning and portage.

Hard FM - Hard facilities management refers to the physical structures of a building which cannot be removed, such as lighting or plumbing.

Infrastructure - The built environment and supporting elements such as equipment, access, systems and processes, and technology.

Soft FM - Soft facilities management are the services managed by people that we rely on to maintain our buildings and ensure a healthy and safe environment.

Strategy - A plan of action that provides clear direction for all to work towards.

Wirral Place - Local health and social care partners working together across Wirral to improve health and care outcomes and reduce inequality for our population. Wirral Place is one of nine borough 'places' in the region of the Cheshire and Wirral ICS.

WUTH - Wirral University Teaching Hospital NHS Foundation Trust

Appendix 1: People Campaign Workshop Outputs



Microsoft
PowerPoint Presentat

Appendix 2: Supporting Delivery of Clinical and Non-Clinical Service Strategies Matrix



Microsoft Excel
Worksheet

Appendix 3: Portfolio Development & Future Planning Workshop Outputs



Microsoft Excel
Worksheet

Appendix 4: Patient and Staff Questionnaires and Results



Microsoft Word
Document

Patient questionnaire,
results and report



Microsoft Word
Document

Staff questionnaire,
results and report

Appendix 5: Alignment to Our Patient Experience Strategy

Patient questionnaire results will be used to inform priorities within the Estates Strategy to support the delivery of the Patient Experience Strategy promises.



	Being made to feel at ease and reassured	Listening to me and respecting me as an individual	Feeling safe and having trust in the staff	Designing my care with me and for me	Working together to plan my aftercare
Technical Management Review			✓		
People	✓		✓		
Support Delivery of Clinical & Non-Clinical Service Strategies		✓	✓	✓	
Portfolio Development & Future Planning	✓	✓	✓	✓	✓