PROPERTY & ASSET MANAGEMENT STRATEGY 2018/19 – KEY ISSUES

INTRODUCTION

1.   This brief update on NHS Borders Property and Asset Management Strategy (PAMS) 2018/ 2019 provides information on the implementation of the 2017/18 PAMS and key issues newly identified which will impact over the next five to ten year period.

KEY ISSUES

2.   The strategic direction and vision of NHS Borders is underpinned by key national drivers and local priorities and the significant changes from last year are:

- In November 2018 NHS Borders was moved to Level 4 on the NHS Scotland Ladder of Escalation. A financial turnaround programme has been put in place and the Board is developing a financial plan which will return it to financial balance. Projects that are being taken forward to support financial turnaround will support the implementation of the Boards Clinical Strategy.   This work will shape the organisations future property and asset requirements.
- Work has progressed on the redevelopment of the Border Health Campus, which will consider the future of the Borders General Hospital services and site. A Strategic Assessment was submitted to the national and regional Capital Investment Groups during 2018/19 and was approved by both .. Work to progress the Initial Agreement is currently on hold due to the financial turnaround work but this is expected to start in autumn 2019.
- Work has continued on the IM&T Road to Digital programme and this continues to form a significant part of the Board's capital spend for this year.
- As a Board we recognise the need for a more integrated approach to service and infrastructure management and governance at local, regional and national levels we are therefore committed to developing with other Boards a regional/integrated PAMS document by the end of 2019.

WHERE WE ARE NOW

NHS Borders Property

3.   The key points to note from the proformas are detailed below.

- NHS Borders was supported in 2018/19 by Health Facilities Scotland (HFS) to undertake an assessment of state of the Borders General Hospital estate. This has had a significant impact on the amount and risk level of the backlog maintenance for the hospital. A request has been submitted to HFS for a review to be undertaken of the community properties during 2019/20
- The age profile of all of NHS Borders estate continues to increase. This links with the need to take forward through the SCIM process the redevelopment of the Borders Health Campus.
- Currently there are no leased properties.

Risk Based Backlog Maintenance

4.   Our total figure for backlog maintenance has risen during 2018/19 and NHS Borders now has a number of issues which are rated high risk. These are detailed in the table below. The key high risk issue is the ventilation system for 4 of the 5 theatres within the Borders General Hospital. We are currently in the process of recording the identified high risks on the NHS Borders corporate risk register with associated action plan. NHS Borders will over the coming months be working with Scottish Government colleagues to consider how these high risks can be addressed. Local governance arrangements such as regular HardFM, SoftFM, Capital and clinical stakeholder meetings have been established to review existing management arrangements around the maintenance and cleanliness of the estate e.g. water safety, ventilation and environmental groups.   Assurance will be in line with national guidance and best industry practice.

 The backlog maintenance list will be tackled in priority order, taking account of the risk level, as finance becomes available. The priority status will be subject to review and revalidation on a rolling basis

Site Code	Site Name	Use	Low	Moderate	Significant	High	Unreported	Total
B0004B	Greenlaw Medical Centre	Clinical	9,471.69	4,059.29	0	0	0	13,530.98
B002B	Stow Health Centre	Clinical	8,382.03	7,123.25	0	0	0	15,505.28
B004A	Newstead Offices	Clinical	18,180.78	0	0	0	0	18,180.78
B040F	Huntlyburn Cottages	Non-Clinical	1,022.46	0	0	0	0	1,022.46
B04CL	Coldstream Dental Centre	Clinical	1,197.43	5,987.17	0	0	0	7,184.60
B050F	Huntlyburn Stable Block	Non-Clinical	908.86	3,749.06	0	0	0	4,657.92
B102B	Selkirk Health Centre	Clinical	0	102,979.24	0	0	0	102,979.24
B102B	Selkirk Health Centre	Non-Clinical	0	1,197.43	0	0	0	1,197.43
B103B	Coldstream Health Centre	Clinical	11,004.08	50,292.19	0	0	0	61,296.27
B103B	Coldstream Health Centre	Non-Clinical	0	8,382.03	0	0	0	8,382.03
B103H	Knoll Hospital & Health Centre	Clinical	14,369.19	0	0	0	0	14,369.19
B104B	Melrose Health Centre	Clinical	6,765.49	86,598.36	47,358.48	0	0	140,722.33
B104H	Galavale Hospital	Clinical	7,270.93	340.82	7,725.38	0	0	15,337.13
B105B	Kelso Health Centre	Clinical	8,609.24	86,215.18	0	0	0	94,824.42

B105H	Hawick Community Hospital & Dental Unit	Clinical	4,789.73	53,472.88	0	0	0	58,262.61
B106B	Eyemouth Health Centre	Clinical	0	8,179.80	0	0	0	8,179.80
B106C	Sime Place	Clinical	6,362.04	6,248.45	0	0	0	12,610.49
B107B	Galashiels Health Centre	Clinical	20,356.37	1,197.43	0	0	0	21,553.80
B108B	West Linton Health Centre	Clinical	2,622.07	56,392.95	29,017.85	0	0	88,032.87
B108H	Andrew Lang Centre	Clinical	2,394.86	1,311.03	0	0	0	3,705.89
B109B	Earlston Health Centre	Clinical	1,311.03	19,272.53	0	0	0	20,583.56
B110B	Hay Lodge Health Centre	Clinical	79,629.29	0	0	0	0	79,629.29
B111B	St Ronans Health Centre	Clinical	4,903.33	20,469.96	0	0	0	25,373.29
B112B	Hawick Health Centre	Clinical	4,903.33	8,382.03	0	0	0	13,285.36
B114H	Kelso Hospital	Clinical	331,689.02	0	0	0	0	331,689.02
B114H	Kelso Hospital	Non-Clinical	9,579.47	0	0	0	0	9,579.47
B115B	Newcastleton Health Centre	Clinical	1,197.43	73,043.44	0	0	0	74,240.87
B118H	Hay Lodge Hospital	Clinical	370,006.86	41,379.43	0	0	0	411,386.29
B120H	Borders General Hospital	Clinical	264,500.00	3,806,400.00	2,968,200.00	2,970,100.00	0	10,009,200.00
B120H	Borders General	Non-Clinical	61,100.00	767,800.00	921,700.00	127,600.00	0	1,878,200.00

	Hospital						
B123H	Firholm Day Unit	Clinical	1,704.12	3,067.42	0	0	0	4,771.54
B124C	Galavale Lodge	Non-Clinical	2,612.99	568.04	3,294.65	0	0	6,475.68
B125C	East/West Brig	Clinical	9,656.72	116,803.19	0	0	0	126,459.91
B127H	Eyemouth Day Hospital	Clinical	340.82	7,952.59	0	0	0	8,293.41
B128H	Crumhaugh House	Non-Operational	27,062.00	46,303.98	0	0	0	73,365.98
B130H	Huntlyburn House	Clinical	2,726.57	19,540.66	0	0	0	22,267.23
TOTALS			1,296,630.23	5,414,709.83	3,977,296.36	3,097,700.00	0	13,786,336.42

Following the review of the BGH estate we have developed an action plan to consider the three key facets of quality, functional suitability and space utilisation of the BGH buildings over the next twelve months and updating the EAMs system to take account of this work. It is therefore likely that the categorisation currently reported for these areas will differ in the 2019/20 PAMS. It should be noted that we currently are assessing the impact of a recently undertaken external review of our fire safety compartmentation. This is likely to have an impact on future backlog maintenance costs and risks.

Borders General Hospital

5. As part of work currently being progressed following the publication of the NHS Borders Clinical Strategy, but also linked to the financial turnaround programme, we are planning to review our acute services. Inpatient facilities as well as patient flow in our acute settings will be assessed with a view to shifting the balance of care. This will undoubtedly impact on our estate.

Primary Care

6. Projects to refurbish Earlston and West Linton are currently progressing with the first stage of the tender process concluding in June 2019. Works for both projects are proposed to start in Q3 of 2019/20.

7. The previously agreed project to extend and refurbish the Melrose GP surgery has currently been put on hold due to the decision by the practice to sell the branch surgery in Newtown. Due to the potential impact of this decision on the requirements for the Melrose project the Board agreed to pause the redevelopment works until an options appraisal for the provision of medical services for the Newtown population is undertaken.

Mental Health Facilities

8. There are no significant capital works currently being undertaken to Mental Health Facilities. As part of the financial turnaround programme a review of dementia inpatient facilities is being progressed. . NHS Borders is currently working on a plan that would change the way support service for dementia patients are managed, this will reduce the need for inpatient beds.

9. In the longer term the future provision of inpatient mental health services will be considered as part of the Borders Health Campus Development Project.

NHS Borders Equipment

10. A rolling programme of investment continued as prioritised by the medical equipment committee. The replacement needs are assessed annually against criteria based on risk assessment including patient safety, statutory requirement, Health and Safety and consequence to service provision of non-replacement.

11. There are significantly more requests for equipment than funding available.

Large and Complex Items of Medical Equipment

12. Capital funding allocated to Radiology meant that in 2018/19 there was significant investment in replacing and upgrading equipment in 1 of our general x-ray rooms, a dental OPG room and a fluoroscopy room.

13. At the end of the 2018/19 financial year NHS Borders secured funding to purchase a new MRI scanner to replace our current scanner, which is nearing end of life. The replacement of the MRI will be progressed during 2019/20. Works are also in the design stage for upgrade to our Mammography unit after funding was agreed at the end of 2018/19.

14. A provisional investment programme for major items of Imaging Equipment is available within NHS Borders, this covering period up to 2021/22 although funding has not yet been sourced. The Medical Equipment Committee will review the contents of this programme and incorporate a risk assessed prioritised list within future year Capital Investment Programmes.

Vehicles

15. Limited investment has been made in this area in the last 2 financial years therefore NHS Borders continues to own an ageing vehicle estate.

NHS Borders IM&T

16. The second year of the IM&T 'Road to Digital' investment was supported by Scottish Government and local capital during 2018/19. The programme of work to reduce the risks carried within the IT infrastructure continued with implementation of equipment purchased during 2017/18 and schemes planned during the year 2018/19. The programme was supported by revenue from multiple sources.

17. Good progress was made during the year to refresh the highest risk components in the infrastructure..

The schemes during 2018/19 include:
- Local area network switch infrastructure within Borders General Hospital, & Community Hospitals core switches and access switches
- Public & Corporate Wi-Fi in Community Hospitals
- Windows 7 compatible desktop PCs in all GP Practices and Community locations
- Upgrade end of life Server Operating systems
- Replace Windows XP Laptops
- Implement MFD printing within Borders General Hospital
- Fast Recovery backup solution for applications
- Hardware and software to implement a Virtual Desktop Infrastructure within Borders General Hospital
- Wi-Fi within Borders General Hospital
- Firewalls end of life
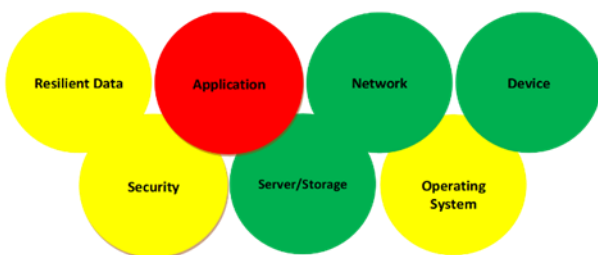- EMIS Community Web based Electronic patient record system

This is a programme of work which will deliver in phases over a number of financial years 2017 – 2020.

18.   We flagged significant risks within the IT infrastructure as part of our 2017 PAMs submission. The diagram below was an overall risk assessment of key infrastructure areas in 2017.
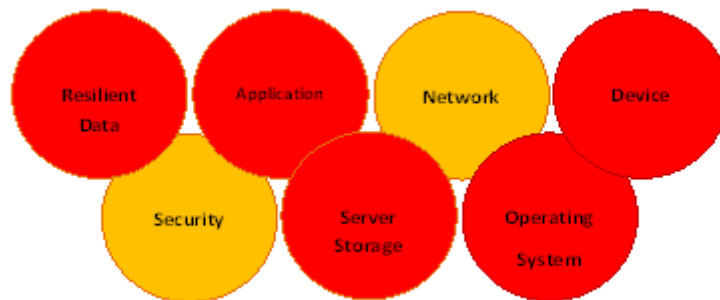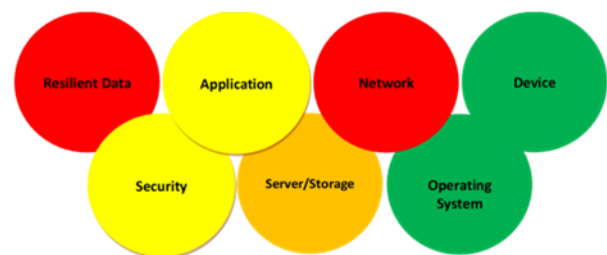

The revised risk profile below is split by broad service area and reflects an improved risk position to March 2019.

19. The investment to date has significantly improved the overall profile of our assets across our full estate. However until this is fully deployed during 2019/20, we continue to carry some areas of risk, primarily within the Community setting and with our Trakcare application in the acute setting.

20. A business case to upgrade Trakcare was approved at the Board meeting in June 2019 and work is underway to plan and implement this.

21. An updated 'Road to Digital' progress report and plan for 2019/20 was also approved by the Board at its June meeting. This relies on adequate funding being available including additional central capital which has not yet been confirmed.

22. A programme of work to integrate and share services across NHS Borders and Scottish Borders Council is currently underway. This has focused on a TEC programme to test new technologies and a pilot implementation of Strata assessment and matching tool. Work is now underway in both organisations to start to plan and implement Office 365 to improve digital collaboration. It is likely that additional investment in the infrastructure will be required to fully integrate and improve mobility of the workforce.

CHANGE AND DEVELOPMENTS WITHIN THE NEXT TWO YEARS
(WHERE DO WE WANT TO BE?)

23. The Capital plan for 2019/20 and 2020/21 outlines the current plans for development over the next 2 years. However it has to be acknowledged that due to financial turnaround as well as the increased levels of backlog maintenance identified this year there may be a need to revise this plan.

The Boards current focus as well as financial turnaround, is to shift the balance of care from acute to community focused care and as a result to the reduce the bed model that we currently operate.

Primary Care

24. NHS Borders prioritised a phased programme of works last year and for the next 2 years to address the development of three health centres prioritised through the Primary Care Premises Modernisation Programme. These sites are Melrose, West Linton and Earlston. The impact of the Primary Care Improvement Plan (linked to the new General Medical Services contract) on the Board's infrastructure is still being assessed.

Frail Older People

25. Locally based, multi-disciplinary community led hubs continue to be developed which will improve access to health and social care services for frail older people. These will support and provide care in a person's own home or ordinary place of residence, wherever possible – for example discharge to assess. These services will help to shift that balance of care in order to reduce inappropriate admissions to the BGH and Community Hospitals with more focus on rehabilitation and therapist led enablement followed by support at home. This work should also help with the reduction in bed compliment.

Mental Health

26. The service is examining the balance between inpatient provision and community services across the statutory and voluntary sector in Borders. A review is being undertaken to ensure the most efficient use is made of resources across community and inpatient services and that services are delivered in the most effective way to meet the needs of the Scottish Borders, while also continuing to shift the balance of care. Admission to hospital will be avoided, which will reduce the need for inpatient beds and people will be effectively supported in their communities wherever possible. Services will be delivered in settings that are appropriate in design to meet the need of service users, this includes work being carried out to make some of our spaces more dementia friendly.

Urgent Acute Care and Planned Care

27. As part of a reconfiguration of the Borders General Hospital Bed base a new Gynaecology outpatient facility has been established and the small number of Gynaecology in patients are able to be cared for within the surgical bed compliment. This means that NHS Borders has been able to close ward 16 in the BGH to reduce its inpatient footprint. As part of the financial turnaround programme a more detailed review of our bed base will be undertaken during 2019/20.

Pharmacy Services

28. During 2018/19 we have been implementing automated drugs cabinets in a number of wards. This will reduce the amount of time taken to stock and dispense drugs. Most importantly this will further improve the safety of medication administration.

Transport

29. From the 24th of May 2019 NHS Borders has commissioned the NHS Lothian flown centre to provide patient transport booking and scheduling arrangement for patients leaving hospital in the Borders. The flow centre provides a well established system for coordinating patient transport and will improve the efficiency of patient transport services, as well as providing a better experience for staff arranging transport.

eHealth

30. As per the IM&T updates on the previous pages NHS Borders continues with its Road to Digital plan. Until this plan is fully implemented there are still risks to the IM&T services for NHS Borders, however the work being progressed is already reducing risks and providing benefits to all areas of the organisation.

ACTION PLANNING (HOW DO WE GET THERE?)

31. Our Capital Plan as submitted as part of the Local Delivery Plan is set out below on the next 2 pages. There are clearly limited resources available to address the priority areas identified and NHS Borders will be working with Scottish Government colleagues in the coming months to consider next steps.

	19/20	20/21	21/22	22/23	23/24
NHS Borders LDP - Capital Resource Limit					
5 year period 2019/20 - 2023/24					
	19/20	20/21	21/22	22/23	23/24
	£000s	£000s	£000s	£000s	£000s
Board Capital Resources					
Formula Allocation	2366	2366	2366	2366	2366
Primary Care Health Centre Requirements - Tier 1 and 1a	491	500			
eHealth Division Scottish Government IM&T Infrastructure & Development - tbc	1000	1500	1000		
Borders Health Campus Development – tbc	75	150	150	150	
Patient Flow – tbc	200	2000	800		
Medical Education Training Facility	70				
Transfer of capital resource to support Board revenue position	-1000	-1000	-1000		
Capital Resource Limit Sub Total	3202	5516	3316	2516	2366
Capital Receipts Applied					
Orchard Park St Boswells	100				
Total Capital Receipts Applied	100	0	0	0	0
Total Board Capital Resource	**3302**	**5516**	**3316**	**2516**	**2366**
Prioritised Capital Schemes					
BGH					
Borders Health Campus Development – tbc	75	150	150	150	
Patient Flow – tbc	200	2000	800		
Medical Education Training Facility	70				

IM&T					
Programme IM&T	300	300	300	300	300
eHealth Division Scottish Government IM&T Infrastructure & Development - tbc	1000	1500	1000		
ESTATES & FACILITIES					
Programme Estates	200	200	200	200	200
Risk Assessed Backlog SoTE/Estates Strategy	350	350	350	350	350
MEDICAL EQUIPMENT					
Programme MEC	50	50	50	50	300
Radiology Priority Replacement MRI, Gamma Camera and Mammography - tbc				1000	
OTHER					
Shovel Ready - Feasibility Works	100	100	100	100	100
Primary Care Health Centres (including additional resource SG March 2017)	491	500			
UNCOMMITTED	126	126	126	126	876
UNCOMMITTED - Dependent on Sale Proceeds	100				
Project Management	240	240	240	240	240
Total Capital Expenditure	**3302**	**5516**	**3316**	**2516**	**2366**