

Estate Strategy

>>2022-2027



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INTRODUCTION

The Liverpool Heart and Chest Hospital NHS Foundation Trust Estate Strategy 2022 takes a five-year forward view aimed at supporting our wider vision to improve the quality of life for the communities we serve.

This strategy has been carefully crafted, with engagement from stakeholders in key divisions to enable us to provide safe, secure, high-quality buildings which support current and future healthcare needs for the benefit of our patients, their families and, just as importantly, our workforce.

The Estate Strategy aims to set out a clear path and direction for the LHCH site, to maximise opportunities for development by ensuring the LHCH estate is adequate to support the vision of the Trust, **'to be the best - leading and delivering outstanding heart and chest care and research'**, by enabling delivery of the objectives set out in the *LHCH Patients, Partnerships and Populations Strategy*:

1. **Delivering World Class Care**
2. **Advancing Quality and Outcomes**
3. **Increasing Value**
4. **Developing People**
5. **Leading Through Collaboration**
6. **Improving Our Population Health**

Our Estates team work hard to manage our properties and land in a safe, effective, and efficient way, delivering excellent services at all times. Although much of this work is carried out 'behind the scenes', it makes a vital contribution to making sure that all those who come into contact with the Trust have a good experience of our services and our people.

The Estate Strategy is a working document and will need to be continuously updated to ensure it remains relevant and effective. The plans for this financial year are defined within this document however, the Estates Strategy will also be an enabling strategy to support the wider clinical objectives of the Trust.

We welcome your thoughts and feedback as a means of continually evolving our approach.

STRATEGY PURPOSE & OBJECTIVES

The Estate Strategy sets out the strategy for the development of the LHCH site. It provides an assessment of the current facilities, the adjacencies and how the estate will be developed to respond to the current, short and long-term challenges.

The NHS is going through a period of significant change, with system constraints on capital and expected delivery of national targets. Our Strategy sets out the steps we will take to invest in, and manage, our estate effectively to support our key aims and objectives.

It identifies key strategic objectives that we will aim to achieve in the next five years, that also reflect our ambition to make a difference, not only to patients, but to the workforce and partnerships of the organisation. The objectives align with national targets, which we will use to measure progress of delivery.

Strategic Objectives:

1. Improving the way all space across the LHCH estate is utilised
2. Providing a high standard of safe and compliant services and infrastructure across our estate
3. Delivering our Green Plan progressing towards achieving Carbon Net Zero
4. Improving efficiency and reducing annual expenditure on waste
5. Alignment and adaptations to our existing clinical areas to support the LHCH Clinical Strategy
6. Developing and maintaining partnerships with local trusts

The Estate Strategy will guide the decisions required to support the Trust's Vision, Values, Strategy and Corporate Objectives, and aims to enhance the service offer under the LHCH specialist services banner.

The Trust aims to provide '**excellent, compassionate and safe care for its patients and populations, every day**' and has firmly embedded the values and behaviours expected of all staff and volunteers, through IMPACT:

-  **Inclusive**
-  **Make a Difference**
-  **People Centred**
-  **Accountability**
-  **Continuous Improvement**
-  **Teamwork**



IMPACT

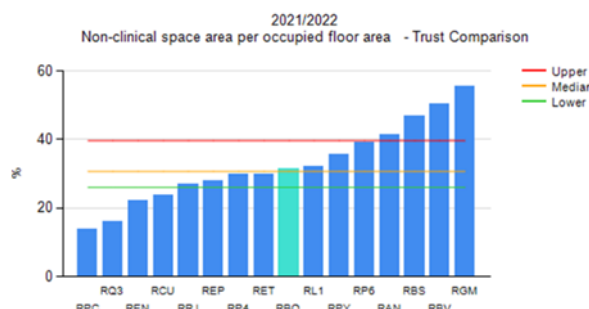
STRATEGY OBJECTIVE

1. ESTATE UTILISATION

Delivering world class care with an outstanding experience for patients and their families, is the organisations first priority. To enable delivery of this priority, it is crucial that there is sufficient space allocated to support the delivery of clinical care.

OUR STRATEGY

The LHCH Estate is currently at 100% utilisation and reports a non-clinical footprint of 9,744m², which equates to 31.5% of the total estate. This value is slightly above the national median of 30.8%, however, we believe we can further improve the ratio and aspire to the lower quartile of performance of 26%.



LHCH look to continually improve the productivity of the estate to help us achieve our goals. Before we commit further to investing in extra accommodation, it is important to ensure the existing estate is fully utilised in a way that gives staff assurance that the space required for their role can be made available.

Making better use of the accommodation we have is essential. Therefore, we are putting a lot of effort into improving the way we use our space and are currently developing a comprehensive Accommodation Strategy to support this work.

LHCH aim to reduce the non-clinical floorspace as far as practicable, to maximise efficiency of clinical space utilisation.

The Estate Strategy explores several options to maximise clinical floorspace, including:

- Expand/extend within the existing site. However, space on site is limited
- Purchase/lease accommodation from other partners on the Broadgreen site
- Purchase/lease off site accommodation, potentially for non-clinical accommodation
- Agile working/space utilisation solutions to create accommodation within existing estate
- Use of new and existing digital technologies
- Relocation to a different site



STRATEGY OBJECTIVE

2. ESTATE INFRASTRUCTURE

It is crucial that all infrastructure across the LHCH estate is sufficient to support delivery of world class clinical care, and that all systems have adequate resilience to allow the trust to provide safe care.

OUR STRATEGY

Our estate portfolio is diverse and technically complex and ranges in age from pre 1948 right up to the present day. The state of our estate portfolio is assessed through a range of surveys that are known within the NHS as 'Six Facet Surveys'. These surveys rate our estate across six facets; Physical Condition, Functional Suitability, Space Utilisation, Quality, Statutory Compliance and Environmental Management which informs our 'backlog maintenance' position. We last undertook a survey in 2022 and our total current backlog maintenance risk amounts to £9.5 million.

Significant investment has already been made into the estate infrastructure at LHCH, which has reduced the overall cost to eradicate Critical Infrastructure Risk (CIR) from £6m to £4.2m, this equates to a total of £138.87/m².

When analysing this data, it is seen that this is in line with median when comparing with other NHS Trust's in the region.

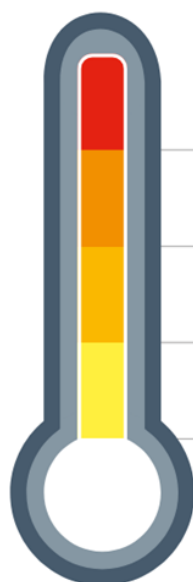
There are a number of key infrastructure issues to be addressed:

- Surgical Corridor - Structural
- Replacement of Theatre Ventilation Units (AHU's)
- Replacement of Passenger Lifts
- Upgrade of Building Management System (BMS)
- Replacement of Fire Alarm System

To ensure all services at LHCH are safe and compliant, an in-depth review of critical infrastructure across the LHCH estate is underway to ensure full sight of all risks, potential single points of failure and identification of any adaptations required to maximise efficiency in clinical care. This data will support the formulation of the prioritisation of the Capital ask for the upcoming 5 years.

Due to regional constraints on backlog maintenance capital, there were a number of backlog maintenance projects within 2022/23 FY that were not prioritised. The plan will be to address these issues in the next 3 years.

There is a total approved allocation of £2.7m to address backlog maintenance in 2022/23 at LHCH.



£1.8m Cost to eradicate high risk backlog

£2.4m Cost to eradicate significant risk backlog

£3.6m Cost to eradicate moderate risk backlog

£1.7m Cost to eradicate low risk backlog

£9.5m

STRATEGY OBJECTIVE

3. SUSTAINABILITY: ACHIEVING NET ZERO

The NHS produces approximately 5.4% of the UK's greenhouse gas emissions, 40% of UK public sector emissions, and on a global level, healthcare generates so much CO₂e that if it were a country, it would be the world's fifth biggest polluter.

In October 2020 the NHS published 'Delivering a Net Zero National Health Service' with two clear and feasible targets for the reduction of emissions:

- The NHS Carbon Footprint: for the emissions we control directly, net zero by 2040
- The NHS Carbon Footprint Plus: for the emissions we can influence, net zero by 2045.

OUR STRATEGY

We understand that climate change plays a huge part in the future of our estate.

To achieve Net Zero the Trust has developed a Sustainable Development Management Plan (Green Plan), which outlines our objectives and goals to help us reach this ambition. We are committed to reducing our carbon footprint, and are pursuing and implementing a wide range of projects and initiatives to make this happen. While we have made encouraging progress to date, there is still much to be done for us to meet our Net Zero targets and wider sustainability goals.



Energy



Water



Biodiversity



Buildings

We are committed to reducing our carbon footprint, and are pursuing and implementing a wide range of projects and initiatives to make this happen. While we have made encouraging progress to date, there is still much to be done for us to meet our Net Zero targets and wider sustainability goals.

The NHS is under an ever-increasing pressure to find innovative ways to become more efficient, whilst reducing its carbon emissions and impact on the environment. At this time, the LHCH estate is fully dependant on fossil fuels to provide heat and power to buildings.

As energy prices are increasing at an exponential rate, it is increasingly important for LHCH reduce energy consumption. In response to this, energy champions will be appointed to target wasteful practices and reinforce the message of efficient usage.

Several Decarbonisation Studies have been commissioned which have targeted areas for CO₂ reductions, and we have submitted a £1M bid for a national SALIX grant, which could provide crucial funding for delivery of system and fabric upgrades outlined in recently completed decarbonisation plans for LHCH buildings.

A carbon footprint review of the LHCH estate has been completed in Q2 2022, which provides a full detailed review of carbon emissions. LHCH have reduced their Co₂e by over 850 tonnes since 2019/20. This data is vital in enacting further initiatives to ensure progress and subsequent reductions are fully understood, and to allow monitoring of overall progress against achieving net zero.



3,152.52 tonnes of carbon were produced by LHCH in the financial year 2021/22

STRATEGY OBJECTIVE

4. REDUCING WASTE EXPENDITURE

It's no secret that landfill is bad for the environment, and that the UK is running out of landfill space. For these reasons, as well as mounting pressure to recycle waste, waste disposal methods are constantly re-evaluated. Not only does the environment benefit from effective waste disposal, but also the health and wellbeing of people.

OUR STRATEGY

In 2021/2022, LHCH waste cost on average £8.32/m², which is above the national upper quartile of £6.92/ m². However, this is a reduction from the reported figure of £10.82/m² in 2020/2021.



Description	Cost per sqm of occupied space
LHCH	8.32
Upper National Quartile	6.92
Median National Quartile	5.04
Lower National Quartile	3.80

As LHCH share a number of waste services with LUHFT, waste management is a key area of focus as management of these contracts are not within LHCH gift to renegotiate. It is essential that LHCH work closely with LUHFT to agree ways to reduce annual expenditure on waste and achieve value for money.

LHCH plan to target reducing waste costs to get closer to the upper quartile figure of £6.92/m² in 2022/23, with a long-term ambition of being in the lower national quartile.

The Facilities Team have introduced 'Bag to Bed' system, which reduces the amount of clinical waste which in turn reduces cost. This system also reduces the number of waste receptacles in clinical areas, leading to a decline in misuse and improves accurate waste segregation, this scheme will continue to be optimised.

Moving forward LHCH will be carrying out benchmarking exercises with other trusts to identify ways to understand any learning or adaptations to the service that could reduce usage and cost in addition to driving a recycling culture to reduce landfill usage.

LHCH is an acute specialist trust providing a wide range of cardiothoracic and respiratory tertiary services, secondary and community cardiorespiratory services.

The Trust has developed its clinical strategy in response to the changing landscape of the NHS, focussing on population health as well as tertiary and secondary care hospital and community services. The Trust will be playing an active role in collaborative healthcare delivery through working with local and regional stakeholder partners and working with the Cheshire and Mersey Integrated Care Board.

OUR STRATEGY

The Estate Strategy must work as an enabler for the clinical strategy and aims to set out a clear path and direction for the LHCH site, to maximise opportunities for clinical development by ensuring the LHCH estate is adequate to support the vision of the trust, 'to be the best - leading and delivering outstanding heart and chest care and research', by enabling delivery of the objectives set out in the *LHCH Patients, Partnerships and Populations Strategy*.

Upon review of the clinical strategy, it is clear that the strategy poses expansion of several services across the LHCH estate. However, it is understood that there is no requirement for significant additional space on the estate to support these proposed expansions, as the service growth is expected to be supported using extended working hours and optimising the use of digital technologies. These, together with maximising clinical space utilisation of the LHCH estate, it is expected that sufficient footprint will be available to deliver the clinical vision of LHCH.

Liverpool is a vibrant city which is changing for the better in so many ways, but poor health and wellbeing blight the lives of too many people. Without good population health, Liverpool cannot take its true place as a great national and international city.



STRATEGY OBJECTIVE

5. ALIGNMENT WITH CLINICAL STRATEGY

The One Liverpool Strategy has a vision for a healthier, happier and fairer city, which calls for a positive step change in the health of Liverpool people. The primary ambition is to reduce health inequalities, which currently represent an eight-year life expectancy gap between the most affluent and deprived communities in the city.

One Liverpool is a whole-system strategy setting out what partners will do together over the next five years for better population health and wellbeing in Liverpool. LHCH is actively involved in the cardiorespiratory pathways and one of the core components is to work towards a single cardiology service for Liverpool.

LHCH will work closely with partnered organisations to optimise the clinical utilisation of the Broadgreen site, to support any required additional capacity to deliver services.

We have already made good progress towards modernising all of our accommodation through prioritisation of the capital programme. The majority of the clinical areas within the LHCH Estate are of a modern and compliant standard, with significant investment made over previous years. However, a small number of clinical areas require updating to suit current functional suitability and modernisation to ensure LHCH are able to deliver care priorities.

The Estates and Capital Projects Teams will continue to work closely with the divisions to optimise and prioritise resources due to regional constraints on capital availability.



STRATEGY OBJECTIVE

6. DEVELOPING PARTNERSHIPS WITH LOCAL ORGANISATIONS

Specialised services by their very nature create centres of expertise, research, innovation, reputation, and for staff, an increased sense of pride and purpose. Whilst we will always seek to develop specialised services at LHCH, we passionately believe in collaboration as a means of improving patient care, experience and streamlined delivery of resource.

OUR STRATEGY

As LHCH share the Broadgreen site with five other private/NHS organisations, it is crucial that effective partnerships are held to ensure a collaborative approach to site and service development.

- **Broadgreen Hospital – (Liverpool University Hospitals NHS FT)**
- **Broadoak – (Mersey Care NHS FT)**
- **Bright Horizons – (Day Nursery)**
- **SABA – (Car Parking)**
- **Fresenius – (Dialysis Unit)**

Due to such an intricate set up between LHCH and Broadgreen Hospital, effective management of interdependencies and boundary lines are crucial in the operational running of the estate. The estates teams from LHCH and LUHFT have been working together to develop sitewide drawings detailing the boundary lines and occupancy of all areas to ensure a collaborative approach. These drawings are currently in their concluding stages with final versions expected to be issued by December 2022.

Future plans and developments for Broadgreen Hospital (LUHFT) are unclear at this time, and we await publication of the LUHFT Estate Strategy to inform our future plans for collaboration.

LHCH and LUHFT are working closely across a range of projects and services to deliver effective solutions for both trusts. Regular meetings are scheduled between senior managers at LHCH and LUHFT to maintain a productive and successful relationship.

LHCH is an active member of the Strategic Estates Group (SEG) to ensure the Trust is sighted on developments on a regional level across Cheshire and Merseyside.



Collaborate

Collaboration is the backbone to FutureNHS.
The more we connect, share and learn, the more our community benefits.

We're also working closely with national estates teams, to ensure a collaborative approach in response to sustainability and other estates priorities.



Connect

We make it simple to tap into the minds of peers, experts and those who are passionate about the same things as you are.



Share

Share your work and views easily. Contribute to the biggest interactive source of health and social care knowledge.



Learn

Benefit from knowledge, people and learning you won't find on Google.

CONCLUSION

We are well on our way to planning and implementing significant improvements across our Estate. These include major refurbishment projects, Green Plan implementation and a rigorous focus on achieving high compliance standards.

We have been working closely with other providers of healthcare to develop plans to make the NHS more sustainable while working against a backdrop of rising demand and limited funding opportunities. The strategic planning and management of our own estate will evolve in the light of these closer collaborative arrangements, and further updates to this Estate Strategy will be influenced by this process.

It is important that we see our accommodation and delivery of estates services in the context of One Collective Estate across our ICS area and the need for us to work with other providers and partners to deliver greater efficiency and effectiveness. The Estates Team will continue to work to develop specific plans across our estate to address service needs.

Above all, we are on a continual journey to ensure that our estate continues to support Liverpool Heart and Chest Hospital NHS Foundation Trust in its ambition to deliver outstanding care and treatment everyone can be confident in.





Liverpool Heart and
Chest Hospital
NHS Foundation Trust

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