



**Property and Asset Management
Strategy
Interim Report
2019**

NHS 24 Property & Asset Management Strategy (PAMS) Interim Report 2019

The interim PAMS report for 2019/20 provides an update to the previous full PAMS, 2017-2022, taking into account the relevant National and NHS 24 strategic objectives and reflecting the current position and plans.

1. Where are we now?

Property

- 1.1 The property characteristics of the NHS 24 estate have an influence upon the maintenance programme and repair costs. As NHS 24 occupies modern, purpose built accommodation, maintenance costs are currently relatively low and lease conditions require that adequate maintenance be carried out annually to maintain the properties in a satisfactory condition. However, as the properties age then the costs of keeping them in a satisfactory condition will inevitably increase. Planned, preventative maintenance is used as a cost-effective practice of keeping properties and equipment ready for operation when required.
- 1.2 NHS 24 spent approximately £2.3 million on direct property costs in 2018/19, which represents about 3% of the Board's net operating costs.
- 1.3 Property condition and performance continued to be managed effectively during 2018/19. To ensure that position is maintained, a property improvement plan (PIP) continues to develop which focuses on "enhancing staff experience", "creating capacity", "improving functional capability" whilst maintaining focus on risk related maintenance and resilience opportunities.

Work carried out in 2018/19 achieved a range of improvements across the NHS 24 Estate, whilst addressing backlog, reactive and planned maintenance.

A decommissioning programme was completed allowing NHS 24 to vacate the shared office space at NHS Borders. The space was released back to NHS Borders on 31 July 2018.

NHS 24 vacated space located within the Blood Transfusion centre (SNBTS) at Foresterhill in Aberdeen on 31 August 2018. NHS Grampian has expressed interest in moving into the former space and is working through the process for agreeing this move.

NHS 24's Shetland office has been relocated to a more conducive space within the hospital. A cosmetic refurbishment is planned early in 2019/20 to enhance the room conditions. NHS 24 has agreed to operate in collaboration and to share this space with NHS Shetland providing them with access during the In Hours period.

Planning continues with NHS Orkney to enable NHS 24's relocation to the new Balfour Hospital in June 2019. An alternative room has now been allocated through

the NHS Orkney Allocation Review Process. Following careful consideration, NHS 24 has accepted the space offered.

NHS 24 IT and Support Services are working closely with NHS Orkney to ensure IT and room preparedness for operational 'Go Live' between 14th-16th June 2019.

- 1.4 As part of NHS Scotland's National Elective Centres' programme, the Golden Jubilee National Hospital is required to expand surgical capacity within the site. As a consequence of this, NHS 24 has been asked to vacate the Clyde contact centre, possibly as early as Spring 2020.

Together with the Golden Jubilee, we are identifying a range of options for the relocation of NHS 24 staff and services, in order to support the national clinical demand on the Golden Jubilee.

Our immediate priority is to provide assurance to staff and the Board that we will mitigate the disruption this unexpected news will have. The focus will be on identifying a solution that enables NHS 24 to continue to add value to the health and social care system across Scotland.

NHS 24 has decided to pause all non-essential estates work, including the recent redesign proposal at the Clydebank Contact whilst we consider the impact of this change and potential options.

NHS 24 is currently considering all feasible options, including utilisation of other sites and reworking the space at Cardonald.

The lease expiry at Caledonia House is November 2022. NHS Greater Glasgow & Clyde has indicated that they will remain in Caledonia House until the lease ends in November 2022, but not beyond this date. It is therefore important to consider the return on investment from significant expenditure on the Estate at this time.

NHS 24 remains mindful of the National Board Estate Rationalisation programme that is taking place, and will continue to work closely with the National Programme Director.

- 1.5 A condition survey was carried out for Norseman House in August 2017 as part of the Health Facilities Scotland phase 9 survey programme funded by the Scottish Government. Following this survey, Norseman House has been assessed as Condition B. This is defined as "satisfactory condition/performance, evidence of only minor deterioration, is operational and performing as intended".

There is no change to the condition and performance of other NHS 24 properties from that reported in last year's PAMS and they continue to achieve a "satisfactory" B rating, with the exception of Dumfries and Galloway which is rated A (as new).

- 1.6 All NHS 24 sites are subject to regular inspection and annual audit to identify local maintenance and health and safety requirements. Works identified during 2018/19

were prioritised and addressed through reactive and planned maintenance and where appropriate through capital projects.

- 1.7 Backlog maintenance is categorised into risk ratings, which relate to clinical service and safety. High-risk is where repairs or replacement must be addressed with urgent priority in order to prevent catastrophic failure, major disruption to clinical services or deficiencies in safety, which are liable to cause serious injury and/or prosecution.

NHS 24 has no high-risk backlog maintenance. Table 1, below, provides a site by site risk related breakdown of cost where backlog maintenance is applicable;

Table 1 – Non Clinical, Backlog Maintenance

Site Name	Low	Moderate	Significant	High	Total
East. Norseman House	963	7,486	85,022	-	93,471

Norseman is the only site where NHS 24 is lead tenant and therefore is the only one listed.

NHS 24 has no Clinical Backlog Maintenance.

- 1.8 NHS 24's statutory compliance standards remain high. The property risk register continues to be routinely monitored to ensure risks are effectively managed.
- 1.9 Disability Equality Scotland (DES) was appointed during 2018/19 to carry out and report on the accessibility of NHS 24's main properties. The report highlighted that our properties are either wholly acceptable or satisfactory with minor works required. NHS 24 met with DES recently to consolidate report findings and commence action planning.

NHS 24 has liaised with host Boards for our local and remote sites to establish whether Access Audits have been carried out. The response received identified that a number of gaps exist. To offer assurances, NHS 24 has requested DES to carry out local and remote site Access Audits on our behalf. NHS 24 Estates and Facilities and the NHS 24 Equality and Participation Team will continue to work closely with DES and local Support Services to progress action planning.

- 1.10 NHS 24 Estates and Facilities governance arrangements are aligned to the Finance and Performance Committee, this offers assurance to the Board that appropriate mechanisms are in place and are operating effectively. The Committee undertakes scrutiny of individual topics/ projects / work-streams that may have a material impact on the Board's performance.

The Estates and Facilities team are represented on the Health and Safety Committee, which acts as an advisory group for NHS 24 and works to reduce the risk to employees and others by identifying new and existing hazards and implementing suitable controls while protecting the safety and welfare of all employees and others.

Environmental and Sustainability

- 1.11 The National Sustainability Steering Group appointed Green Business UK to deliver a new Sustainability Assessment Tool, replacing the Sustainability Development Action Plan (SDAP). As part of their commission, they carried out baseline audits of each NHS Scotland Board earlier this year.

Initial baseline scores for each Board were received in November 2018 and, following a review process, all Boards received final scores in March 2019. The scores were calculated against a range of criteria across 16 Key Performance Indicators (KPIs).

The scores will form the NHS 24's baseline score against which progress will be monitored and assessed independently on a bi-annual basis. NHS 24, like most Boards, achieved Bronze status. A draft action plan will be prepared for each Board based on their assessment results for 2018/19.

Sustainability Development

- 1.12 The focus for NHS 24 during 2019/20 will be to ensure the sustainability action plan is properly resourced and supported. Performance will be monitored on the new sustainability assessment tool (NSAT) and priorities will be identified and rolled out across NHS 24.

Carbon Reduction

- 1.13 Norseman House is stand-alone shared accommodation for which NHS 24 is host board. NHS 24 monitors the environmental performance for this site. The Carbon Reduction figures incorporate other NHS Boards who share space at this site.

The host board for sites where NHS 24 is co-located is responsible for monitoring environmental performance. NHS 24 continues to support and encourage local initiatives and include all sites within sustainability and carbon reduction plans to ensure estate wide commitment.

There is continued progress in improving environmental performance at Norseman House. The annual electricity consumption has reduced by 11.33%, equating to an annual carbon saving of 81 tonnes. Norseman House gas consumption has reduced by 49.47%, with an estimated carbon saving of 51 tonnes. Water (m3) consumption has also reduced by 3.09%.

The net benefit of waste recycling versus landfill amounts to 32.21 tonnes direct carbon saved.

New technology implementation

- 1.14 Previous NHS 24 PAMS documents have reported that the key asset strategy in supporting NHS 24's vision was the replacement of its technical infrastructure to support the delivery of services now and in the future through the implementation of new technology infrastructure.

Following the successful implementation of the new technology system in October 2017, NHS 24 focussed during 2018/19 on delivering a range of improvements to system functionality and performance. The first phase of this was successfully implemented in-year, delivering improvements to the system. The developments facilitated some improvement to key performance indicators and has had positive feedback from staff.

In September 2018, NHS 24 finalised and agreed new direct contracts with the organisation's technical infrastructure and applications suppliers.

2. Where do we want to be?

- 2.1 NHS 24 delivers a range of urgent and scheduled care services connecting people to the care they need. We are best known for our 111 service, which consistently delivers safe and effective care and support to the public when GP practices are closed.

NHS 24 works collaboratively with other NHS Scotland Boards, Integration Joint Boards, Local Authorities, and voluntary and Independent sectors to ensure that our organisational capability is appropriately focussed on supporting and delivering high quality and person centred services.

NHS 24 routinely engages with the service users and public representatives through a range of forums to monitor service performance and to ensure patient and public views are reflected in all that we do.

NHS 24 aims to deliver the most unique use of our capabilities across the workforce, clinical triage, and information, digital, technical and resource allocation. We will evidence this across the next 5 years, through direct alignment with the national transformation programmes across primary, acute and mental health and care services.

The organisation also consistently supports the NHS Scotland 2020 Workforce Vision and promotes the NHS Scotland Values in all our work.

Service Transformation Programme

2.2 In Hours GP Triage

NHS 24 undertook an evaluation of the GP Triage service model and circulated the reporting outputs to a wide group of stakeholders. The evaluation indicated this service was safe, effective and welcomed by GPs and patients in the NHS Lothian and NHS Lanarkshire test of change practices. NHS 24 has extended its partnership with East Lothian Health and Social Care Partnership to define a project for the expansion of the model in place at Musselburgh. The staffing and technology models for the service were further developed in 2018/19, including a significant investment in an improved technology platform. A pipeline of interest in the service model has

been developed through engagement in other NHS Board areas and this will shape detailed plans for growth of the model to serve a larger population base in 2019/20.

Advanced Clinical Support

- 2.3 During 2018/19 2 Cohorts of trainee Advanced Nurse Practitioners (TANPS) continued into training, spending time in a variety of clinical placement areas to expand and enhance their clinical knowledge and skills. The progress through a period of training and development provides the basis for moving into a phase of ANP deployment in 2019. In addition, talks were advanced with partner health boards on the potential of joint care delivery in remote and rural areas of Scotland delivered via multiple channels i.e. phone, video consultation and face-to-face consultation. This initiative is exploring the opportunity for shared/rotational roles in these areas as well as a rotational training model in Primary Care Advanced Practice.
- 2.4 As part of our programme of Advanced Clinical Support, NHS 24 is considering options in relation to Virtual Working. A programme of scoping is being undertaken during 2019-20 to determine the need for a model which could see clinical and non-clinical staff working remotely from a main or local centre in another clinical setting i.e. GP practice, Community Hospital or indeed within their own home environment.

Mental Health

- 2.5 The Mental Health Services Redesign project researched and developed a new delivery model in 2018/19. This involved the creation of a Mental Health Hub within the 111 service, which was launched as a test of change in March 2019.

The Hub is aimed at providing people with mental health needs with compassionate and expert, right care/right time responses to their contact with the service. The Hub model is part of longer-term work to improve the integration of all NHS 24's Mental Health services. This service development has strong links with a joint project with the Scottish Ambulance Service and Police Scotland to facilitate a new pathway of care for people in Mental Health distress.

A wide range of Digital Mental Health Services is part of this programme of redesign. This included completing the roll out of NHS 24's computerised Cognitive Behavioural Therapy (cCBT) service and securing Scottish Government funding to continue providing this service to all Health Board areas in Scotland. Significant development of on-line self-help resources for Mental Health was delivered in 2018/19 and the Breathing Space service introduced use of a Webchat channel to improve access to the service for people who are not likely to access telephony based services.

Digital

- 2.6 The NHS 24 Digital development programme of work is now fully integrated into the Service Transformation Programme. A Digital Strategy was developed in 2018/19, detailing the NHS 24 ambition to support digital transformation across Health and Care in Scotland.

Key digital work streams have included: Primary Care Digital Services (GP website development) and Care Navigation, Video Consultation, Home and Mobile Health Monitoring and development of Scotland's Service Directory in partnership with MacMillan and The Alliance.

NHS 24 promotes digital enablement, which, as part of our service design approach, supports the design and development of services with an underpinning digital first offer. There are a number of strands of activity, which align with the principle of supporting the health, and wellbeing, specifically NHS inform including symptom checkers and services directory. NHS 24 provides self-management support through the Home and Health Monitoring programme, digital telecare and video enabled services.

NHS 24 is also engaged in a number of Scottish Government programmes, including Care Navigation – a national programme in which NHS 24 is providing support to the development of practice administration skills and expertise to appropriately and confidently signpost patients to alternative health and care services. In addition, NHS 24 is leading and delivering Primary Care Digital Services, which will see the development of a consistent approach to accessing primary care services online.

3. How do we get there?

3.1 NHS 24's Service Transformation Programme is a strategic programme of work to deliver broad organisational change across NHS Scotland enabled by the infrastructure and technology in place within NHS 24. The Service Transformation Programme will ensure the delivery of the NHS 24 five-year strategy.

3.2. ICT actions in 2019/20 will incorporate the aims of objectives of the various NHS 24 strategies and plans listed below;

- Technology Strategy
- Data Management Strategy
- ICT Strategy Board and Technology Roadmap
- Business Intelligence and Analytics Capability development
- Further develop technical capability of NHS 24 internal resources to increase ROI
Develop technology / content convergence in Digital/ Web Health Market in line with 2020 vision and Implement long-term Application strategy for non-Unscheduled Care services to realise best ROI

3.3 NHS 24 is part of a collaborative of eight national boards providing services where improved quality, value and efficiency are best achieved through a national approach. We share a common purpose and by working closely together, and with our partners in the Scottish Government, regions, territorial boards and integration joint boards, we will support the changes required to improve services, reduce unnecessary demand, improve workforce sustainability and strengthen leadership to protect and improve Scotland's health.

The National Boards Collaborative Programme focuses on three areas: improvement, transformation and evaluation; digitally enabled service redesign; and workforce sustainability.

These are the areas where we believe we can work collaboratively with our partners to redesign services to meet technological, demographic and societal changes. We will take on difficult issues in partnership to identify where national support can help deliver real sustainable change to address priority areas such as waiting times and mental health and drive integration across health and social care.

The NHS 24 contribution to the collaborative proposal is fully in line with the NHS 24 Strategy aims and objectives.

- 3.4 NHS 24 is currently developing an estates options appraisal to consider estate options and future property needs. NHS 24 will work in conjunction with the Smarter Workplace Programme, Scottish Futures Trust and Property Divisions to identify a collaborative way of managing our estate.

We will consider the entire estate including our main and local centres, looking at best use of space, working environments, collaboration with other Boards, resilience of these sites, and how they align with the principles of the NHS 24 Shift Review and Better Working Better Care.

- 3.5 In recognition of the imperatives and priorities within NHS Scotland, the National Boards have established an Asset Management collaborative working arrangement to explore collaboration possibilities, efficiencies, financial savings, sharing of intelligence and learning. NHS 24 has engaged during 2018/19 with Health Facilities Scotland to contribute to the National Board Estate Rationalisation Programme and National Facilities and Estates programme.
- 3.6 Working together, the eight National Boards have been exploring areas of co-working that would answer the challenge of thinking 'differently and better'. Estates and Facilities has been tasked with identifying a target operating model (TOM) that would provide a vision of improvements in the quality of services offered, efficiency of resource usage and improvement in work experience for staff.

The aim in developing the TOM is to propose solutions that are achievable, practical and cost-effective.

The National Boards are making good progress. A number of workshops have been held as part of the process to identify areas of collaboration and possible delivery items that will form a service delivery plan. This includes movement towards the development of a National Boards integrated PAMS document by the end of the calendar year.



Property and Asset Management Strategy – Annex

Strategic Assessment Management 2019

Strategic Assessment Management

- 1.1 NHS 24 recognises the need to develop modern working practices to enable employees to maximise their performance and productivity whilst maintaining a good work life balance. In addition, new technologies are making it easier to access information remotely, and work from a variety of locations, supporting service delivery leading to an improved service for patients. This approach is underpinned by both physical and cultural adaptations.

Property Improvement Plan (PIP) to 2022

- 1.2 The Property Improvement Plan (PIP) is primarily focused on site based modifications and improvements that will meet the Strategic Asset Management objectives outlined in the 2017-2022 PAMS. The focus of the PIP therefore, is the optimisation of accommodation in Caledonia House and Norseman House in respect of layout, capacity, functionality, staff experience, adaptability and cost reduction. The PIP will take into account the impending closure of the Clyde Contact Centre and incorporate asset improvements to ensure strategic opportunities across the estate.

Asset Investment Plan to 2022

- 1.3 In order to deliver asset improvement and the PIP, the organisation has developed a prioritised investment plan for the period to 2022 as described in table 2, below.

It is important to note that The Asset Investment Plan to 2022 does not take into account financial costs that may arise to support any move of the NHS 24 the Clyde Contact Centre staff. Cost will be an important component as each estate option is assessed for value for money.

Asset Investment 2019/20

- 1.4 NHS 24 expects to expand its in hours service provision to such an extent that space utilisation in its main centres will significantly improve. In addition, NHS 24 has recognised that there will be pressure on existing accommodation coming from the future out of hour's service demand and SAS growth. NHS 24 is therefore embarking upon a programme that should address current and future property needs required to deliver these actions.

In addition, NHS 24 is investigating the potential for creating a more "agile" working environment for Headquarters staff, while removing any barriers to the whole ground

floor space being able to operate as a contact centre during out of hour's periods. In recognition of this work, a larger property investment sum is included in 2019/2020.

**asset investment does not take into account financial costs associated with the closure of the Clyde Contact Centre (see 1.3.1)*

Table 2 - Property Investment

Investment Projects	2019/20	2020/21	2021/22	Total Capital Expend
Refurbishment/Upgrade/ Resilience: - Facilities and IT Projects include Environmental.	269,000	269,000	269,000	807,000
Estate Strategy	300,000	0	0	300,000
Totals	569,000	269,000	269,000	1,107,000

- 1.5 NHS 24's Finance and Performance Committee continues to have responsibility for performing the governance role in relation to property and asset management plans (see section 1.10).