



# **SEIZE THE MOMENT DELIVER THE FUTURE**

**HCA National Leadership and Development Forum 2017**

6-7 April 2017 | Europa Hotel Belfast



# **‘Delivering the Future through improved Financial Control while meeting the Quality Agenda’**

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Is the NHS  
'broke' or are we  
just poor at  
managing our  
resources?



## Direction of Travel

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- Growing imperative to review and transform services
- Staying the same is not a realistic long-term sustainable option
- There is a requirement for the NHS to make significant financial savings, part of which will need to be delivered by support services







# How do we measure what we do?

## Our 2016 PLACE scores



**NHS Surveys**  
 Focused on patients' experience



### National Patient Experience Surveys

Current National Surveys – feedback from c1.5 million people a year

- GP Patient survey (NHS England, twice a year)
- Community & Mental Health survey (COG, annual)
- Inpatient survey (COG, annual)
- A&E survey (COG, every 3 years)
- Outpatient survey (COG, every 3 years)
- Maternity survey (COG, every 3 years)
- National Cancer Patient Experience survey (NHS England, annual)
- VOICES survey of Bereaved People (NHS England, annual)
- Staff survey (NHS England, annual)
- Adult Social Care survey (Department of Health, annual)

[www.nps.uk](http://www.nps.uk) | © September 2015 | HDool/NHS



### THE NHS FRIENDS AND FAMILY TEST

We would like you to think about your recent experience of our service.  
 How likely are you to recommend our dental practice to friends and family if they needed similar care or treatment?



Thinking about your response to this question, what is the main reason why you feel this way?

## How do we measure what we do?

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- ERIC
- Carter Metrics
- Retail sales
- Local tools – portering tracking systems, patient menu ordering systems, cleaning monitoring etc



## ERIC

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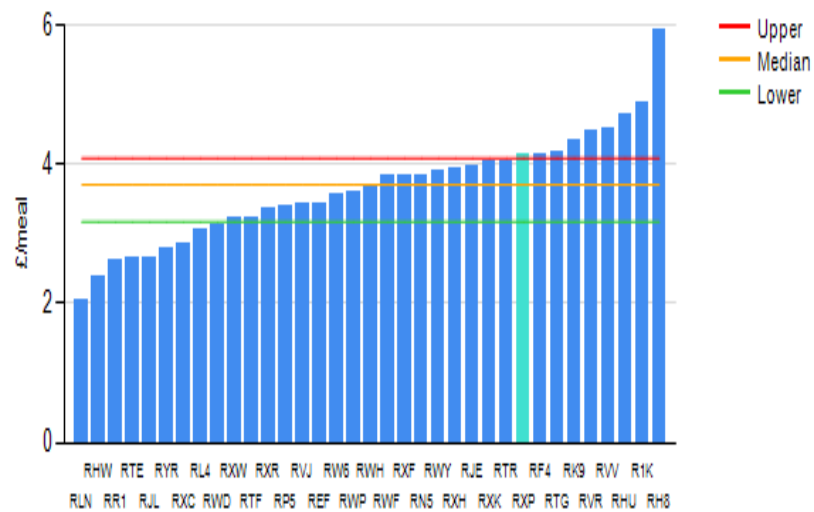
- Compulsory requirement NHS Trusts in England submit an ERIC Return
- Main central data collection for NHS estates and facilities services
- Data provided enables the analysis of E&F information
- DH hold information dating back to 1999/2000
- The accuracy and completeness is the responsibility of the reporting organisations



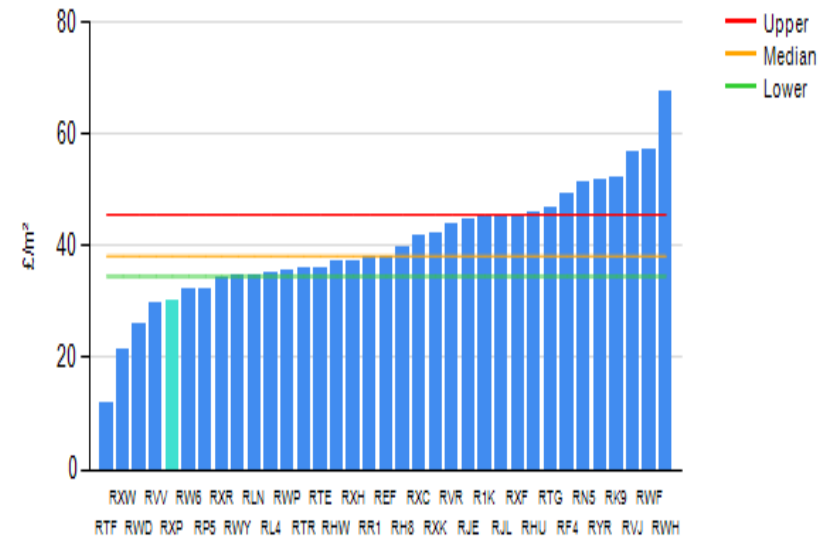
# ERIC Comparison



ERIC 2014/2015  
Gross cost of in-patient services per main meals requested (cost per in-patient meal) Trust Wide



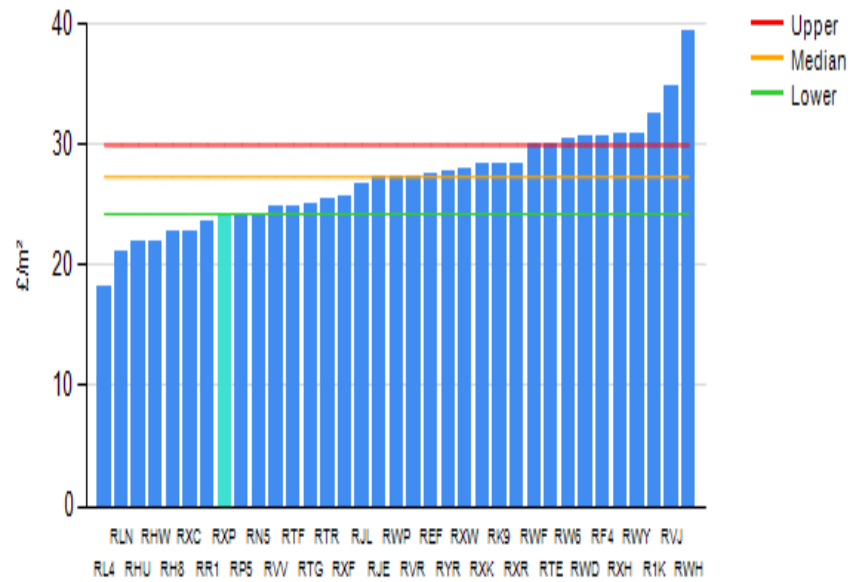
ERIC 2014/2015  
Cost of cleaning per occupied floor area Trust Wide



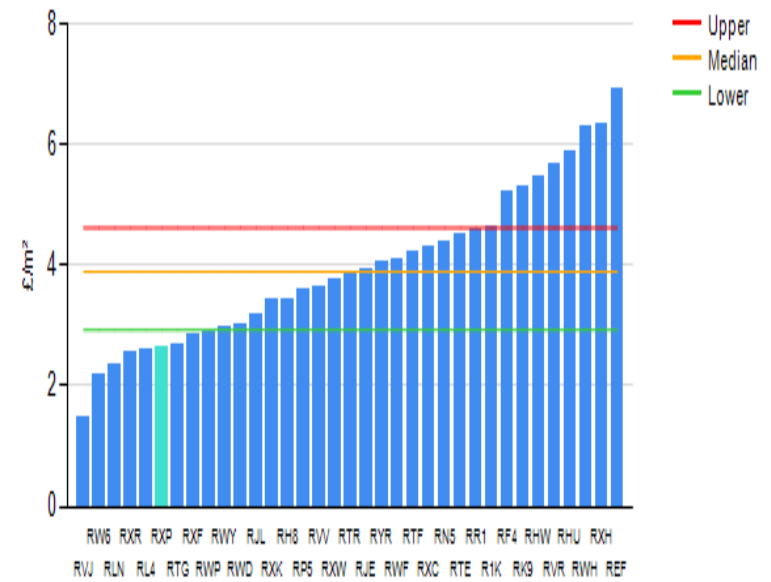
# ERIC Comparison



ERIC 2014/2015  
Energy cost per occupied floor area Trust Wide



ERIC 2014/2015  
Waste cost per occupied floor area Trust Wide



## Carter – Productivity and Efficiency



- NHS estate has to be maintained to high standards to ensure a safe and clean patient environment
- High spend areas of focus; - cleaning, energy, maintenance, laundry and linen and waste
- Savings potential if hospital moved to the average efficiency
- The review estimates this unwarranted variation is worth £5 billion in terms of efficiency opportunity – a potential contribution of at least 9% on the £55.6 billion spent on Acute hospitals

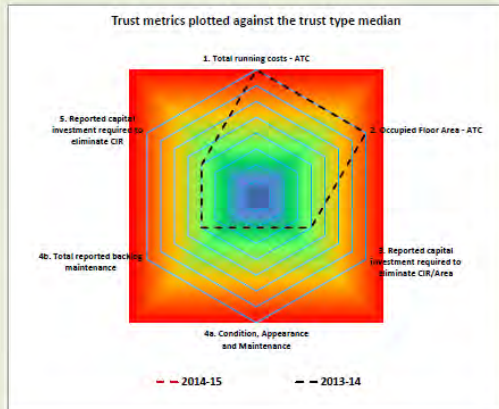


# Back of house function or a frontline service?



# NHS ESTATES AND FACILITIES DASHBOARD 2014-15

TRUST OVERVIEW			
Organisation type	ACUTE - MEDIUM		
Commissioning region	NORTH OF ENGLAND		
	2014-15	2013-14	
Total occupied floor area	m2	137,575	137,222
Total estates and facilities running costs	£	46,060,568	31,543,405
Potential total E & F running cost saving by moving to the trust type median	£	0	0
Potential targeted E & F running cost savings from individual cost elements	£	1,316,447	437,133
Potential cost savings from improved utilisation of space	£	To be confirmed	
% of occupied floor area operated under a PFI contract	%	0%	not collected
% of occupied floor area under direct NHS management	%	100%	not collected
E & F running cost of floor area operated under a PFI contract	£/m2	0.00	not collected
E & F running cost of floor area under direct NHS management	£/m2	291.41	not collected



METRICS SCORING METHODOLOGY	
Quartile 1	Blue
Quartile 2	Green
Quartile 3	Yellow
Quartile 4	Red

TRUST METRIC					2014-15 QUANTILES FOR ACUTE - MEDIUM					
Domain	Metric	2014-15	Trend	2013-14	Lowest	Lower Quartile	Median	Upper Quartile	Highest	
Domain 1 - Efficiency - Cost	Total estates and facilities running costs / ATC	£ 1,000 / ATC	124.00	↑	102.34	45.17	68.75	94.68	119.54	243.59
	Total estates and facilities running costs / area	£ / m2	334.88	↑	228.87	115.44	210.60	301.14	396.09	676.81
	Total Hard Facilities Management costs - ATC	£ 1,000 / ATC	38.60	↓	72.63	6.76	17.80	29.70	30.69	59.12
	Energy costs	£ / Units	8.88	→	8.88	0.03	0.05	0.06	0.07	0.11
	Building and engineering maintenance costs	£ / m2	48.88	↑	47.88	0.00	22.73	27.23	36.17	63.70
	Portering	£ / m2	9.45	n/a	not collected	6.31	12.47	14.81	17.87	24.13
	Water and sewage costs	£ / m2	1.24	↑	1.02	1.10	2.87	3.48	4.33	7.66
	Waste costs	£ / tonnes	300.60	↓	305.10	62.99	309.43	227.09	288.26	640.98
	Total Soft Facilities Management costs - ATC	£ 1,000 / ATC	42.20	↓	76.11	9.20	30.85	39.10	48.15	72.52
	Laundry and linen costs	£ / Item	0.32	↑	0.35	0.16	0.29	0.31	0.43	4.87
Food costs	£ / meal	8.00	↑	4.31	2.10	3.17	3.92	4.83	11.20	
Cleaning costs	£ / m2	28.50	↑	26.44	14.40	31.26	39.50	45.70	89.27	
Domain 2 - Effectiveness - Productivity	Occupied Floor Area - ATC	1,000 m2 / ATC	0.43	↓	0.46	0.18	0.26	0.31	0.33	0.52
	Amount of utilized space	%	96.4%	↓	93.8%	83.8%	96.2%	97.9%	99.8%	100.0%
	Amount of non-clinical space	%	96.4%	↓	93.8%	17.2%	34.3%	41.1%	45.7%	72.8%
	Total income earned per area	£ / m2	2,292	↓	2,167	1,917	2,592	2,974	3,443	5,127
	Estates and facilities staff absence rate	%	6.8%	→	6.8%	0.0%	4.5%	2.3%	6.1%	7.4%
	Amount of energy used	Units / m2	371.53	↑	363.33	242.99	372.29	464.01	525.38	828.42
	Back/WTE	n/a	not collected	5.66	8.88	11.24	14.08	15.08	19.43	
	Waste - ATC	ATC m3/yr	6.25	↑	5.91	2.52	4.33	4.77	5.71	10.95
	Laundry and linen - ATC	ATC m3/yr	7.09	n/a	not collected	1.71	8.22	8.87	10.43	14.95
	Food service productivity	Meals / Beds / Day	1.17	↓	2.12	0.44	2.01	2.68	3.26	4.09
Cleaning productivity	m2/WTE	914	↑	760	405	530	624	735	828	
Domain 3 - Safety	Reported Critical Infrastructure Risk (CIR)/Area	£/m2	11.01	↑	7.67	0.00	12.84	79.22	155.64	429.36
	Reported Critical Infrastructure Risk	£	2,000,000	↑	2,000,000	0	1,762,705	6,847,959	13,741,583	36,475,939
	Fires recorded	N/A	0	↓	2	0	0	2	3	21
	Fatal Accidents	N/A	0	↓	1	0	0	0	0	161
	Number of people injured resulting from fire(s)	N/A	0	↓	1	0	0	0	0	1
Number of patients sustaining injuries during admission	N/A	0	↓	1	0	0	0	0	0	
Domain 4a - Quality - Patient Environment	Condition, Appearance and Maintenance	%	96.35%	↓	97.63%	77.07%	82.80%	89.08%	94.01%	99.56%
	Cleanliness	%	96.68%	↓	96.64%	80.64%	95.24%	97.60%	99.11%	100.00%
	Food	%	91.39%	↓	90.66%	77.71%	84.52%	87.61%	91.18%	96.87%
	Privacy, Dignity, Wellbeing	%	95.68%	↓	97.97%	75.86%	81.83%	85.71%	89.10%	98.24%
	Condition, Appearance and Maintenance	%	96.35%	↓	97.63%	77.07%	82.80%	89.08%	94.01%	99.56%
	Dementia	%	87.86%	n/a	not collected	49.31%	66.79%	72.64%	81.28%	92.04%
Domain 4b - Quality - Infrastructure	Total reported backlog maintenance	£/m2	1.91	↑	0.97	0.00	70.23	211.19	340.56	381.85
	Amount of functionally suitable space	%	100.00%	↑	94.64%	44.25%	89.33%	99.04%	100.00%	100.00%
	Single bedded rooms	%	96.08	↑	91.4%	11.6%	11.8%	22.2%	27.7%	53.3%
	TWU emissions	kg/m2	70.5	↑	98.35	46.21	100.07	112.61	139.63	199.66
Domain 5 - Organisation Governance & Processes	Capital investment required to eliminate CIR	£	1,111,211	↑	1,111,211	0	1,762,705	6,847,959	13,741,583	36,475,939
	Capital investment required to eliminate backlog	£	24,073,598	↑	23,002,000	0	6,443,475	16,842,993	32,994,400	39,110,000
	Capital spend as % of NBV of land and buildings	%	8.6%	↑	9.1%	0.1%	0.2%	2.0%	2.3%	36.0%
	Retail Income	£/m2	6.00	n/a	not collected	0.00	180.51	403.66	874.68	6083.73

## Carter Potential Savings Calculation

Cost Efficiency Elements	Unit	Trust Metric 2015 - 16	Potential Savings		
			Trust Type Median	Potential Saving Per Unit	Potential Saving
<b>Total Estates and Facilities Cost</b>	£ / m2	372.22	384.06	0.00	0.00
<b>Energy Costs</b>	£ / unit	0.06	0.06	0.00	0.00
<b>Building, Engineering Maintenance</b>	£ / m2	16.37	26.30	0.00	0.00
<b>Portering</b>	£ / m2	20.16	16.17	4.00	690,670
<b>Water and Sewage Costs</b>	£ / m2	3.13	3.73	0.00	0.00
<b>Special and Clinical Waste Costs</b>	£ / tonnes	364.91	398.50	0.00	0.00
<b>Laundry and Linen Costs</b>	£ / item	0.38	0.33	0.05	194,103
<b>Food Costs</b>	£ / meal	3.59	3.84	0.00	0.00
<b>Cleaning Costs</b>	£ / m2	31.99	40.87	0.00	0.00



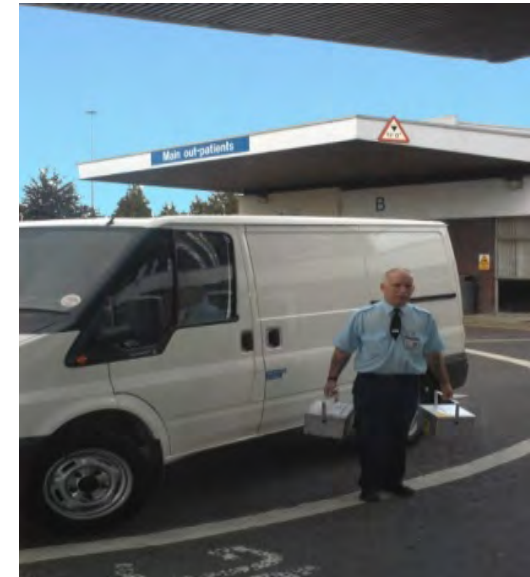
## Carter – Porterage Savings £690,670



Metrics don't include occupied floor area of all the sites the porterage service delivers too as part of the Non Patient Transport Courier Service.

Provide a scheduled Collection and Delivery to other Hospital Trusts in the area including GP surgeries, clinics and community hospitals, prisons (over 200 premises in total)

- Pharmacy stores / Chemotherapy
- Post / mail / payslips/ packages
- Pathology samples / specimens
- SSD supplies (normally transferred in Capes (trolleys))
- Stores/Linen/Medical records/Home birthing kits
- Medical devices / CELL



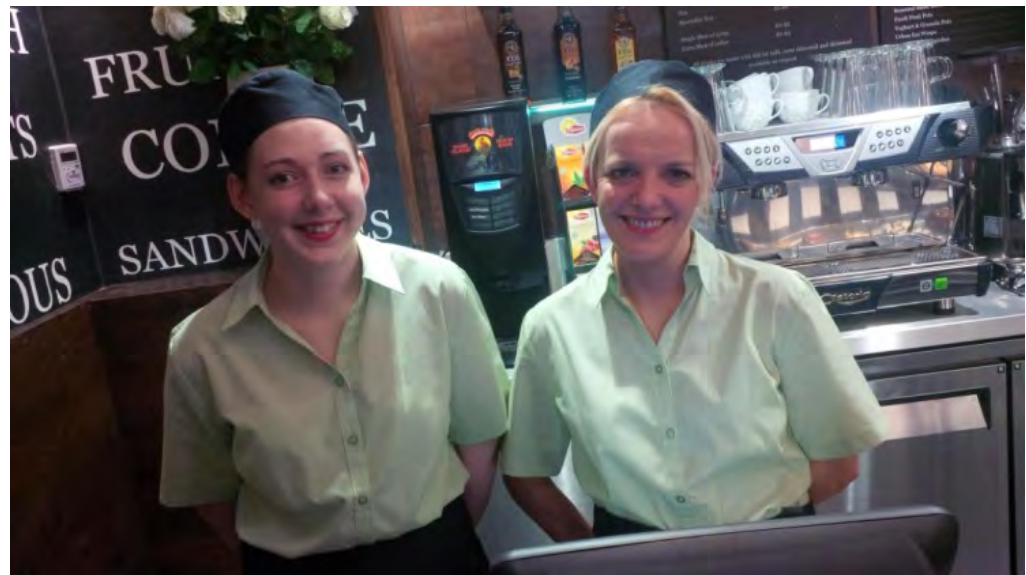
# Are we competitive with the local market?

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## ■ Terms and Conditions

- Sickness
- Annual Leave
- Enhancements
- Pension





## What could we do better?

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### ■ Procurement

- Standardisation and rationalisation of products
- Improved efficiency and space utilisation through reconfiguration of storerooms
- Improved patient safety by removing unwarranted variation of products



# Are we using our assets effectively?

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- **Competing with the High Street**



# Do we really measure Productivity?



## Summary

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- Efficiency agenda here to stay
- Increase understanding of what drives variation between us and other providers – a key part of bridging the finance and efficiency gap
- Listen to what patients, customers, service users are telling us
- Improve the quality of information which is submitted on returns such as ERIC
- Step back – look objectively at your own services!
- Carter - Back of house/front of house services?