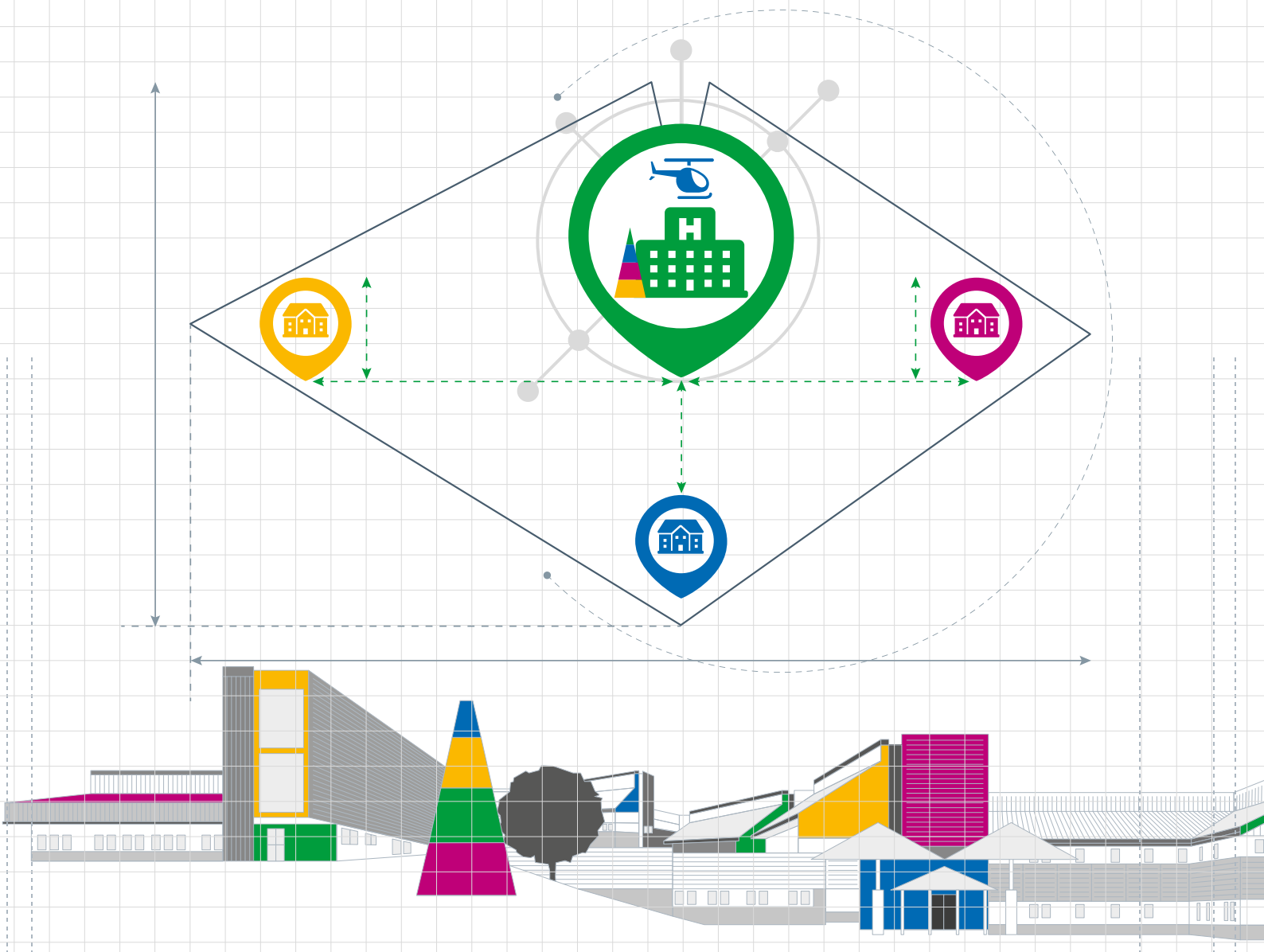




Estate Strategy

2021-2025

Providing great places for our people



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About us

The Isle of Wight NHS Trust operates from a number of locations across the Isle of Wight, but the majority of its estate is located centrally at the St Mary's hospital site in Newport.

As the Trust has a service portfolio unique within the English NHS, its estate requirements are diverse.

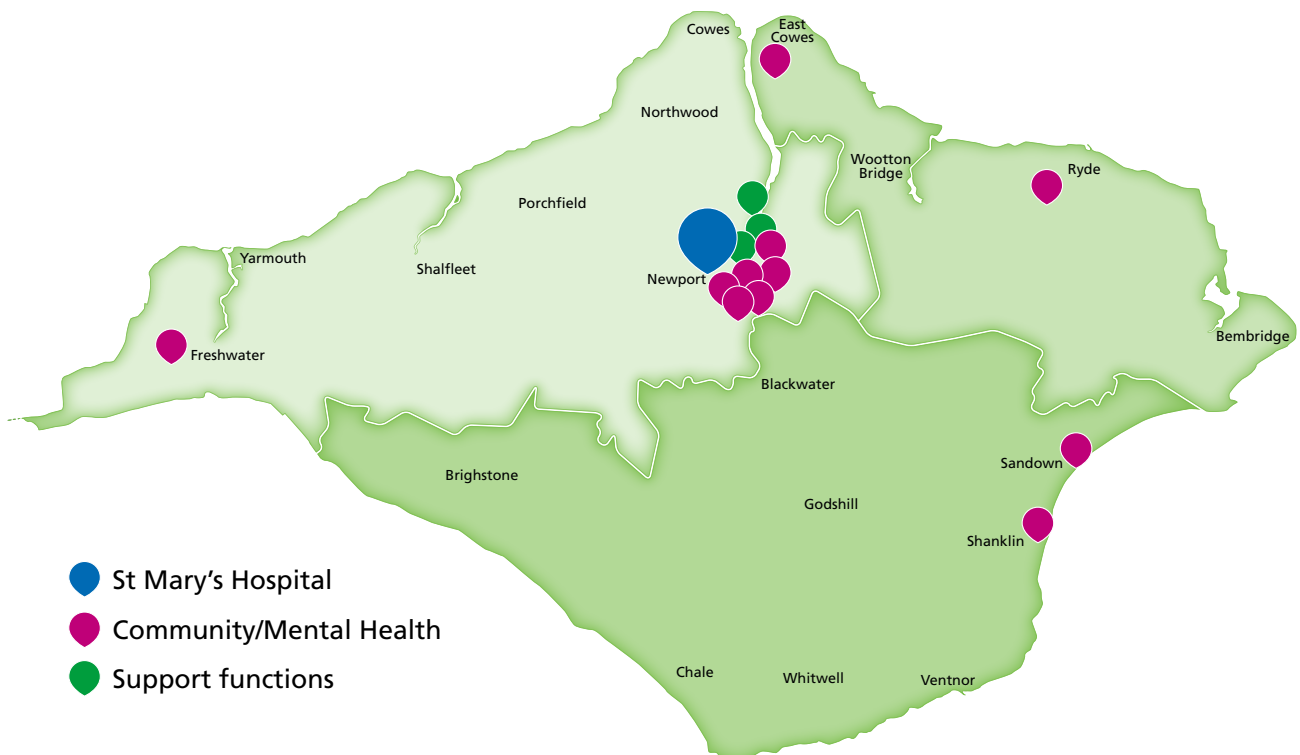
The property portfolio covers secondary acute care, mental health, community services, non-clinical support functions and ambulance services.

The St Mary's hospital site accounts for some 90% of the total Trust occupied floor area with the remaining 10% accounted for within the community estate.

Many of the community properties used were inherited by the Trust or NHS Property Services in 2013 upon the dissolution of the former Primary Care Trust which resulted in the establishment of our Trust.

The Trust's property portfolio covers 23 sites. Some of these are significant freehold estates such as the St Mary's hospital site and others more modest leases on property such as small storage areas.

The estate is distributed widely across the Island



What is behind our strategy

There are a number of key drivers behind our Estate Strategy, including the development of effective care pathways, achievement of statutory compliance and ensuring value for money.

In recent years there has been several local service reviews, spanning back to 2016, which sought to identify how more sustainable care pathways can be developed to support a greater level of services being provided on the Island; reconfiguration of the Trust's estate is fundamental to ensuring that care pathways are able to be changed to meet the needs of patients and services.

Assessments of the Trust's estate performance have considered factors including:

- Physical condition
- Functional suitability
- Space utilisation
- Quality
- Statutory compliance
- Environmental management

The outcome of these assessments have informed our investment priorities and estate masterplan to ensure that we are able to provide great places for our people.

Our Estate Strategy and associated masterplan will therefore seek to:

- Provide a solid platform to prioritise investment and prepare for future opportunities
- Align the estate to the clinical strategies and underpin the Trust's values and objectives
- Ensure alignment with the Isle of Wight Health & Care Plan
- Enable the delivery of New Models of Care
- Improve compliance with Health Building Notes and Health Technical Memorandums
- Improve clinical adjacency through 'zoning' of St. Mary's Hospital site
- Set out our plans for investing in a community Hub and Spoke model that will ease pressure on Acute Services
- Set out plans to introduce flexible and agile working environments
- Reduce the burden of Backlog Maintenance and Critical Infrastructure Risks
- Unlock efficiency through the improved utilisation of space
- Support estate rationalisation and consolidation
- Identify surplus land and buildings for development or disposal

The 'hub and spoke' model

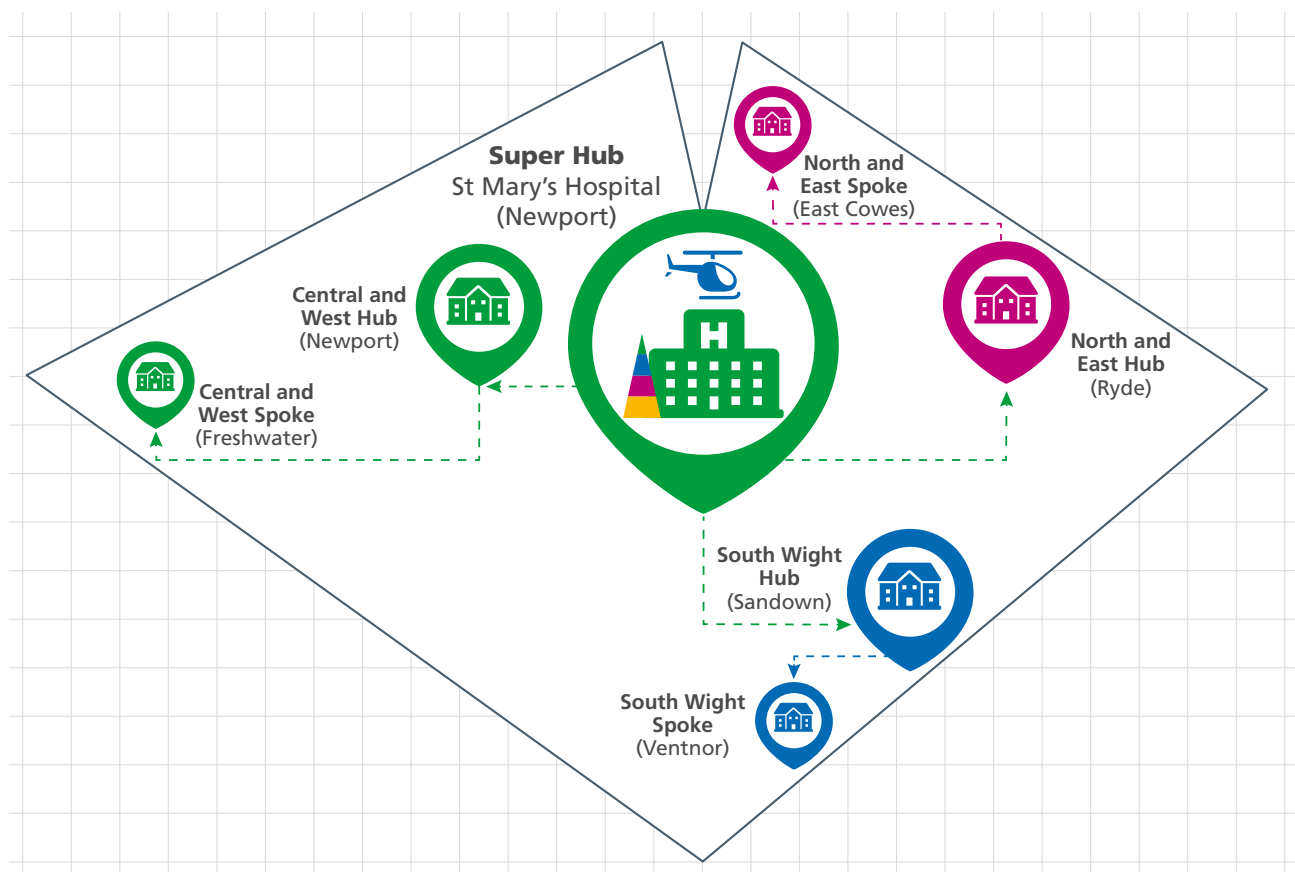
Working with our partners we have developed an Estates Transformation Masterplan for our Community and Mental Health & Learning Disabilities services. The plan sets out our vision for the future and underpins and enables the delivery of the clinical service strategies. As a part of the plan we will develop and implement a 'hub and spoke' model that will provide integrated Health and Social Care services in community based facilities in each of the three Island localities; Central and West, North and East and South.

The hub and spoke model involves creating satellite locations that can provide a number of services normally delivered at the St Mary's hospital site in partnership with community/ mental health and learning disabilities services, primary care and social services.

The co-location of less complex hospital services with GP and community services

in three primary locations will allow Island residents to access services closer to home, reducing the time taken to attend appointments.

The hub and spoke model will also result in wider social and environmental benefits by reducing journey times and congestion on Island roads.



Building the strategy with stakeholder engagement

It is essential that the people who use our services, including our staff, are involved in the development of our Estate Strategy. With respect to patients and service users, this has primarily been achieved through engaging with groups such as the Patients Council throughout.

We have also used established governance arrangements during the development of our Estate Strategy to provide assurance, ultimately to Trust Board, that the Estate Strategy was properly aligned to, and would support delivery of, the overarching Trust strategy.

In practice, this involved discussions relating to strategic risks and key priorities undertaken at an operational level within our Estates and Facilities Sub-Committee. The

membership of the Sub-Committee includes colleagues from across the organisation, particularly from clinical divisions and our IT department.

We have also engaged directly with clinical divisions to better understand their strategic priorities and transformational plans and with our partners to ensure that our strategy is aligned to the regional and national direction of travel.



Our estates objectives

Delivery of the below estates objectives will support implementation of the Trust's enabling strategies, which collectively underpin achievement of the Trust's strategic objectives focused on performance, people, partnerships and place.



Develop our estate to improve staff, patient and visitor experience



Reduce backlog maintenance value and risk



Identify opportunities that support and enable financial sustainability and demonstrate value for money



Enable the delivery of clinical and operational services and sustainability



Improve functional suitability



Improve utilisation of space

Supporting our Trust Strategy

Our Estate Strategy is aligned to our trust-wide strategy. It has been developed alongside our People & Organisational Development and Digital strategies to ensure there is a shared vision and joined up approach to provide the capacity required to deliver the care that our people deserve.

Effectively, the Estate Strategy will help to address many of the strategic risks described in the Trust’s Board Assurance Framework (BAF) that are drivers of the action outlined in the Trust strategy.

Investment in our estate represents a longer term commitment and although our strategy looks forward across a 5 year period, the legacy of this investment will be visible beyond this timeframe. We will regularly review this strategy to ensure that we are able to adapt as new opportunities present themselves.



Who will help to make this happen

Our Estates and Facilities team will work with a range of internal and external resources to deliver our strategy.

Internal



Our clinicians, people and key stakeholders (infection control, IT etc) help shape the needs of the environment we provide and will be directly involved in design development and project delivery to ensure we have a well thought out plan that maintains business as usual whilst we transition from old to new facilities.

Partners



Working with our partners will ensure we have the capacity and skills to deliver a fully joined up and integrated strategy.

Patients



We take the views of our patients when developing proposals to ensure we take account of their thoughts on specific things like accessibility and environment.

External



We will work with a range of external organisations to develop our proposals and deliver our strategy projects, these include; professional services like architects, engineers and cost advisors as well as contractors, sub-contractors and specialists. We will procure the services of the external organisations through a range of procurement routes including the Department of Health's Procure 22 Framework and ensure we use the services of local companies where we can.

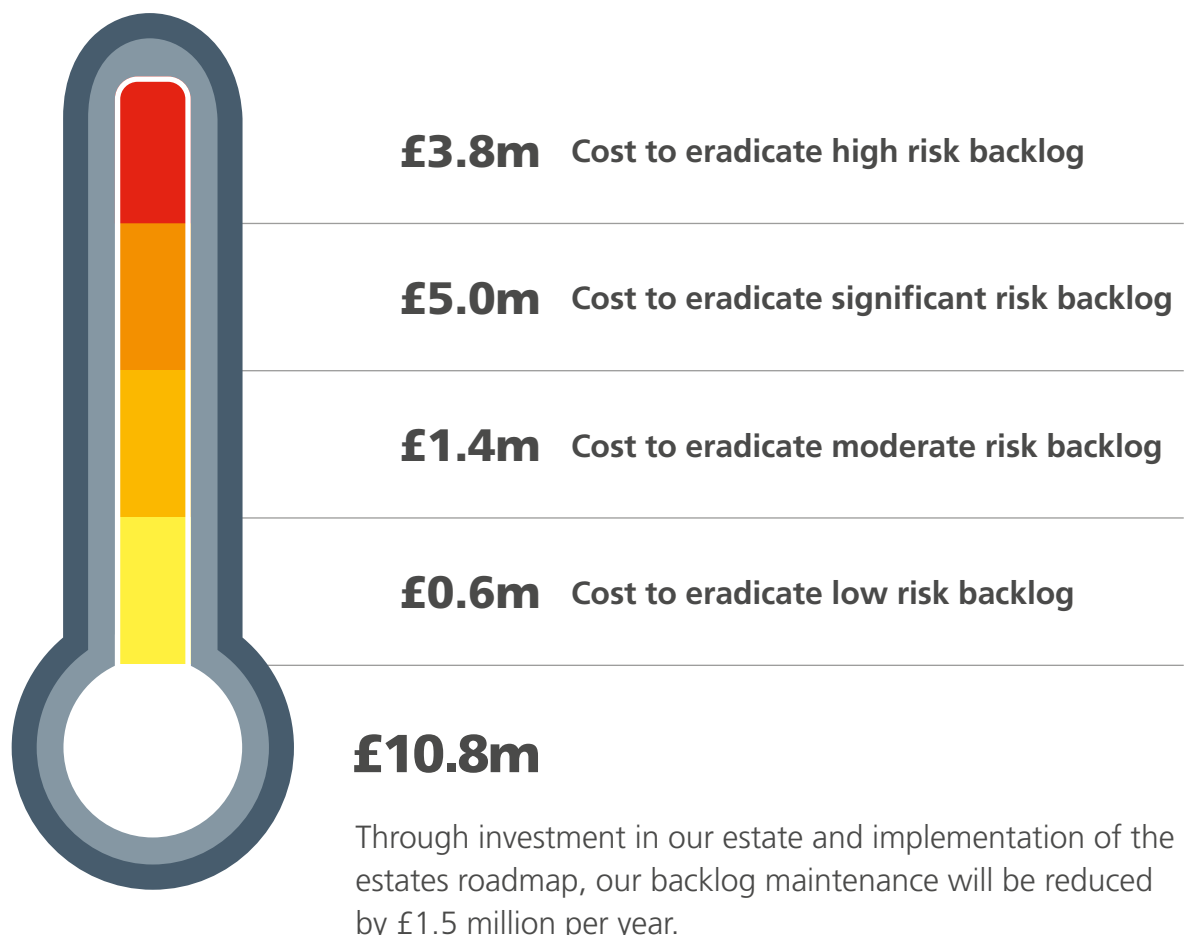
Where we have come from

Our estate portfolio is large, diverse and technically complex and ranges in age from 1774 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 surveys in 2018/19 and our current backlog maintenance risk amounts to nearly £11 million.

Through the delivery of our Estate Strategy and masterplan we will reduce backlog maintenance and associated critical infrastructure risk. This will be achieved through capital investment and the rationalisation and consolidation of our estate.

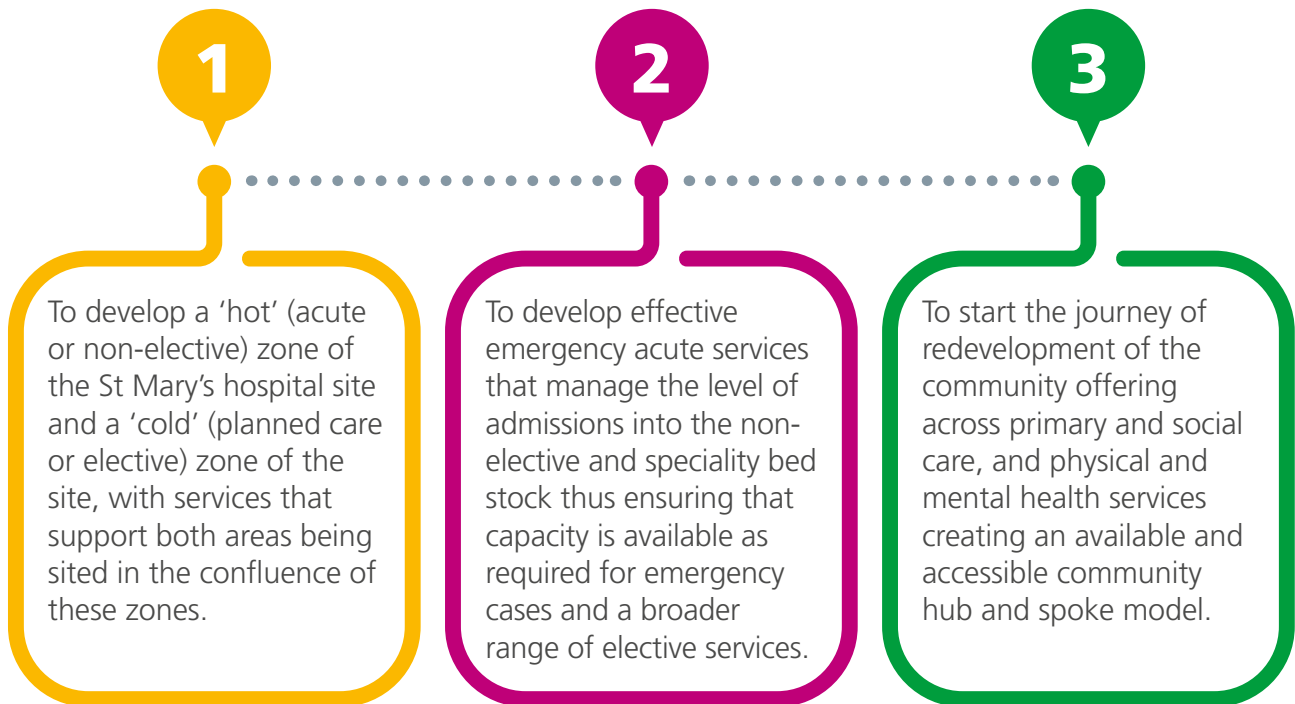
In 2022/23 we will commission new Six Facet Surveys that will help to inform our future capital investment and estate transformation plans as well as feed into our current plans.

Backlog maintenance risk profile:

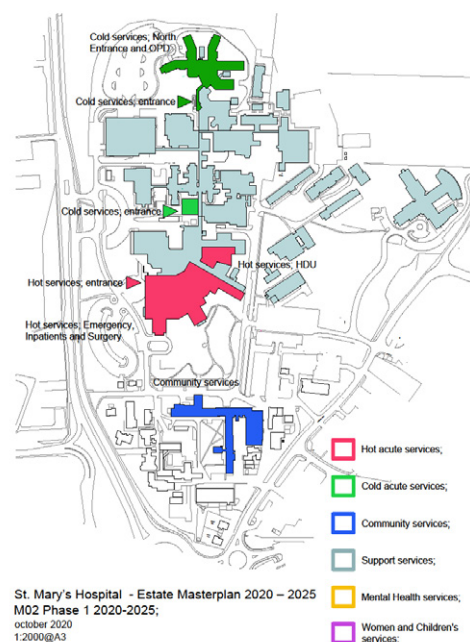
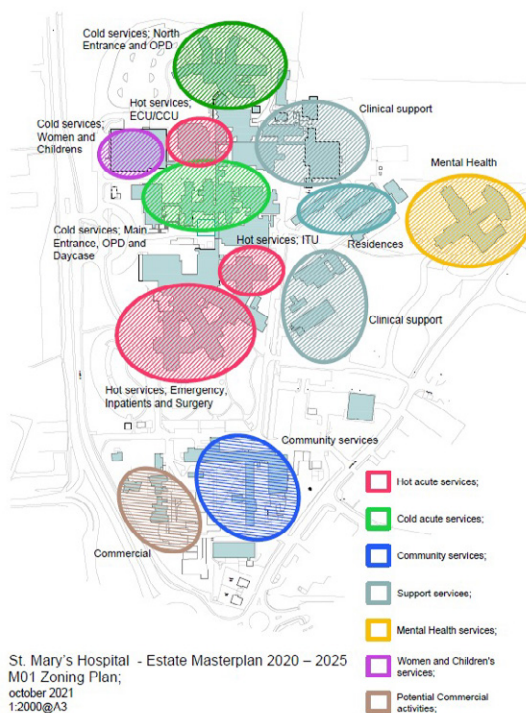


Where we are going

At a high level there are three key transformational changes that the Trust is looking to achieve which will be supported or enabled by improvements to the current infrastructure and estate:



5 year masterplan for St Mary's site



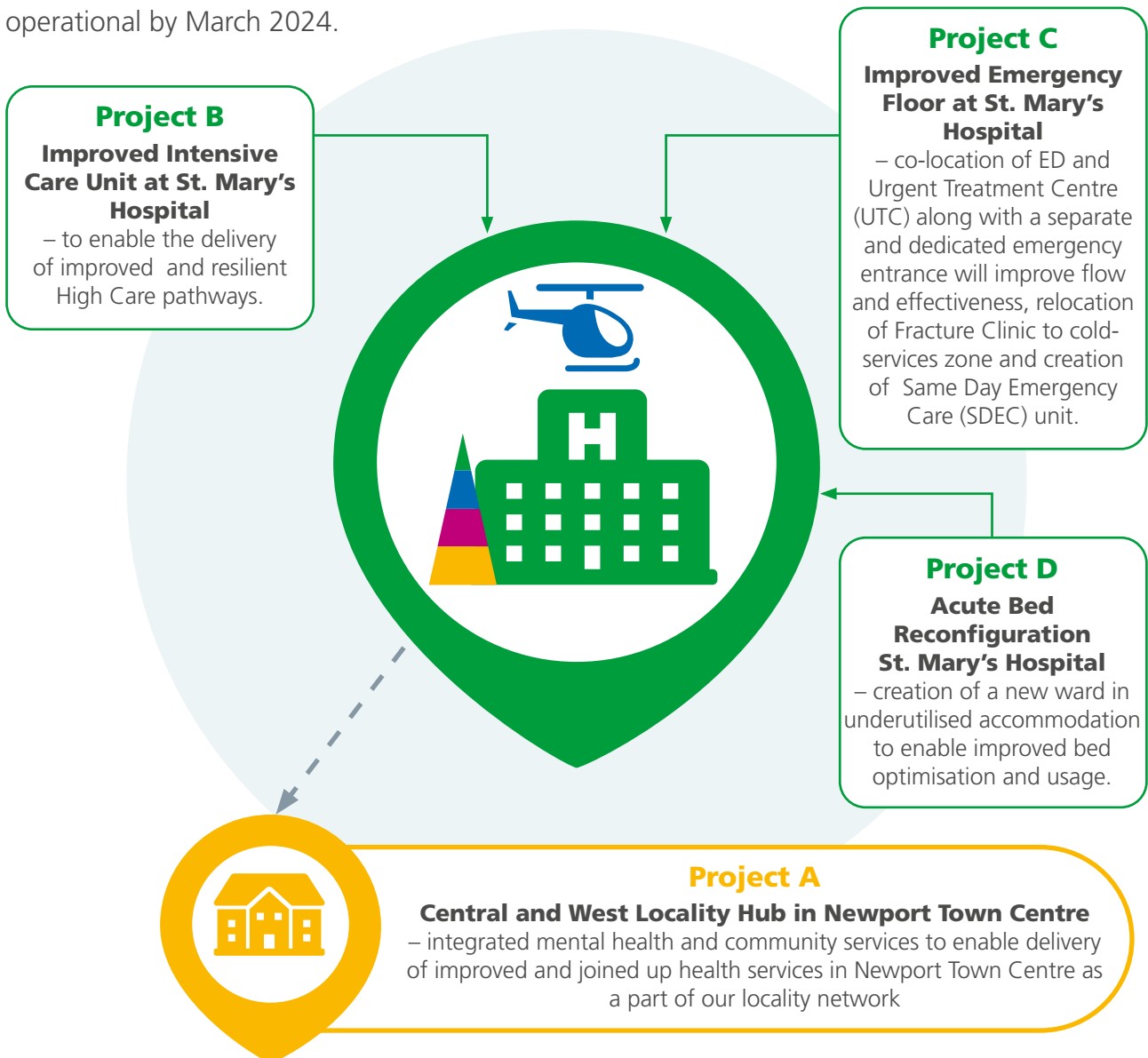
Investing in our future

In 2019 the Trust was awarded **£48m** through the Department of Health and Social Care's **transformational capital** programme. Through working with our partners and a robust business case process we are taking forward four estate related projects.




These projects have been identified as key enabling projects within our clinical strategy priorities.

This programme will see an additional **£25.5m invested in the Trust's estate** and the projects will be completed and operational by March 2024.





Importantly each of the projects are a catalyst for change and will enable us to unlock and help deliver our strategic estate masterplan.



Investing in our Future Programme

Programme of work	Summary of scope	Share of £48m
<p>Acute capacity at Portsmouth University Hospitals</p> 	<ul style="list-style-type: none"> • The PHU Capacity workstream aimed to deliver additional bed capacity at Queen Alexandra Hospital (QAH) to support the resilience of QAH in order to support our Acute Partnership. • The Project comprised the construction of a new two-storey modular ward building which has provided additional bed capacity. • This greater capacity will result in increased resilience, improved patient flow, reduced ambulance handover and improved Emergency Department (ED) performance. 	<p>£10m</p>
<p>Digital Transformation including ambulance</p> 	<ul style="list-style-type: none"> • Digital infrastructure: Replacing existing 'end of life' critical digital infrastructure with state of the art data centre, LAN, telephony and Wi-Fi. • Data and intelligence: Data warehouse and real time reporting. • Digital transformation: Electronic Document Management system. • Ambulance: Supporting the move to use a number of clinical systems used by our partner SCAS (EPCR, e-Directory of Services, video links) as well as a common telephony infrastructure. 	<p>£12.5m</p>
<p>Isle of Wight Estates development</p> 	<ul style="list-style-type: none"> • Project A: Central and West Locality Hub in Newport Town Centre – integrated mental health and community services to enable delivery of improved and joined up health services in Newport Town Centre as a part of our locality network. • Project B: Improved Intensive Care Unit at St. Mary's Hospital – to enable the delivery of improved and resilient High Care pathways. • Project C: Improved Emergency Floor at St. Mary's Hospital – co-location of ED and Urgent Treatment Centre (UTC) along with a separate and dedicated emergency entrance will improve flow and effectiveness, relocation of Fracture Clinic to cold-services zone and creation of Same Day Emergency Care (SDEC) unit. • Project D: Acute Bed Reconfiguration St. Mary's Hospital – creation of a new ward in underutilised accommodation to enable improved bed optimisation and usage. 	<p>£25.5m</p>

How our services will be supported

Service	Priorities	Estates response
<p>Mental Health & Learning Disabilities</p> 	<ul style="list-style-type: none"> • Local: A network across the Island that is available to all • Accessible: Through a single phone number and any service door • Safe: Where escalation is managed centrally • Effective: aim to treat 80% of people close to home • Joined-up: working closely with system partners 	<ul style="list-style-type: none"> • The implementation of community hubs with integrated physical health, mental health and social care will have a transformational effect on those in the community requiring support and advice to avoid unnecessary escalation of conditions and the need for inpatient spells.
<p>Community Services</p> 	<ul style="list-style-type: none"> • Locality integration • Regaining independence – community rehabilitation • Integrated complex discharge to improve patient flow • Technology enabled care • Sustainable community model of care • Workforce capacity 	<ul style="list-style-type: none"> • The co-design of the built environment alongside the redevelopment of clinical models of care for community and social care will help to enable a joined up health and care system focused on care as close to home as possible.
<p>Ambulance</p> 	<ul style="list-style-type: none"> • Enabling people to access the right care, first time • Saving lives and improving outcomes • Supporting people in their own homes • Working with system partners 	<ul style="list-style-type: none"> • One of the core components in setting the capacity requirements of the emergency floor is the capacity and capability to develop and embed an NHS 111 first access model driving scheduled emergency appointments both within urgent care and emergency department services.
<p>Acute Services</p> 	<ul style="list-style-type: none"> • Integrating care with Portsmouth Hospitals University (PHU) • Joint planning for 800k population • Sustaining emergency and elective services on Island • Clinical workforce transformation with PHU • Joint quality governance 	<ul style="list-style-type: none"> • Development of the emergency care pathway will help to reduce the need to admit patients and have a direct impact on the ability to manage the growing population • Improve high care infrastructure to support improved recovery and reduce inpatient length of stay • Flow improvements enabled through community schemes

Land development opportunities

Through the delivery of our strategy we will identify surplus land and buildings that will provide opportunities for disposal and development / redevelopment in support of the Trust's strategic objectives. Two key areas for development / redevelopment are the St Mary's Hospital North and South Sites.

The St Mary's Hospital 'North Site'

This large parcel of land (32 acres) is currently used for agricultural purposes and is designated in the current 'Island Plan' as development land for:

- The alignment of the estate with the future clinical strategies
- To support health-care and care-related employment
- A step-down (or sub-acute) facility offering the **potential to reduce pressure from the acute hospital; a care home operated by a third party**
- Extra care village incorporating dementia care, assisted living complex and independent living lodges offering the **potential for third party operated extra care facility providing a step-up/down facility, reducing admissions and supporting discharge to ease pressure on the acute hospital**
- A justified level of residential development that includes key worker, affordable and open market housing that could support **key worker housing for purchase to address the shortfall of key worker housing and support the rest and recuperation of staff**



Land development opportunities

During 2022 the Trust will seek to procure a development partner to take forward the North Site and will continue to explore opportunities for the South Site as a part of the estate masterplan.

The St Mary's Hospital 'South Site'

This is an area of the site that may provide an opportunity for redevelopment with potential uses as:

- A family dining restaurant (providing a social space as a staff benefit)
- A premium economy hotel with conference and gym facilities (providing short term accommodation for staff, visitors and patients relatives with bookable conference facilities and a gym as a staff benefit)
- A new Community and Mental Health inpatient facility



What patients, service users and visitors can expect to see

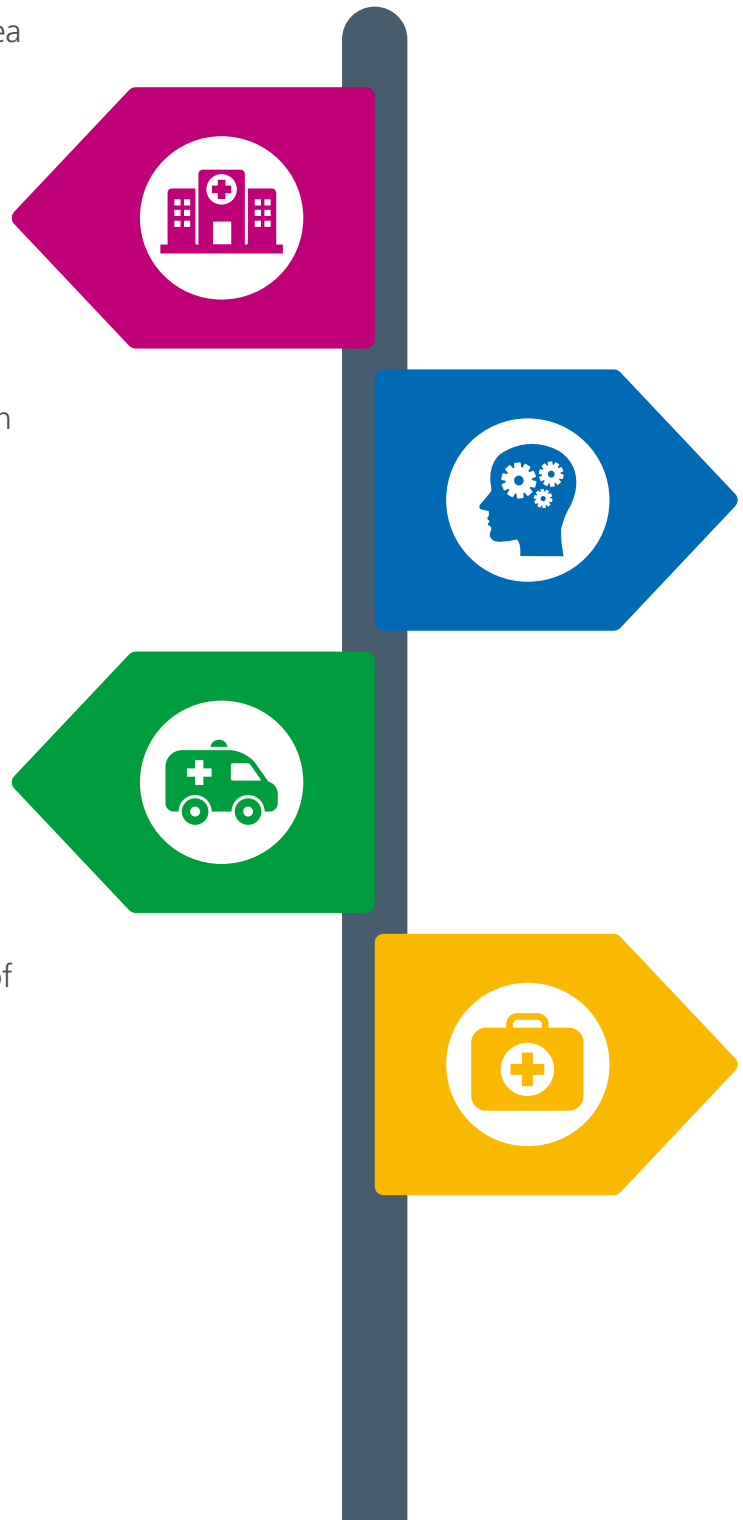
People requiring emergency services will be able to access an improved emergency floor, where our urgent treatment centre will be located closer to the front door with a separate entrance and waiting area for paediatrics.

The co-location of acute services outpatients, as a part of our centralised out-patients development, will enable patients to navigate the St Mary's site more easily.

Implementation of our hub and spoke model for Community and Mental Health services will allow service users to access services closer to home.

Improvements to our Ambulance station will centralise transport services under one roof and improve the turn-around of ambulances between calls ensuring emergency vehicles and patient transport can be dispatched as efficiently as possible in response to patient needs.

Improvements across our estate as we address backlog maintenance as a part of an on-going maintenance programme.



How staff will experience service delivery

It is important that our estate helps and enables our people to undertake their role and perform their duties in an environment that is safe and functionally suitable. We will achieve this through the creation of modern, right sized and fit for purpose environments that enable our staff to deliver services, with improved support for health and wellbeing through dedicated staff relaxation and rest facilities.

Community



Mental Health



The investment in our Community and Mental Health estate will address long standing issues in both out-patient and in-patient areas. This will complement the implementation of our 'hub and spoke' model in each of the three localities: Central and West; North and East and South. Our estates masterplan will include bringing on-line two new properties that we have recently purchased in Newport* (*Central and West Locality) and Sandown* (*South Locality) as integrated health hubs and enable us to vacate and dispose of current estate that is not fit for purpose.

Acute



Within our Acute estate the development of clear hot and cold zones, the centralisation of out-patient services and improvements to our theatres and in-patient wards, together with an improved Emergency Floor and a High Care Unit will improve the flow of patients through our facilities, ensuring that staff will be able to deliver high quality care in the right place at the right time.

Ambulance



The investment in our Ambulance Station will centralise Ambulance, Patient Transport and Transport services to improve turnaround and the readiness of vehicles for deployment, enabling staff to work more efficiently to directly benefit patients.

Corporate



The creation of agile working and breakout spaces and bookable meeting spaces, complemented by the introduction of the digital solutions that support and enable agile working, will enable staff to work more efficiently and effectively from a range of locations.

Sustainability: achieving Net Zero

We understand that climate change plays a huge part in the future of our estate. To achieve **Net Zero** the Trust is developing a Green Plan, which will outline our objectives and goals to help us reach this ambition. We are committed to reducing our carbon footprint, and are pursuing a wide range of projects and initiatives to make this happen.



Energy



Water



Biodiversity



Buildings

The key areas of focus for us are **Energy, Water, Biodiversity** and **Buildings**. These areas play a huge part in the future of our estate.

It is important that we futureproof our buildings and our green spaces to ensure that we are prepared for future patient care, and the inevitable changes in our climate.

We understand that our buildings need to be more sustainable, resilient and adaptable, and we are taking steps to make this happen, with the full adoption of sustainable buildings accreditations across all our major capital buildings projects such as BREEAM* and the Passivehaus standard.

Energy Management is also a significant area of focus for us as we commit to Net Zero by 2045.

We will reduce our energy consumption through basic employee engagement and change management approaches.

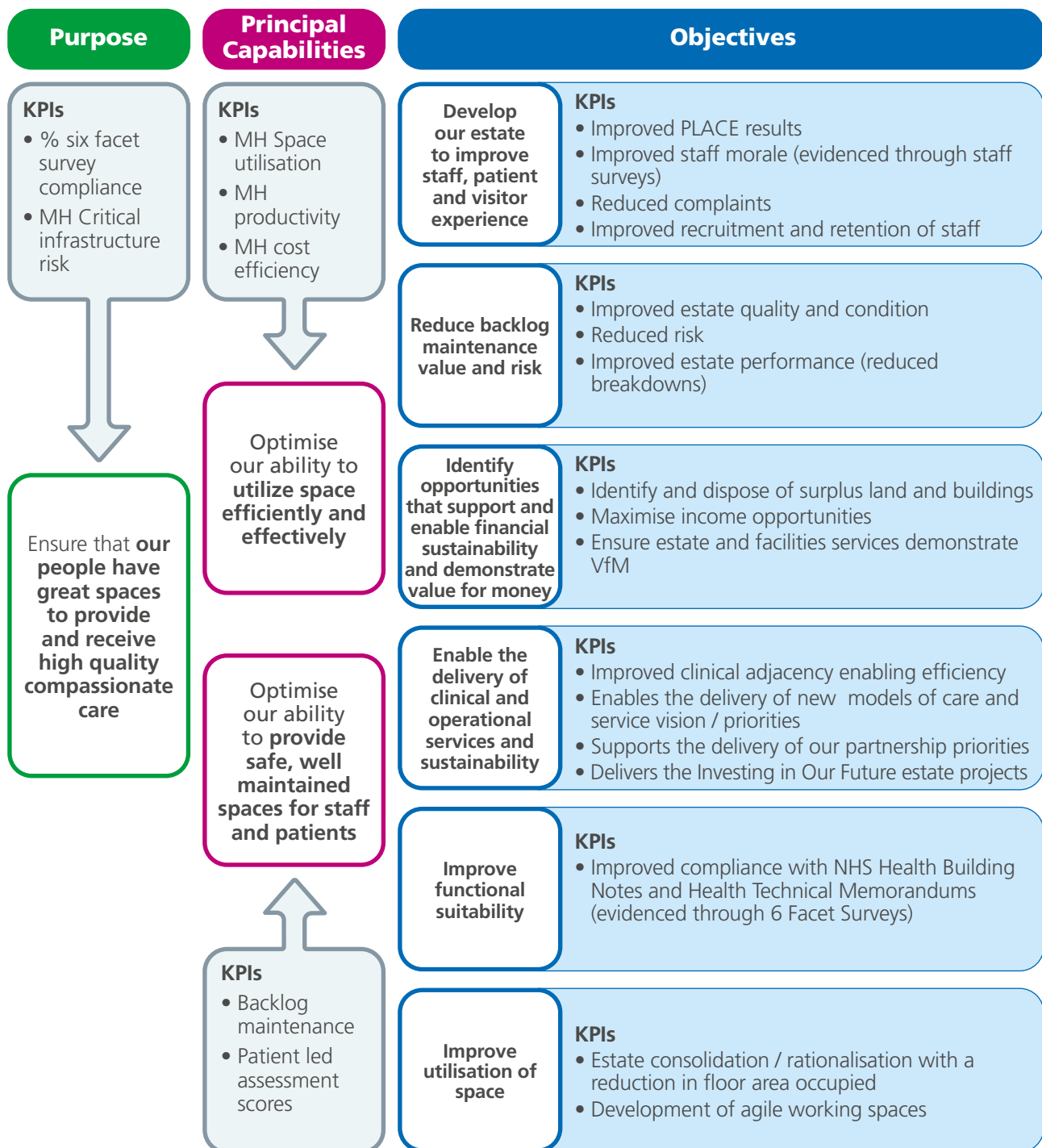
We have developed a campaign called '**It's Great to be Green**'. This will host a variety of key campaigns and events across the Trust; focussing on energy consumption and reduction amongst others. We will also review our current energy management processes to ensure that we are utilising and running the technology and the equipment we have in the most efficient way.

**It's
great to
be green** 

Measuring the success of our Estate Strategy

Estate infrastructure and capability is fundamental to delivery of the Trust's strategic objectives.

The below diagram outlines the alignment of the Estate Strategy's purpose, principal capabilities, objectives and key performance indicators that support delivery of our Trust's strategic objectives.



Our estates roadmap

2021/2022

- Ambulance Station Phase 1
- Electrical Infrastructure Phase 1
- Improvements to Cellular Pathology
- Minor improvements to CAMHS and EIP
- Improvements to St. Mary's restaurant dining room
- Interim improvements to Orthotics and Prosthetics
- Corporate Agile Working Zone
- Security Improvements
- Backlog Maintenance

2022/2023

- Ambulance Station Phase 2 (completion)
- Investing in Our Future Projects A, B, C and D start
- Electrical Infrastructure Phase 2 (completion)
- Ophthalmology Satellite Unit
- Improvements to Community In-Patient Unit
- Replacement Main Kitchen Equipment Phase 1
- South Locality Hub Phase 1 (Sandown)
- Backlog Maintenance

2023/2024

- Vacation and disposal of the Gables and Chantry House (enabled through Investing in Our Future Programme)
- Replacement Main Kitchen and Servery Equipment Phase 2 (completion)
- Improvements to Acute In-Patient Wards Phase 1
- Investing in Our Future Projects A, B, C and D complete
- Improvements to Mental Health In-Patient Unit Phase 1
- Clinical Agile Working Zone
- Backlog Maintenance

2024/2025

- Improvements to Acute In-Patient Wards (Phase 2)
- Improvements to Mental Health In-Patient Unit (Phase 2)
- Backlog Maintenance