

The King's Fund: Maximising the value of the NHS estate and back office systems

Making best use of acute and community property across a local area

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essentia



Essentia

Who are we?

Consultancy arm wholly owned by Guy's and St Thomas' NHS Foundation Trust (GSTT)

We provide specialist advisory services in

- Strategic Estates Development
- Healthcare Planning
- Capital Development
- Property Consultancy
- Sustainable Consultancy Services
- IT Consultancy

We provide an integrated approach to investment strategy development ensuring optimum solutions.

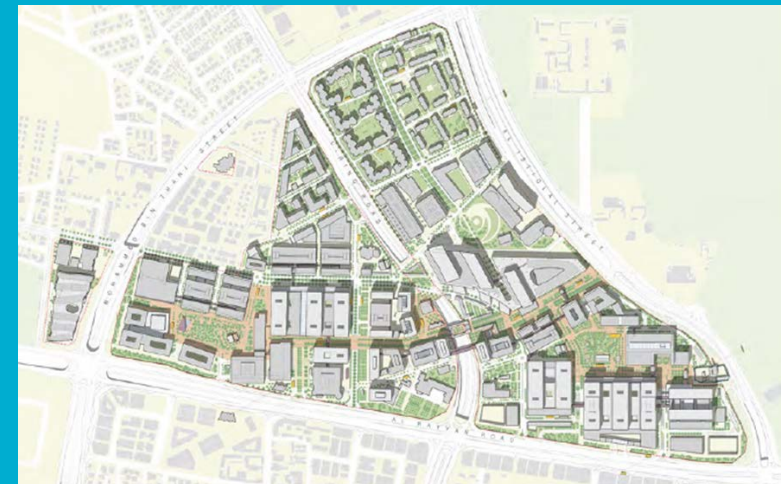
St Mary's Hospital Redevelopment, London



New Dublin Children's Hospital, Ireland



Hamad Bin Khalifa Medical City Masterplan, Qatar



South East London

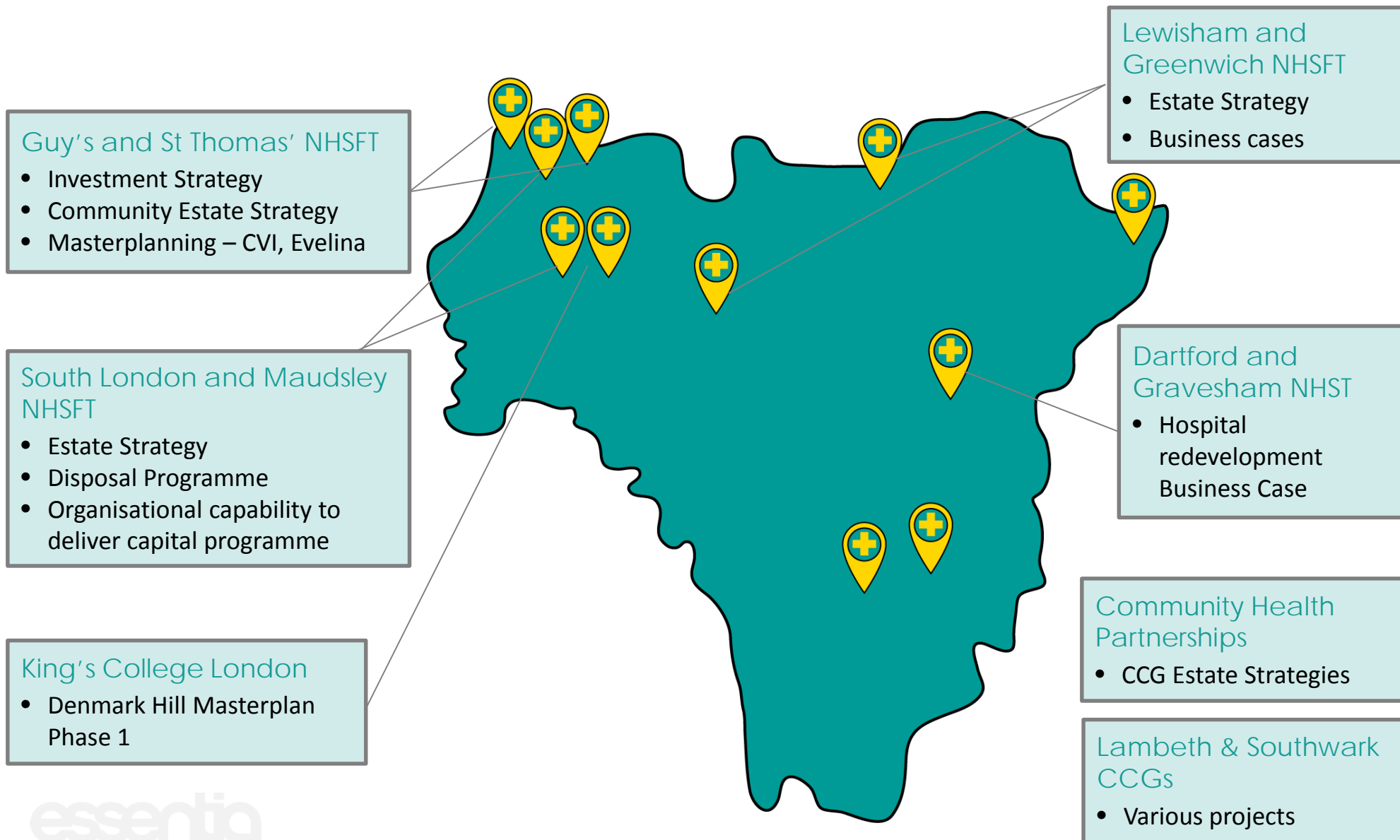
Working in the local area



South-east London



Essentia in South East London

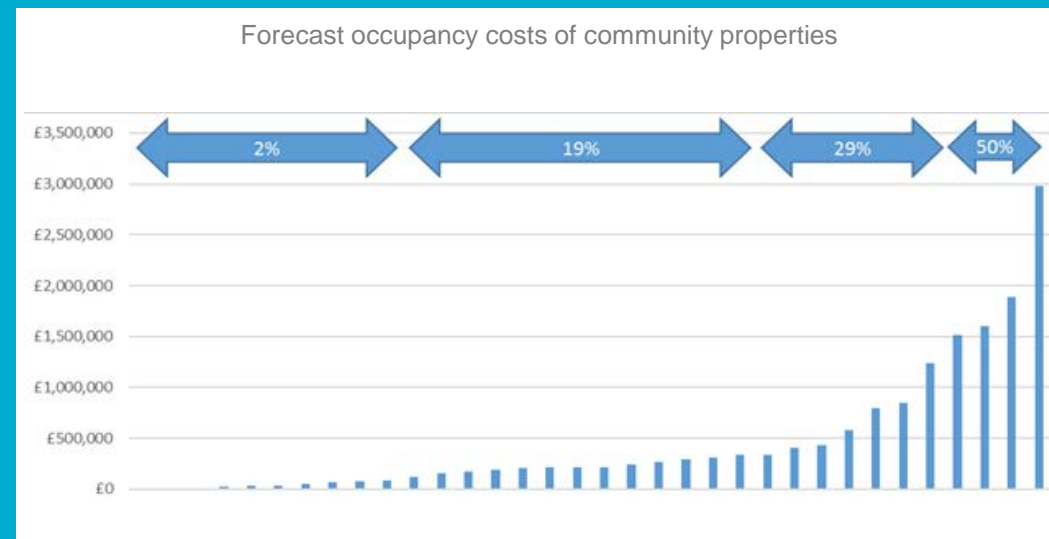
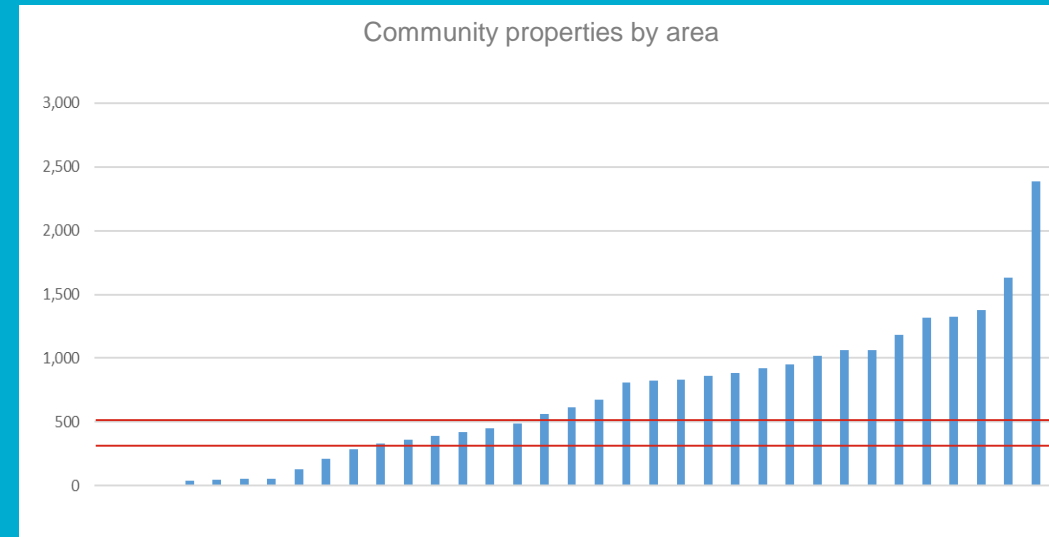


Guy's and St Thomas' NHSFT

Estate diagnostic

Key estate facts

- 2 hospital + 56 community sites
- 2 boroughs; Lambeth and Southwark
- 39% community properties freehold
- Community area; 23% clinical use, 24% office accommodation
- 45% of community activity in 4 sites
- ~£16M pa occupancy costs for community sites

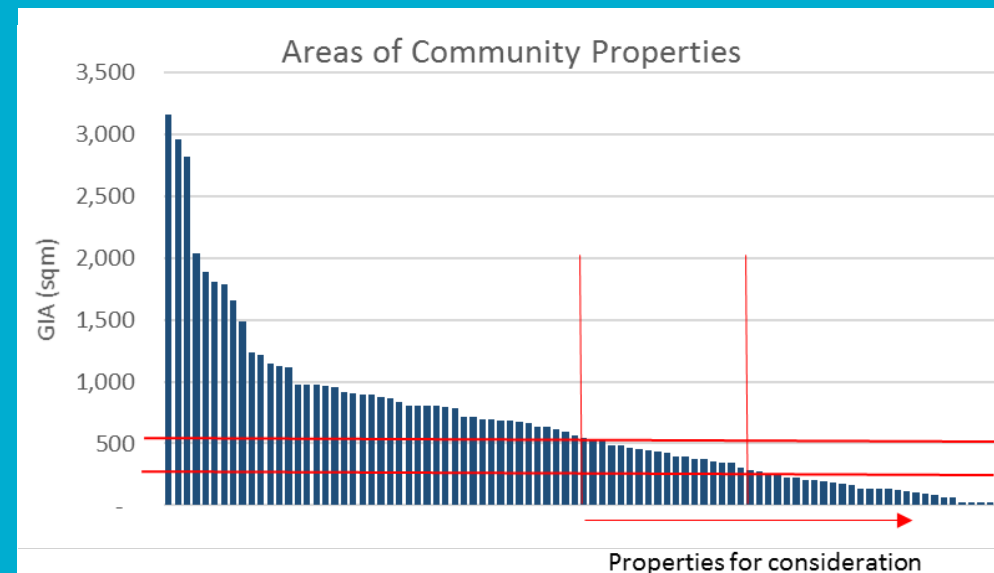
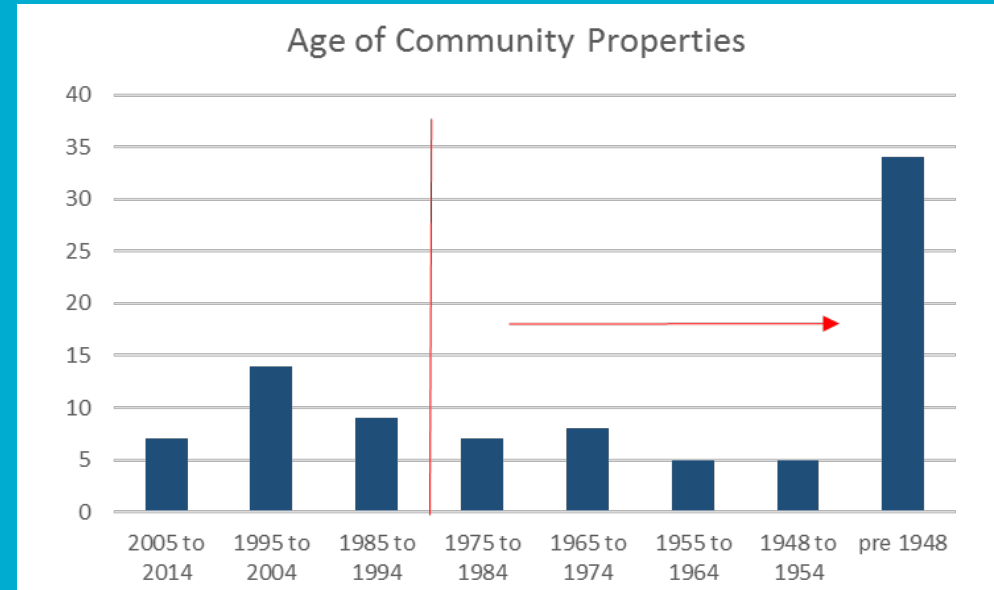


South London and Maudsley NHSFT

Estate diagnostic

Key estate facts

- 4 hospital + 90 community sites
- 4 boroughs; Lambeth, Southwark, Lewisham and Croydon
- 37% estate are community sites
- 798 beds, 524+ clinic rooms across sites
- 58% of the estate >30 years old
- 35% of hospital estate ranked as Condition B or higher



Developing the Estate Strategy

Identifying the surplus estate



STRATEGIC FIT

Clinical need
Location
Size
Condition
Functional suitability



COMMERCIAL OPPORTUNITY

Disposal value
Development potential to leverage
greater value



RUNNING COSTS

Rent and rates
Other estate related costs
Staffing costs related to occupancy

Selection Process

High running cost / high strategic fit: maximise use

High running cost / low strategic fit: dispose

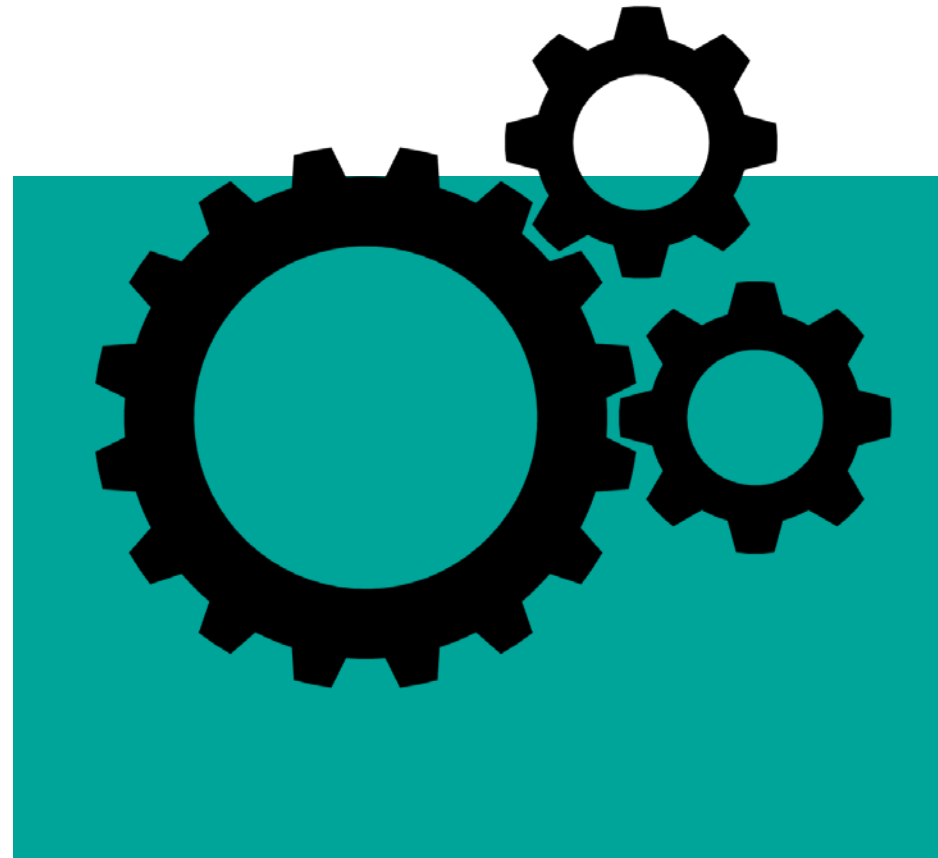
Low running cost / high strategic fit: maximise use

Low running cost / low strategic fit/high development potential: dispose

Principles for collaboration

Working together to achieve greater benefits

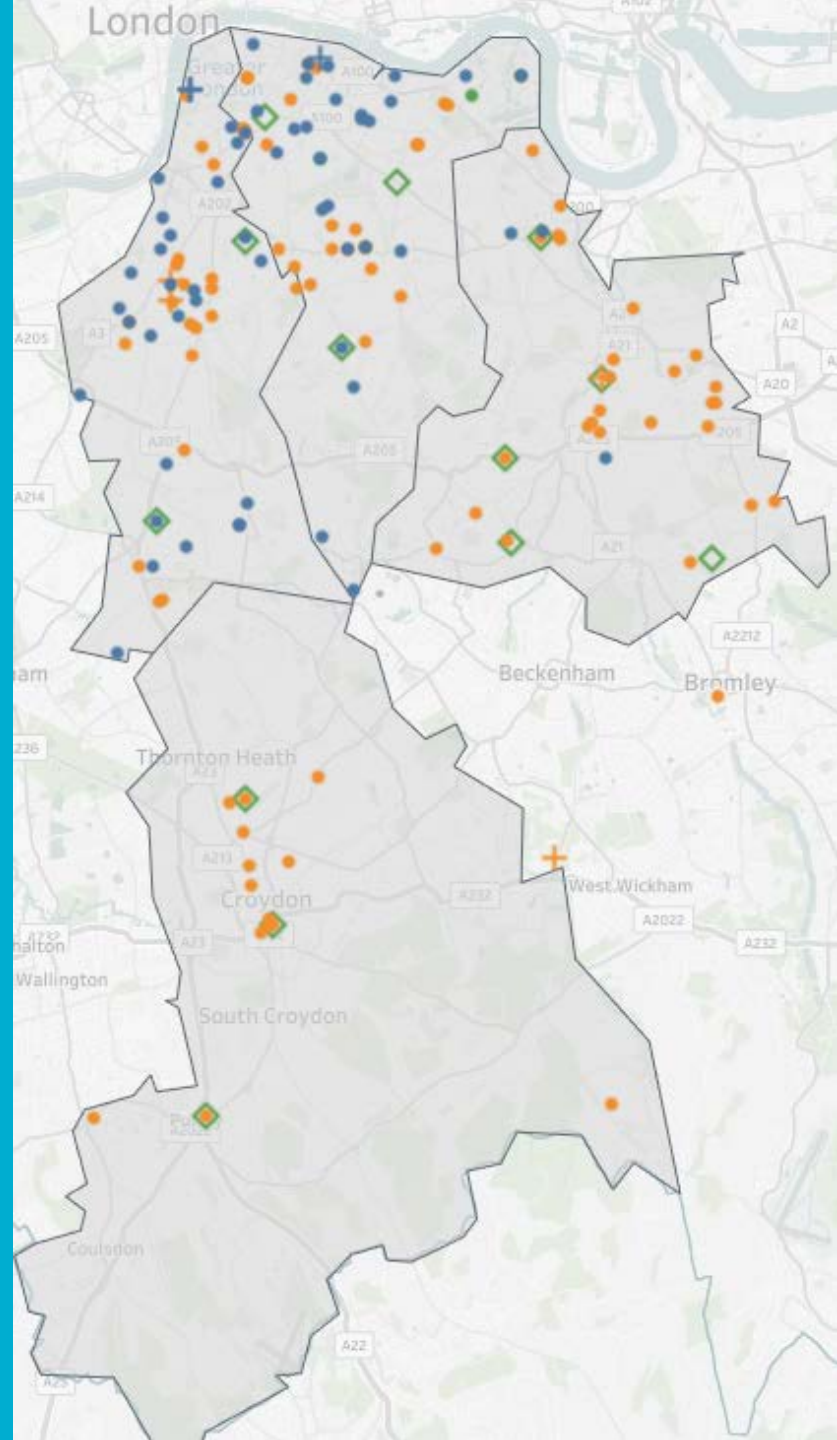
- Joint disposal and development opportunities
- Consolidation across community estate
- Embrace technology with Digital First
- Use of Local Network Hubs
- Collaboration across South London
- Care Closer to Home



Community Collaboration

GSTT AND SLAM OPPORTUNITIES

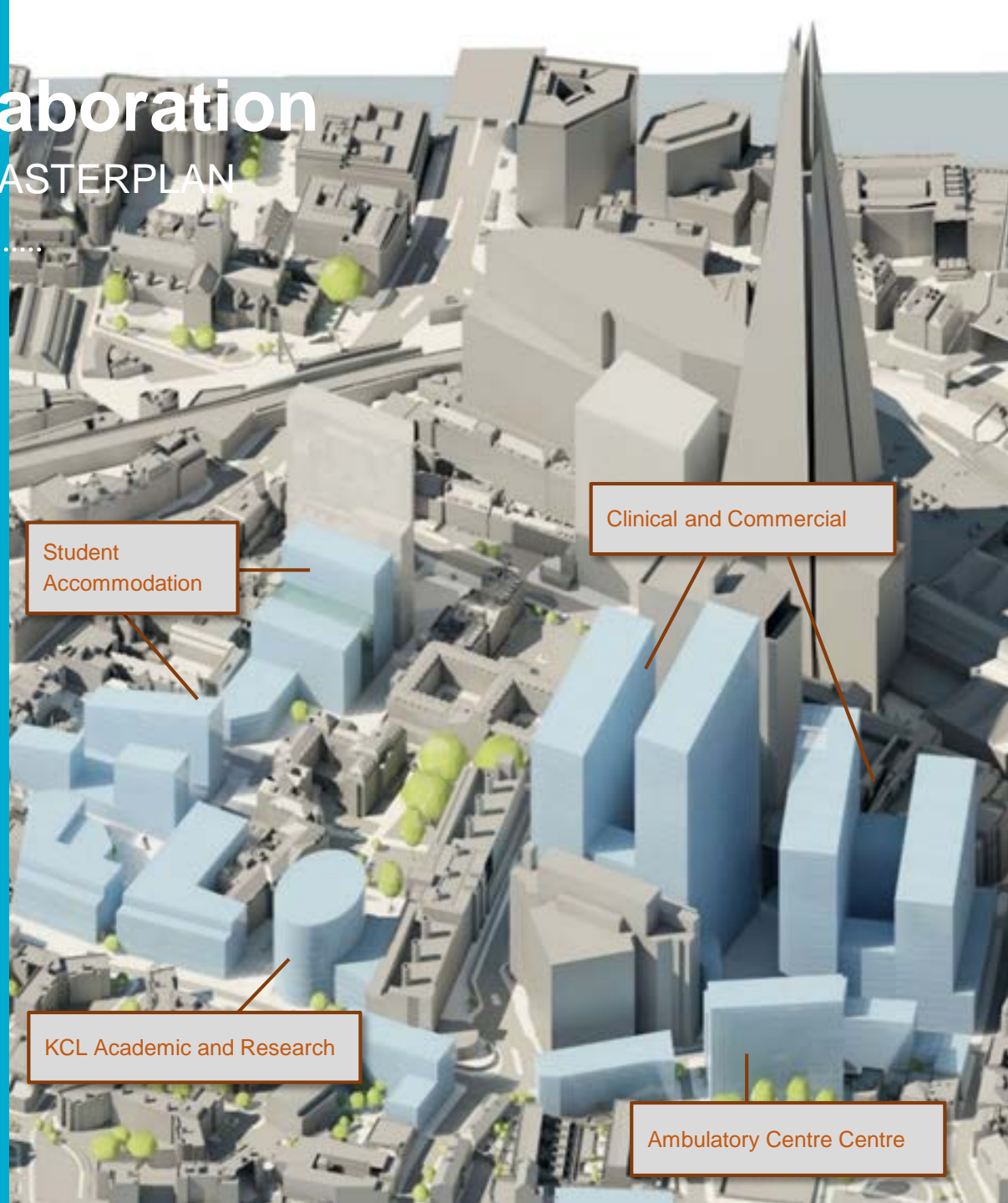
- Consolidation and utilisation efficiencies will release space
- Opportunity across Trusts to release up to 74 community sites
- Plans for services to integrate within LCN Hubs across boroughs
- Revenue savings released will fund new leasehold properties
- Community plans enable consolidation and redevelopment of hospital sites
- Disposals of surplus land and operational efficiencies will contribute towards capital development



Acute Hospital Collaboration

THE LONDON BRIDGE CAMPUS MASTERPLAN

- Community plans will enable the acute site developments
- 50% follow up outpatient activity to move off acute site
 - Care closer to home
 - Operational efficiency
 - Technology
- Integrated campus
 - King's Health Partners
 - Guy's and St Thomas'
 - King's College London
 - South London and Maudsley
 - Guy's and St Thomas' Charity



Student
Accommodation

Clinical and Commercial

KCL Academic and Research

Ambulatory Centre Centre

Implementation

Making it happen

Validate baseline

- Develop links with other Trust strategies
- Agree commercial approach and delivery vehicle
- Deep dive analysis
- Confirm disposal programme
- Commence communications with key stakeholders
- Ensure Programme Management capability

Year 1

Start

Estate Strategy developed

Year 2-5

Programme Delivery

- Business case development
- Capital development programme
- Disposal programme

Assurance and confirmation

- Gateway review
- Horizon scanning / maintaining direction
- Benefits realisation

Year 5+

Prerequisites for success

Our six guiding principles



Principle 1

Clinical strategies can evolve along side the estate strategy



Principle 4

Don't let lack of information deter progress



Principle 2

Challenge the norms - embrace modern ways of working



Principle 5

Set timescales - early demonstration of potential benefits is key



Principle 3

Consultation matched to organisational readiness



Principle 6

Don't lose momentum - deliver!

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efficiency | innovation | expertise