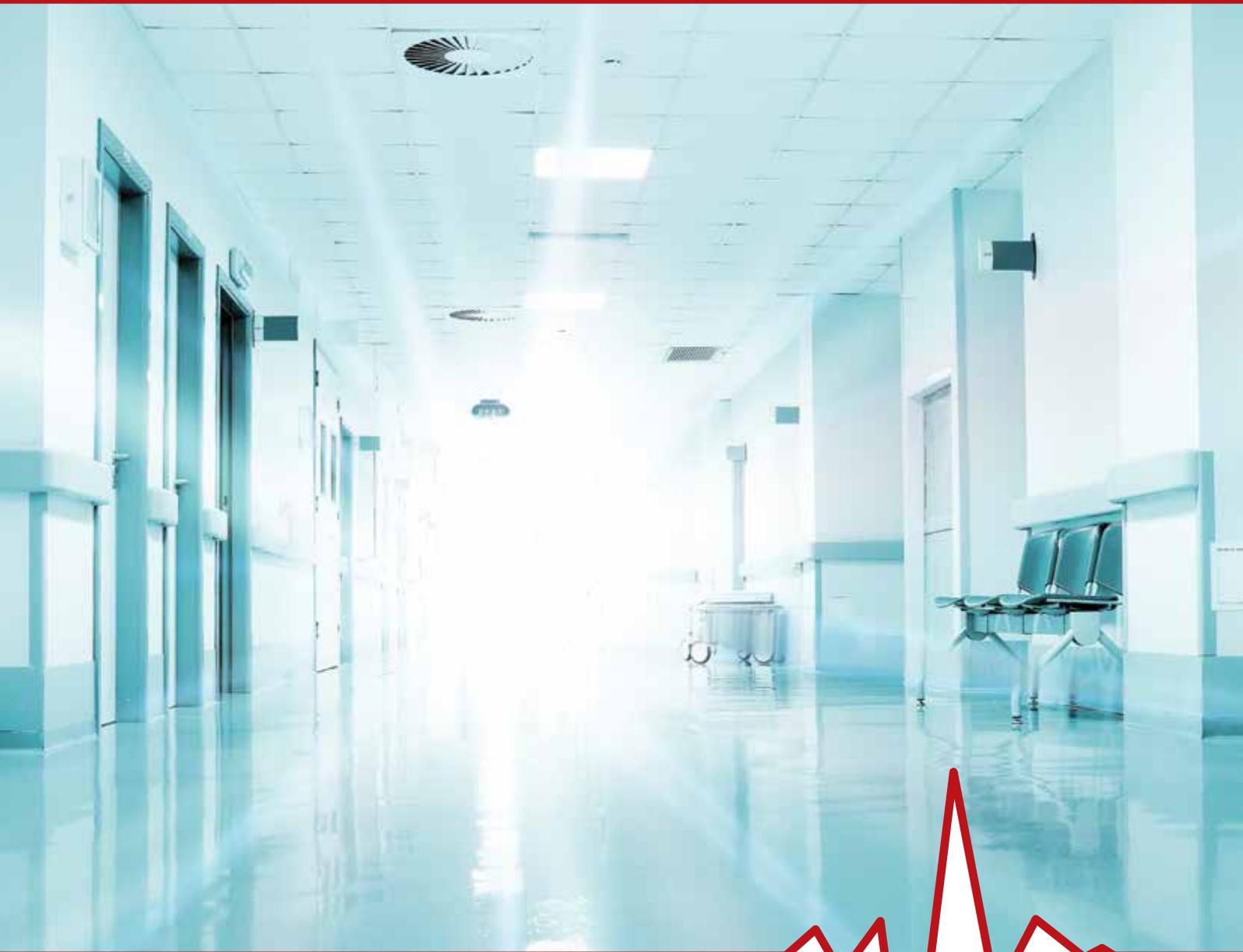




A STRATEGY TO 2020



Promoting excellence in NHS
estates and facilities management

GLOSSARY OF TERMS**HefmA**

Health Estates and Facilities Management Association

IHEEM

Institute of Healthcare, Engineering and Estates Management

AHCP

Association of Healthcare Cleaning Professionals

HCA

Hospital Caterers Association

SHLSLM

Society of Hospital Linen Service and Laundry Managers

HFMA

Healthcare Finance Managers Association

BIFM

British Institute of Facilities Management

EFM

Estates and facilities Management

CQC

Care Quality Commission

DH

Department of Health

HSCIC

Health and Social Care Information Centre

EXECUTIVE SUMMARY

The Health Estates and Facilities Management Association (HefmA), is an organisation that draws its membership from NHS organisations within England. HefmA works to promote and improve professional facilities standards in the NHS and other providers where NHS patients receive treatment. The purpose of this 'Strategy to 2020' is to define the direction of travel HefmA will take in order to:

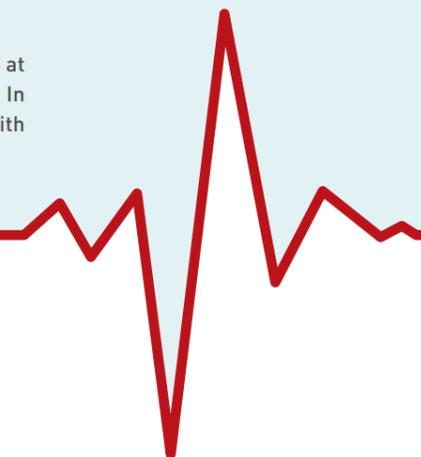
- Promote the Estates and Facilities Profession in engaging in the support of clinical change, and deliver continuous improvement with a single goal of improving the patient experience
- Assist in preparing members to excel as leaders through training, learning and development
- Increase its visibility and its influence across the industry as a 'Visionary Organisation'
- Strengthen its links and the assistance it can provide to the Department of Health
- Strengthen its partnership working with other associations and other relevant bodies
- Strengthen the governance structure to meet best practice for the Association
- Increase its 'Business Influence' and enhance the value of membership for retention and growth

It is imperative that as a profession we deliver a safe, effective and efficient service to support clinical service delivery in every aspect from the wide-ranging services for which we are responsible. As professionals we should strive to continuously improve and develop the services which we manage and provide. We should review and challenge their performance on a regular basis and inspire innovation. These objectives should be a core element in providing a Safe, Effective and Caring environment and inform the Responsive and Well-led organisation. The key to ensuring that HefmA as an organisation evolves and develops its reputation and standing amongst its peers, its stakeholders and the statutory bodies is to keep focused on the most important goal of its existence and desire to succeed... the Patient and Service Users.

The Strategy sets out the key strategic objectives of the Association, which have been developed following consultation with our members at branch and national level. We will respond to the ever changing world of the NHS and of the services it has to deliver by reviewing this strategy on an annual basis to ensure it continues to meet the needs of its members and those organisations with which it interacts. The Investment Strategy will be at the core of our objectives and we have used the term 'core deliverables' as the 'language' which best describes those elements which HefmA will progress as follows:

- Policies and Procedures
- Systems and Software
- Training and Development
- Business Influence

Each of these 'core deliverables' will require further development through to 2020, at National Council level, at Branch level, and delivered by HefmA Co. Ltd where relevant. In addition, some, if not all of these objectives will be subject to discussion and liaison with our fellow associations for their delivery and implementation.



BACKGROUND

The Health estates & facilities management Association (HefmA) was formed in the early 1990s as a branch based network of Estates and Facilities Professionals working in the NHS. The Association is made up of 7 regional branches across England and the membership is made up of some 400+ Directors, Associate Directors, Heads of Departments and Senior Managers of Estates and Facilities working in the National Health Service and beyond.

THE REGIONS ARE:

- Eastern
- London & South East
- Northern & Yorkshire
- North West
- South West
- Trent
- West Midlands

HefmA members are responsible for the leadership and management of the strategic and day-to-day operation, maintenance and support services of hospitals and healthcare premises. Many members are also responsible for delivering capital development schemes and management of related specialist services including Electro Bio-medical Engineering, Sterile Services, and other departments. HefmA also has strong links with Estates and Facilities organisations in Northern Ireland, Scotland and Wales as well as other professional bodies including:

- Institute of Healthcare, Engineering and Estates Management
- Association of Healthcare Cleaning Professionals
- Hospital Caterers Association
- Society of Hospital Linen Service and Laundry Managers

THE AIMS OF THE ASSOCIATION

THE AIMS OF HEFMA ARE TO:

- Strive for excellent healthcare facilities within the NHS while recognising that the patient and service users are the focal point for all we do
- Represent Estates & Facilities Management within the NHS
- Influence and implement the formulation of DH policy
- Promote the professional management of healthcare facilities
- Promote innovation
- Provide a forum for the exchange of relevant information
- Share and develop matters of common interest with other associations and professional bodies
- Promote the continuing professional development of Estates and Facilities staff and managers

REGIONS





MEMBERSHIP BENEFITS

THE BENEFITS OF BEING A HEFMA MEMBER:

- Attendance at branch meetings which are held regularly with a range of speakers on topics that will be of interest to most managers working in the Estates and Facilities environment
- Branch meetings enabling members to network with colleagues from other Trusts
- A National network to share information, best practice or seek advice from facilities teams throughout the UK
- A National Strategic Network Event with international speakers providing information on worldwide developments in Facilities Management
- Local workshops and study days, which are organised by branches on an individual basis
- Access to the HefmA website www.hefma.co.uk
- HefmA publication – The HefmA Pulse www.hefmapulse.co.uk
- Access to Training and Development Bursaries

STRATEGIC INITIATIVES TO 2020

The National Council are fully aware of the ever changing landscape of the NHS and the need for HefmA to evolve as an Association to support our members in delivering Estates and Facilities services across the country in a safe, effective and efficient manner. The influence of the NHS Five Year Forward View, the Francis Report (and others) and Lord Carter's Efficiency Programme have all been the subject of informed discussions many times at National Council and branch meetings and the Association needs to ensure it provides the technical and professional support, advice and guidance to its members.

In particular, the Lord Carter program and the development of the 'Model Hospital' as the showcase for the efficiency program, will in itself set a landmark 'milestone' in setting the standard in how a healthcare organisation should be delivering its services. It is imperative that HefmA, working in partnership with IHEEM, assists NHS organisations in the delivery of the model hospital and its efficiency targets and reporting mechanisms through collaborative working, sharing best practice and developing performance indicators.

Therefore, it is important that the National Council develops its strategic thinking. In January 2015 the first of its Strategic Development sessions commenced with an objective of developing a number of initiatives to which it would commit investment where relevant for the benefit of members and in producing the work plan for HefmA Company Limited to deliver those initiatives through to 2020.

It was important, however, that the National Council members should not simply develop these initiatives in isolation, but seek the views of members via branch discussions and feedback via the HefmA website. Therefore, throughout 2015 the National Council sought feedback through a wide and meaningful engagement process to obtain the involvement of its members in producing the strategy.

The response to the engagement process echoed the thoughts of the National Council in the initiatives that were being discussed at the Strategic Development sessions and council meetings. It clearly shows that members' views, through the branch meetings, are being presented and agreed at National Council and that we have a 'united view' of our aspirations as an organisation.

The Investment Strategy will be at the core of our objectives as a National Council and we have used the term 'core deliverables' as the 'language' which best describes those elements of the Strategy which HefmA will progress as follows:

- Policies and Procedures
- Systems and Software
- Training and Development
- Business Influence

Each of these 'products' will require some further development through the life of the strategy, most at a National Council level, some at Branch level, and delivered by HefmA Co. Ltd where relevant. Section 6 gives further detail of each of these core deliverables.



THE 'CORE DELIVERABLES'

The following 'core deliverables' detail what the HefmA National Council would like to invest in for the benefit of all members:

POLICIES AND PROCEDURES

A published database of policies, procedures, EFM specifications, SLAs, Technical Indices and other publications. This product will be published on the HefmA website, available to all members, but with the exception that it will be resourced appropriately by HefmA to ensure it is managed, document controlled and kept available and relevant for members. It will also collate and publish 'model' or best practice documentation based upon all that it stores.

This 'core deliverable' may include:

- Formulation of a Knowledge Information Portal with up-to-date information
- A published database of Policies covering all aspects of Estates and Facilities
- Publication of Estates and Facilities specifications for services
- Publication of standard Service Level Agreements (SLAs) for EFM
- Publication of other Estates and Facilities Technical Indices and publications
- Guidance on 'pragmatic approach' to Technical Guidance
- Engagement with the DH in the future production of technical guidance
- Development of guidance and innovation for more 'agile' working solutions

SYSTEMS AND SOFTWARE

HefmA will continue to develop its Benchmarking product and make available for all members to drive efficiencies and increase effectiveness across services. In addition, HefmA will endeavour to support the Department of Health in the Premises Assurance Model by providing technical expertise across both hard and soft FM services.

The actions include:

- HefmA to seek partners best suited to assist Members in using data to drive efficiencies and increase effectiveness across the provision of Estates and Facilities services
- Assist the Department of Health in the further development of the Premises Assurance Model and other initiatives such as the Lord Carter Productivity and Efficiency Programme
- Development and implementation of the 'Benchmarking tool', linked to the Productivity and Efficiency programme, and a joint 'Knowledge and Information Portal' with IHEEM

TRAINING AND DEVELOPMENT

HefmA will look at strengthening its links with other training organisations such as the NHS Leadership Academy, Eastwood Park and Universities to provide development and training including coaching/mentoring programmes for HefmA members with a focus on Succession Planning for EFM professionals.

The actions will include:

- Developing a key partnership with IHEEM and the NHS Leadership Academy
- Strengthening links to IHEEM with regards to professional development of members through CPD registered training sessions, seminars and leadership forums
- Link to HFMA on training for Finance Managers so they are better informed in respect of EFM
- HefmA to fund resources to look at a coaching/mentoring programme for EFM colleagues (NHS Leadership Academy)
- Strengthening links to Universities
- Stronger link up with Eastwood Park with regards to training programmes and other professional accreditations

BUSINESS INFLUENCE

HefmA to develop its Business Influence and to be seen as a 'Visionary Association'. The National Council will strengthen its links with the Department of Health, NHS England, NHS Improvement, and other associations such as the AHCP, HCA, IHEEM, BIFM etc, to develop the Estates and Facilities profession within the NHS Organisation

This 'core deliverable' may include:

- HefmA National Council to develop its 'Business Influence' in the marketing of HefmA and HefmA Company Limited to be seen as a 'Visionary Association'
- HefmA to strengthen links with departments such as the Department of Health, NHS England, HSCIC to 'influence' at the highest level
- HefmA to become the 'preferred partner' working with IHEEM for advice on Estates and Facilities matters from the DH, NHS England, CQC, HSCIC etc
- HefmA engagement in the Lord Carter Productivity and Efficiency Program and all aspects surrounding its delivery working jointly with IHEEM

HEFMA COMPANY LTD

The 'vehicle' for delivery of many of the products and initiatives will be through the use of HefmA Company Ltd and its appointed sub-contractors and advisors. The use of its publisher (currently H2O) who are a key strategic partner will figure greatly in all areas where HefmA are increasing their visibility and reputation as an organisation, whether that is through the National Conference, Pulse magazine, HefmA website etc.

The Directors of the company will ensure that it manages the work plan agreed by the Association's National Council, and that this plan is reviewed, updated and reported upon at each company and national council meeting. Progress against plan will be communicated to branches through the council representatives that are national council members.

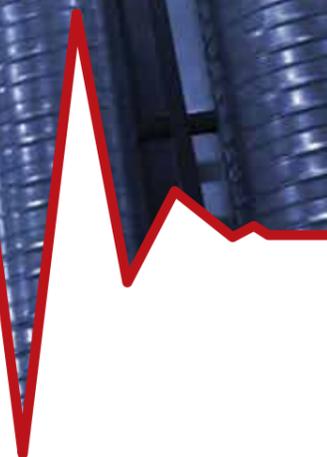
TIMEFRAME

Whilst it is recognised that some of the core deliverables and initiatives detailed within this strategy are still 'work in progress', it is important to ensure there are clear timelines for their delivery, be it either short or long term. In each case, the initiatives will have an 'owner' for their delivery, and this may be an individual, a branch, or a sub-contractor or advisor.

CONCLUSION

The development of this strategy for HefmA reflects the Association's direction of travel over the next four years, but recognises that in accordance with the changing ambitions of the NHS, either due to financial, technical or clinical reasons, this strategy must be agile and able to adapt and 'flex' at the request of its members.

It is important to note that this strategy has been formulated to assist HefmA, working with its partnering associations where required, to promote the Estates and Facilities Profession in engaging in the support of clinical change, and deliver continuous improvement with a single goal of improving 'The Patient and Service User experience'.





IF YOU WOULD LIKE TO BECOME
A MEMBER OF HEFMA PLEASE
VISIT US AT **WWW.HEFMA.CO.UK**

