

HEALTHCARE ESTATES AND FACILITIES
MANAGEMENT ASSOCIATION

HEFMA STRATEGY 2025-2030

Supporting Trusts to deliver excellence
in Estates and Facilities services



CONTENTS

- 03** Introduction from HEFMA's National Chair, David Moss

- 04** Our Leadership Priorities

- 05** Our Membership Priorities

- 06** National Membership Survey

- 07** Insight & Actions from the Survey

- 08** Digital Workstream

- 09** Sustainability Workstream

- 10** Compliance Workstream

- 11** People Workstream

HEFMA is an inclusive association and welcomes the widest possible engagement from its members across the country, whatever the Estates & Facilities role you are involved in. Nor do you have to be at Director level.

To get involved with HEFMA, you can reach out to your Branch – if you're not sure who to contact, send us a message via the website: www.hefma.co.uk/about-us - just click on the relevant part of the map for a contact form to be revealed. Alternatively, email us: info@hefma.co.uk.

If you are already participating at Branch level, why not input to our core Workstream groups and help HEFMA to achieve the strategic vision set out in this document, for the benefit of the future of Estates & Facilities services?

EXECUTIVE SUMMARY FROM HEFMA'S CHAIR



HEFMA is rightly proud of its achievements in supporting Trusts to deliver Estates and Facilities Services of the highest quality. We act as a network for members to share their challenges and collectively establish solutions. We share best practice and support each other to achieve our goals and objectives. We recognise that we will need to find ways of running our services for less whilst concurrently looking to improve quality. HEFMA, through its Branch network and communication, facilitates members, providing knowledge and opportunity to overcome these challenges.

In the Summer of 2024, we undertook our first ever national survey, the highlights of which are in this Strategy. We will look to further improve on our performance through the feedback generated from this survey. One of the main elements of feedback was how and what we communicate with members.

Now wishing to go further, this Strategy sets out how we will further support members through our workstreams and our communication. HEFMA will support members by achieving the objectives contained within this Strategy and each Workstream's objectives, supporting and enabling improvements in organisational effectiveness and performance. Together, these objectives will strengthen our compliance framework, enhance our team's capabilities and ultimately improve the quality of care we provide to our patients.

This strategic vision will be achieved through a comprehensive set of engagements, plans and programmes which span four strategic objectives which align to the needs of our patients, people, population and partners.

This strategy and plan are rightly ambitious and grounded in our priorities to provide the very best services for our patients and staff. We welcome your feedback and suggestions to enhance our strategy, and we look forward to collaborating with you to realise our vision.

HEFMA LEADERSHIP PRIORITIES

- WHAT WE NEED TO DO, AND WHY

WHAT WE NEED TO FOCUS ON:

The following contexts and drivers determine the leadership priorities for HEFMA over the coming five years.

INCREASE HEFMA MEMBERSHIP	COMMUNICATE NATIONAL COUNCIL ACTIVITY	WORKSTREAM ENGAGEMENT AND PARTICIPATION	SUCCESSION PLANNING
GROW THE ANNUAL FORUM	MEMBERSHIP DATABASE MANAGEMENT	ENSURE FINANCIAL STABILITY	GROW RELATIONSHIPS WITH PARTNER ORGANISATIONS
ATTRACT YOUNGER MEMBERS	FOCUSED EMAIL COMMUNICATIONS	INVEST IN AREAS OFFERING ADDED VALUE TO MEMBERS	IMPROVE THE HEFMA BRAND
SHARE BEST PRACTICE ACROSS BRANCHES	PULSE GROWTH	SUPPORT TRUSTS TO OVERCOME CHALLENGES	INFLUENCE NATIONAL POLICY

HEFMA MEMBERSHIP PRIORITIES

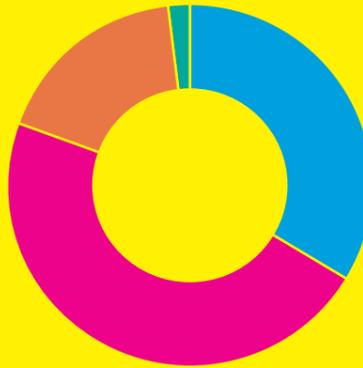
The provision of Estates and Facilities leadership and services across Trusts can be realised and measured across a variety of clinical, operational and corporate outcomes which in turn benefit our patients:

IMPROVED ACCESSIBILITY AND INCLUSION	REDUCTIONS IN AVOIDABLE HARM	IMPROVED PATIENT EXPERIENCE	IMPROVED STAFF WELLBEING AND MORALE
IMPROVED HEALTH OUTCOMES	REDUCED LENGTH OF STAY	REDUCED CARBON FOOTPRINT	REDUCED IMPACT ON PHYSICAL ESTATE
IMPROVED ERIC DATA	REDUCTION OF PAPER AND MANUAL PROCESSES	INCREASED USE OF AI AND AUTOMATION	STAFF PRODUCTIVITY AND EFFICIENCY GAINS
REDUCED OPERATING COSTS	RISK REDUCTION	ENSURING BEST USE OF LIMITED RESOURCES	PEOPLE DEVELOPMENT AND ATTRACTION

OUR NATIONAL STAFF SURVEY

OVERALL, HOW SATISFIED ARE YOU WITH HEFMA?

- Extremely satisfied 40
- Somewhat satisfied 56
- Neither satisfied nor dissatisfied 21
- Somewhat dissatisfied 2
- Extremely dissatisfied 0



INSIGHT & ACTIONS FROM THE NATIONAL SURVEY

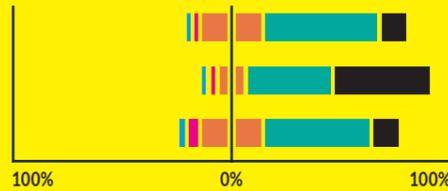
HOW STRONGLY DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENT AROUND HEFMA?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

The annual Forum focuses on the right subjects

HEFMA is helpful for networking and increasing knowledge

HEFMA supports me in undertaking my role



PLEASE PROVIDE FEEDBACK ON HEFMA LEADERSHIP

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

I know who the National Council are

I hear enough communication from the National Council about what is happening at HEFMA

The National Council has communicated a strategy for the future that I feel is relevant



HOW STRONGLY DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS AROUND BRANCH MEETINGS

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Branch meetings are beneficial

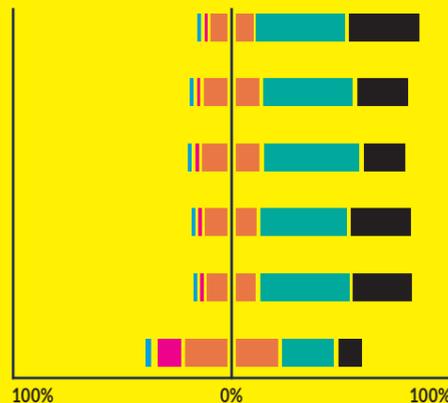
Branch meetings are focusing on the right topics

We get good speakers and presentations at Branch meetings

Branch meetings are inclusive

The frequency of Branch meetings is correct

I would like more HEFMA meetings to be face to face



IN TERMS OF COMMUNICATIONS FROM HEFMA, WHICH OF THE FOLLOWING WOULD YOU PREFER?

LinkedIn

X

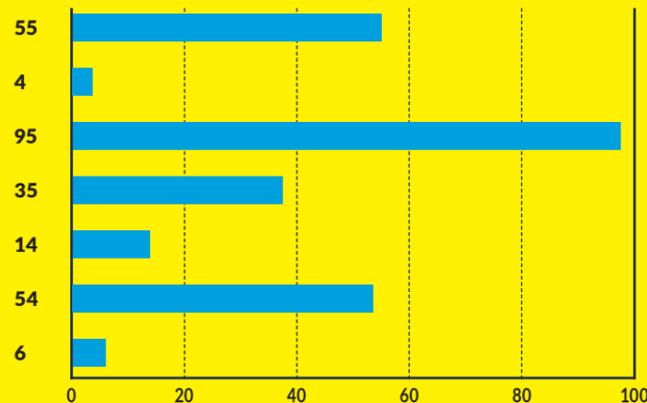
Email

Website

Post

Through Branch meetings

Other



1. UPDATING ACTIVITY

The Strategy 2025-2030 is a 'live' document and once it's launched, members will be informed about its priorities and regularly updated on progress.

2. NATIONAL COUNCIL VISIBILITY

Keep members informed of the work programmes of National Council, and who its members are, through regular updates, for instance in Pulse and on the website.

3. CONNECTING & COMMUNICATIONS

Members' preferred method of receiving communications from HEFMA is via email, followed by LinkedIn and then at Branch meetings. HEFMA is posting regularly on LinkedIn, so encourage members to connect on this platform. HEFMA is also continuing to work with NHS England and communications are posted through the E&F Hub.

4. MEMBERSHIP DATABASE

Review and update the database and ensure members are receiving copies of Pulse.

5. WORKSTREAMS

Ensure members who have expressed an interest in one of the workstreams are invited to join that group. The broadest engagement and participation in the workstream groups will enable their objectives to be delivered.

6. AGE PROFILE OF MEMBERS

Encourage engagement with younger members of E&F teams at Trusts, with ideas including a lottery to enable younger attendees to win a free place at the National Forum and nominating young team members to take part in the Rising Stars feature in Pulse.

7. BRANCH ENGAGEMENT

Low returns to the survey from some Branches suggests a lack of engagement, which Branch Chairs will address by using a new template to encourage attendance at meetings and by sharing knowledge about successful meeting formats and speakers.

Progress on all of these areas will be provided at the regular meetings of National Council and fed back to members via reports in Pulse and on the website.

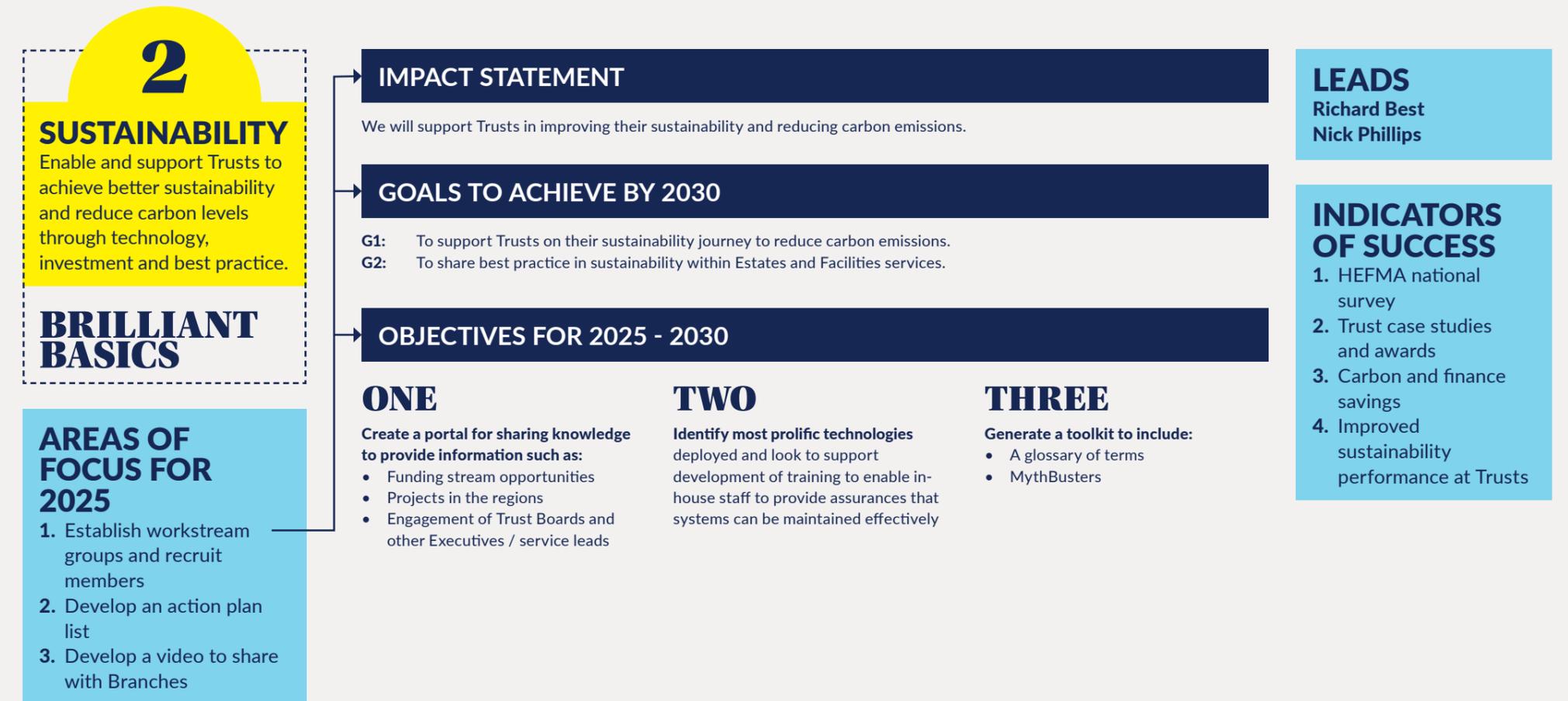
STRATEGIC OBJECTIVE 1

DIGITAL WORKSTREAM



STRATEGIC OBJECTIVE 2

SUSTAINABILITY WORKSTREAM



STRATEGIC OBJECTIVE 3 COMPLIANCE WORKSTREAM



STRATEGIC OBJECTIVE 4 PEOPLE WORKSTREAM



