



Strategy

Whole system property and asset management

2023



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Executive overview

I am delighted to present NHS Fife’s Whole System Property and Asset Strategy. Following the publication of our **Population Health and Wellbeing Strategy** earlier in 2023, we have taken the opportunity to align our efforts across our whole system whilst responding to our strategic priorities. This will contribute towards our anchor principles and vision which is “living well, working well and flourishing in Fife”.

Whole System Planning will enable us to take a more holistic long-term view of health services in Fife. Tailoring provision and recognising the interdependencies between services could lead to a more sustainable long-term offer for our citizens. Making changes to our property and asset portfolio will contribute significantly towards this vision.

It is recognised that funding is currently constrained. In addition, NHS Fife have the legacy of an existing aging estate to continue to maintain and manage. These constraints may impact the speed and scale of our ambition, although we are confident that over the long-term, our flexible approach and collaborative outlook with Local and National partners, will produce positive outcomes.

A further key challenge that we face relates to the Climate Emergency where we have taken on the challenge to reduce our carbon emissions to net zero by 2040. To this end we have developed carbon zero road maps for nine of our sites with a further three in progress. In addition, we have accessed decarbonisation scheme funding to complete £1.8m of investment projects in FY22/23 and will make further significant applications over the next 3 years. Although this policy represents a huge challenge for us, there is an inspiring opportunity to decarbonise our estate for the health of our planet. It is therefore a challenge we will embrace and deliver with our partners.

One of our most significant successes for FY22/23 was the completion of our National Treatment Centre for Fife Orthopaedics. The project was handed over on 20 March 2023 and formally opened by the First Minister on 24 March 2023. The project was delivered on time and within budget representing a successful outcome given national and international uncertainty during delivery. The project showcases the Board’s ability to deliver high-profile infrastructure projects. Most of all, the building will facilitate our high-performing Orthopaedic team to flourish and provide excellent care for years to come.

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Neil McCormick
Director of Property and
Asset Management

Introduction

NHS Fife provides healthcare to a population of more than 370,000 and employs around 8,500 staff. Covering a large rural area with varied geography and several centres of population we have property and assets across Fife. NHS Fife requires to balance increasing demand through demographic changes with pressure on both capital and revenue resources. Our Population Health and Wellbeing Strategy and Whole System Planning approach will allow us to shape our services and estate sustainably, providing excellent healthcare provision locally and hospital care when people need it. We also recognise the added value our estate may bring to local populations, and we will continue to deliver against our Green Space Strategy in conjunction with our partners and stakeholders.

Estates, Facilities and Capital Planning is a significant directorate with a core revenue budget of £80m (not including capital investment) and a staff complement in the order of 1,100 or 900 whole time equivalents.

Our directorate's remit is diverse, but our main objective is to provide safe and appropriate facilities to facilitate patient care and to help with the day-to-day running of our services across Fife. Our departmental structure is noted below.

Estates

Facilities

Capital Planning

Health & Safety

Property

Sustainability

Compliance



80,000

hectares of land



70+

NHS sites



370,000

people served

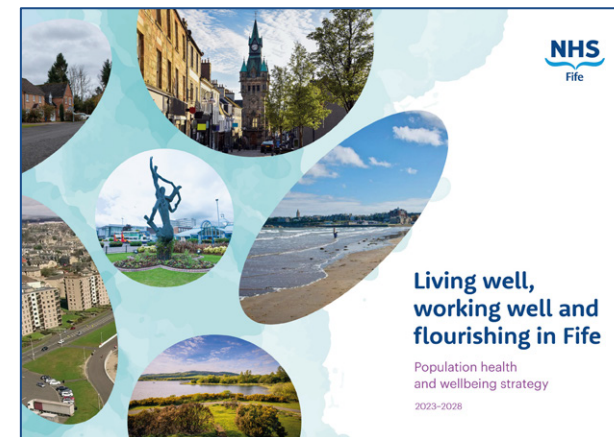
Population health and wellbeing strategy

NHS Fife's Population Health and Wellbeing Strategy has been developed through extensive engagement with our communities, staff, patients, and partners. The work has highlighted what matters to the people of Fife when they need health care services and how communities want to be supported in maintaining and improving their health and wellbeing. There is therefore a clear emphasis on prevention and early intervention whilst continuing to provide excellent hospital care when it is required.

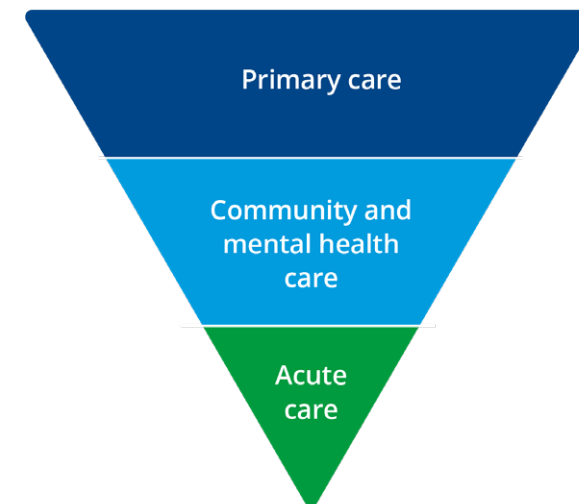
Within the overall vision of the Strategy, four key priority themes have been developed to direct our work against. These are:

- **Improve health and wellbeing:** This priority is about working to close the inequality gap ensuring that all people of Fife can flourish from cradle to grave. It is about prevention and the creation of opportunities to allow individuals to improve their own health and wellbeing.
- **Improve the quality of health and care:** This priority is about the provision of the safest and best possible health and care services for the people of Fife. It includes providing person-centered integrated health care in the most appropriate setting, and close to home as far as possible.
- **Improve staff experience and wellbeing:** This priority is about valuing and looking after our staff. It is also about providing opportunity for staff to develop and excel at what they do. We can support this priority through providing excellent places for staff to work, learn and rest.
- **Deliver value and sustainability:** This priority is about using our resources wisely to ensure our services are sustainable to meet our population's needs. This includes providing the right services in the right places with the right facilities and ensuring the best use of our land and assets. It is also about reducing energy usage and carbon emissions.

Within the following pages we have described emerging requirements from our whole system and developed a matrix to show how these relate to our Population Health and Wellbeing Strategy.



Scan the QR code or visit our website to read the strategy.



Primary care

Primary Care proportionately represents the first point of contact for individuals seeking access to health and wellbeing services which are supported by multi-disciplinary teams. Sustainable primary care services are vitally important to support people's health and wellbeing and reduce the need for hospital admittance.

These are our current key property and asset priorities relating to Primary Care:

- We have recently developed a Primary Care Premises Strategy. This together with our Primary Care Strategy will guide our future investment plans.
- Starting in 2022, we commenced a programme of work dealing with short and medium-term priorities identified within the Primary Care Premises Strategy.
- We have progressed the designs and business cases for the Lochgelly and Kincardine Health and Wellbeing Centres as far as we can and await capital funding from Scottish Government (forecast to be received in 2026).
- Our Primary Care premises strategy also recognises the long-term need for major investment in premises in Glenrothes, Kirkcaldy, Dunfermline, and North-East Fife. Developments in these areas will help to address existing pressures, space required for additional workforce, and the expansion of housing through the Local Development Plan.
- To enable GP sustainability, we will continue to support practices who wish to take advantage of GP sustainability loans and over the long-term with the support from Scottish Government will work towards transferring ownership for all GP premises in Fife.



Community and mental health care

In line with our Care at Home Strategy, there are benefits in providing care at people's homes or within a domestic setting and models of care continue to be developed to facilitate this strategy. This in turn will allow community hospitals to focus on the provision of specialist and neurological rehabilitation beds together with complex clinical care beds.

Fife's Mental Health Strategy is comparable where there is a focus on providing community-based services locally as far as possible with appropriate specialist inpatient beds for patients who require additional support and care.

These are our current key property and asset priorities relating to Community and Mental Health Care:

- We have helped to support the development of a Mental Health Estate Initial Agreement (business case) which is the first step towards progressing with major proposed changes to our Mental Health Inpatient Estate. The Initial Agreement also recognises the need to develop of our community mental health services and we will support this from a property and asset perspective as the emerging clinical model matures. There is also a need for short term improvements in our Mental Health facilities while we progress the business case for more significant change.
- As the Care at Home Strategy is implemented, it will permit assessment and consideration concerning our existing community hospital sites and potential future rationalisation. The same will be true for our mental health inpatient estate where there is a desire to move away from multiple sites to a single site. These strategies could lead to potential opportunities to use our estate differently as part of our anchor institution ambition.



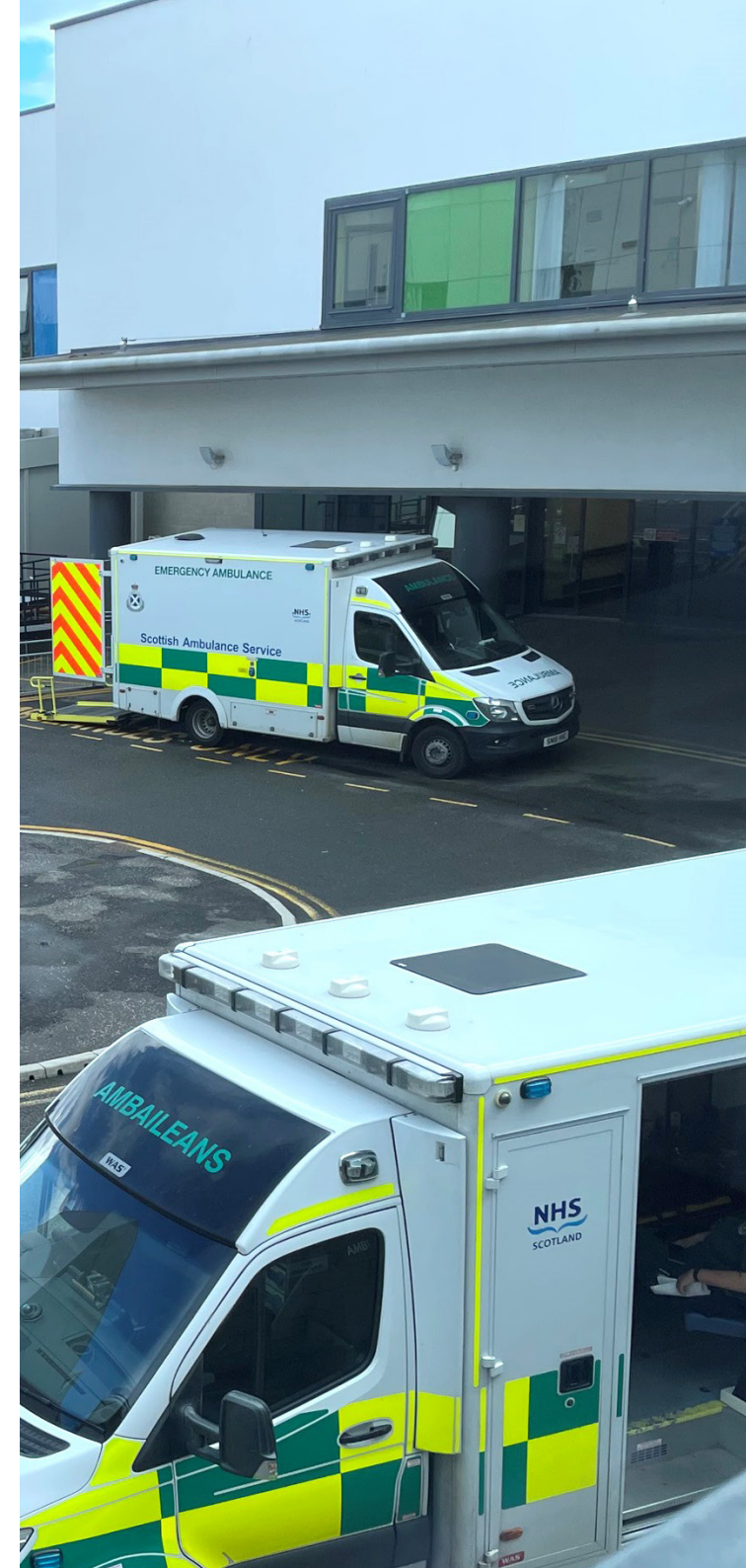
Acute care

The global pandemic significantly impacted on our acute services affecting our ability to meet patient demand which has meant that our performance has deteriorated in common with other NHS Boards across Scotland. Changes and investment in our whole system including primary, community and mental health services will help to offer a greater level of sustainability concerning acute care.

In addition, our Acute Directorate have strategic plans of their own to help with demand, capacity, and sustainability. It is anticipated that changes to our acute services will be accommodated within our existing estate at Victoria Hospital, Kirkcaldy and Queen Margaret Hospital, Dunfermline with the emphasis being around evolution of our acute estate rather than revolution.

These are our current key property and asset priorities relating to Acute Care:

- Support the Acute Directorate to achieve their strategic objectives, including:
 - Re-design or urgent and emergency care
 - Improvement of cancer care
 - Completion of our National Treatment Centre for Fife Orthopaedics
 - Development of day surgery service at Queen Margaret Hospital, Dunfermline
 - Development of our ambulatory care services
 - Re-design of women’s services
 - Improvement of dermatology services at Victoria Hospital, Kirkcaldy
 - Improvement and rationalisation of services within our Phase 1 estate at Victoria Hospital, Kirkcaldy.
- Our major acute hospital in Kirkcaldy is a mature site with the first development completed in 1890 and the most recent in 2023 (NTC). At this stage in its lifecycle there is a need to plan how the site might be developed into the future. To enable this, we have commissioned and completed a master-plan development framework for the site which will help to control how we meaningfully protect and enhance site development moving into the future.



Sustainability

To enable our national response to the global climate emergency the NHS Scotland Climate Emergency and Sustainability Strategy 2022-2026 and a policy for NHS Scotland on the climate Emergency and Sustainable Development – DL (2021) 38 have been published. Our local response to this strategy and policy is as follows:

- We are developing a dedicated sustainability team so that we can robustly manage our sustainability programme and achieve our objectives.
- We have started the process of creating net-zero carbon road maps for all NHS Fife sites as part of our building energy transition programme. These road maps will be invaluable in giving us a blueprint of exactly what we need to do to achieve net-zero emissions and the costs associated with that.
- We have already completed several (£1.8m) energy efficiency projects across our estate and will make further significant applications over the next 3 years. These include lighting upgrades, building fabric improvements, installation of solar panels and zero carbon heating installations.
- In alignment with our anchor institution ambitions, we feel that the way we use our greenspace in the future could make a positive contribution towards biodiversity, promoting local food, developing local skills, generating renewable energy, and adapting to our changing climate. To enable this, we have published our 2030 Greenspace Strategy which covers six key themes helping to inform how our greenspace is developed.
- We are prioritising the decarbonisation of our fleet in line with government targets. We will ensure all our small and light commercial vehicles are powered by renewable alternatives by 2025 and we will no longer buy or lease large fossil fuelled vehicles by 2030. To support the transformation of our fleet, we will continue to install electric vehicle charging points throughout our estate and collaborate across the public sector on charging infrastructure.
- To encourage more sustainable travel throughout our workforce we have partnered with technology platform MobilityWays which aims to encourage active travel in order to bring down commuter emissions. Additionally, we are in the process of finalising a Travel Strategy for NHS Fife in partnership with TravelKnowhow Scotland which provides the basis to implement the necessary behaviour change elements associated with supporting and encouraging active and sustainable travel choices.



Whole system enablers





Over and beyond improving our front-line health and care services, there are several other priorities for the organisation which we will support in respect to property and assets, these are:





- Medicines Automation – we are striving to automate the storage and supply of medicines within pharmacy and clinical areas to safeguard and increase efficiency of the service via the provision of a sustainable, safe, and secure automated healthcare environment.
- Medical Devices – we will make changes to the way we manage the inventory of our medical devices. This will improve clinical governance around patient safety, whilst assisting with maintenance and investment decisions connected to lifecycle and replacement.
- Medical Education – as part of the strategy to tackle workforce supply issues in the health sector, the Scottish Government has instigated a significant expansion to the number of places available at Scottish universities to train medical students. The expansion brings the opportunity for NHS Fife to align with the University of St Andrews through and be the primary partner in a new medical degree and this would lead the Board towards achieving Teaching Health Board Status. To enable this, there will be a requirement to improve our teaching facilities and capacity – we are working closely with Medical Education colleagues to deliver these facilities.
- Staff Wellbeing Hubs – with financial support from Fife Health Charity we continue to deliver a programme of staff wellbeing hubs across our estate. These facilities contribute towards our commitment to provide a healthy working environment for our staff.
- Agile Office Space – the global pandemic has changed the way we work with many of us choosing to work flexibly between different office spaces and home. This has created an opportunity to make our assets more efficient creating more space for clinical use. To maximise the potential of this opportunity we will need to invest in providing appropriate agile work environments whether that be within our own estate or shared with our public sector partners in Fife.
- Decontamination of medical devices – at present we rely upon a neighbouring Board for our decontamination needs. There have been resilience issues in respect to this arrangement. We also know that across Scotland we do not have enough capacity or resilience generally. Through representation on the Decontamination Collaborative Programme (DCP) we are expressing our desire for Fife to be considered as an appropriate location to establish a Regional Decontamination Unit.



Whole system property and asset strategy matrix

The matrix below sets out our emerging property and asset priorities against the key priorities in our Population Health and Wellbeing Strategy.

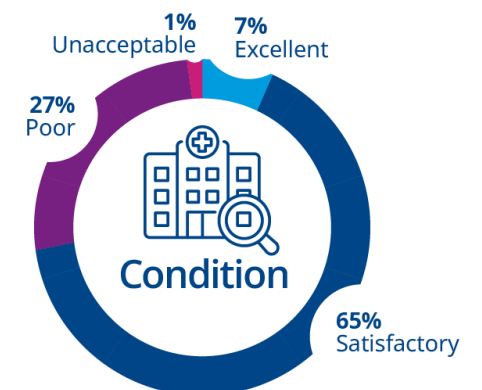
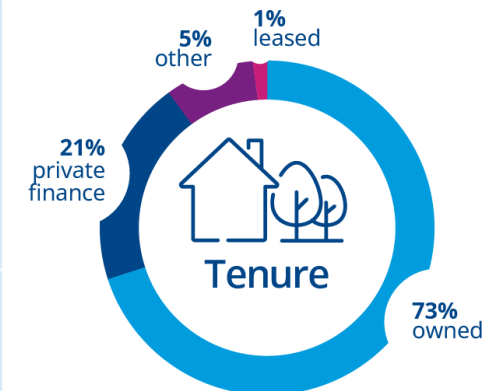
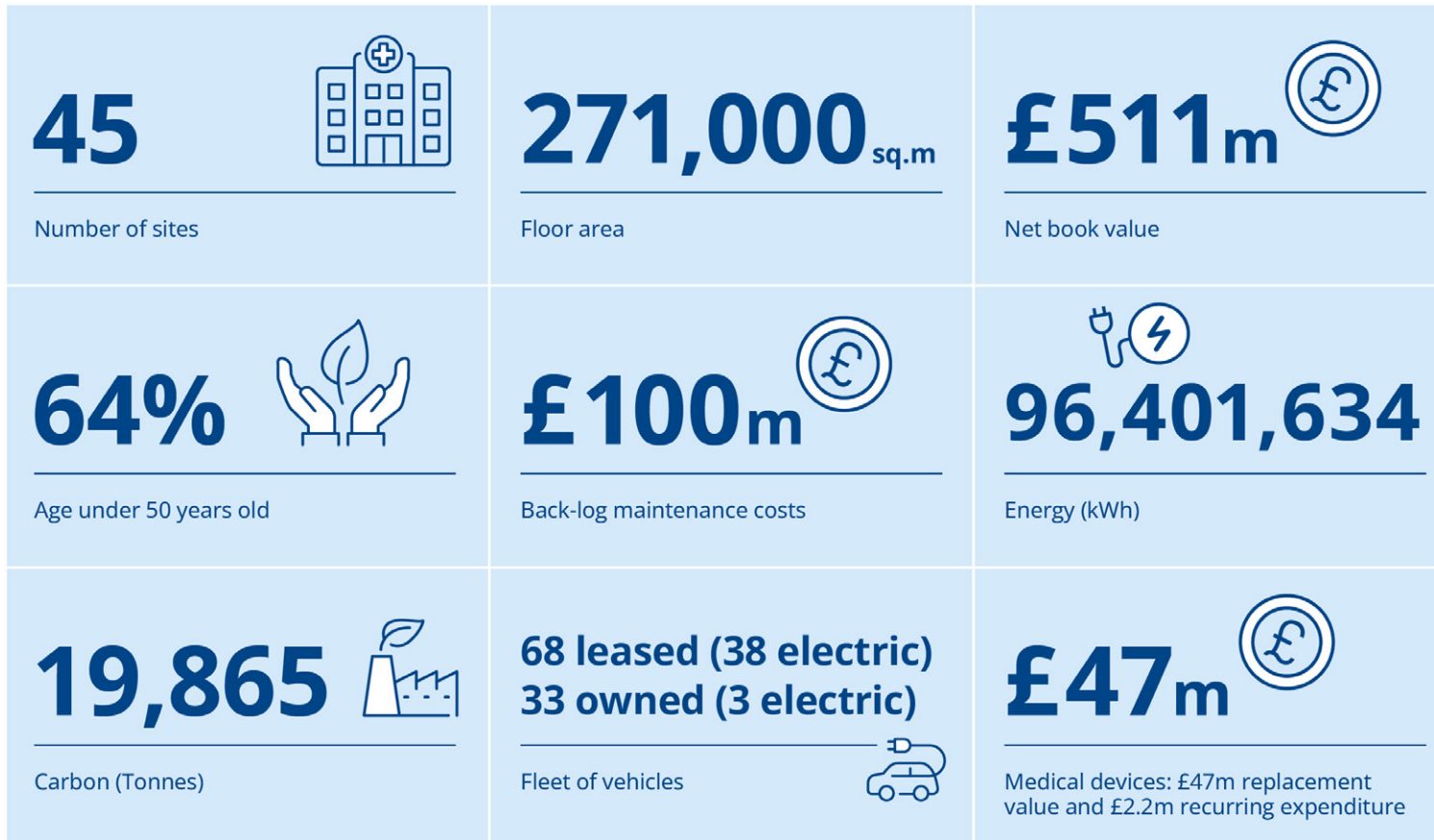
	 Improve health and Wellbeing	 Quality of health and care	 Improve staff experience and wellbeing	 Deliver value and Sustainability
Primary Care				
Primary Care Premises Strategy	X	X	X	X
Minor works programme		X		X
Health and Wellbeing Hubs	X	X	X	X
GP sustainability loan support				X
Community and Mental Health Care				
Mental Health Estate – improvement and rationalisation	X	X	X	X
Community Hospital Estate – improvement and rationalisation		X		X
Acute Care				
Emerging acute projects		X		X
VHK masterplan development framework		X	X	X

	 Improve health and Wellbeing	 Quality of health and care	 Improve staff experience and wellbeing	 Deliver value and Sustainability
Sustainability				
Net zero carbon road maps and implementation	X			X
2030 greenspace strategy and implementation	X			X
Fleet decarbonisation	X			X
Sustainable travel	X			X
Whole System Enablers				
Medicines automation		X		X
Management of medical devices		X		
Medical education – teaching health board status		X	X	X
Staff wellbeing hubs	X		X	
Agile office space			X	X
Decontamination facility		X		X

Maintaining our assets

We are aware that capital funding will be constrained over the short to medium term at least. Therefore, in order to maintain or improve service provision it is imperative that we recognise the need to invest in our significant existing assets to ensure that remain viable and sustainable. We will continue to invest in priority sites and built assets. We will also maintain a sustainable inventory of medical devices and move towards a decarbonised electric fleet.

The current state of the Board's property and assets is summarised below.



Funding

Context and outlook

Within this Whole System Property and Asset Strategy it's clear that we have much to do. The extent and speed to which we can realise our ambition and the ambition of our Population Health and Wellbeing Strategy will be constrained by numerous factors; one of these is availability of capital funding.

We are aware that capital funding provided by the Scottish Government will be constrained over the short-term (to 2026). Thereafter we anticipate an enhanced capacity to enable delivery of our programme. Over the short-term we will need to primarily rely upon our annual core capital formula, which is in the order of £7.8m. This allocation will only enable us to maintain a relatively static position in respect to managing our existing estate and assets. We will continue to work collaboratively with the Scottish Government to agree future capital planning assumptions so that we can develop our programme flexibly around these.

Expenditure

For the financial year 2022/23 we received capital funding in the order of £30.7m with almost 50% of this relating to our National Treatment Centre. Other funding beyond our core capital formula was agreed with Scottish Government in year. For financial year 2023/24 we are currently projecting an expenditure of £9.2m with Scottish Government.

Funding sources

There are several sources of funding which can contribute to financing the Capital Investment Plan, these are:

- Scottish Government annual core capital formula
- Scottish Government discretionary in year capital enhancement
- Scottish Capital Investment Group – business cases for larger schemes
- Energy efficiency grants (several)
- National Infrastructure Board - Equipping
- Fife Health Charity for the enhancement of patients and staff
- Additional Cost of Teaching (ACT) fund



As we move forward, we may need to think more creatively about how we provide new assets and spaces. For example, there are opportunities to rent existing vacant spaces on or near our high streets within local communities. There are also opportunities to deliver community hubs in partnership with Fife Council where health and wellbeing space is provided as part of a much larger interconnected development. These ideas would be funded by revenue via lease arrangements.

Whole system initial agreement

Scottish Government have proposed that all Boards develop a Whole System Initial Agreement setting out interlinked investment priorities over the longer term. Once agreed this would enable business cases to be developed more dynamically and credibly against agreed capital planning assumptions. It is intended that this Whole System Property and Asset Management Strategy will provide the strategic intent for the Whole System Initial Agreement.

Risk

There is a risk that the lack of prioritisation and control around the utilisation of limited capital and staffing resources will affect our ability to deliver this Whole System Property and Asset Strategy and Population Health and Wellbeing Strategy. This will be managed in the first instance through our Fife Capital Investment Group where planning and expenditure is agreed prior to committee oversight. We will also continue to collaborate with Scottish Government in respect to future capital planning assumptions and development of our Whole System Initial Agreement.

Governance

The table below summarises the arrangements through which this Whole System Property and Asset Strategy will be governed.



Many of the priorities set out within our Whole System Property and Asset Strategy will be long-term and will remain static until they are delivered. There will also be emerging priorities not captured at this time. We will continue to update this document annually.

Associated strategies and plans



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NHS Fife SMS text service number 07805800005 is available for people who have a hearing or speech impairment.

To find out more about accessible formats contact:

fife.EqualityandHumanRights@nhs.scot or phone 01592 729130.

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