

Progress in Practice

Norfolk and Norwich University Hospital NHS Trust facilities management focus
As the first Trust to test the good corporate citizenship self-assessment model, Norfolk & Norwich University Hospital NHS Trust's waste management and car share schemes and the procurement of facilities management at Cromer Hospital were exemplified as good corporate citizenship in practice. The model looks set to be a useful tool in the drafting of the new Estates Strategy.

Summary

The first workshop to test the good corporate citizenship assessment model was held at Norfolk and Norwich University Hospital Trust. Fifteen people attended including the Deputy Director of Facilities at the hospital; Director of Sales & Marketing (Norfolk County Services), Arts Project Coordinator and Head of Capital & Estate Planning.

Following introductions and an overview of the whole assessment model, breakout groups focussed on four areas: facilities management, procurement, transport and employment and skills. Groups found it easy to decide where they were on the self-assessment scale and found the Trust to be performing best in facilities management and transport.

Examples of good practice from within these areas were presented as stories (these initiatives are detailed below). Participants found the model useful in looking to the future and providing ideas about how they could develop to become a good corporate citizen.

Participants felt that the model's value came in identifying and bringing together good work that was already happening. It was noted that some elements of the model fit in with and help with the Standards for Better Health. It was generally felt that the model was useful and that the process of getting a diverse group of people from across the Trust looking at the hospital's operations as a whole was useful for working towards the common goal of improving the Trust's social, environmental and economic performance.



'I learnt today about things I didn't even know we'd done. We've done a lot!' Workshop participant

Car share scheme case study

Norfolk and Norwich University Hospital's new out-of-town site has 2,900 car parking spaces and a staff of 6,500+.

The competition for car parking spaces, congestion in the city and negative health impacts of pollution has caused the Trust to re-examine their travel plan with the aim of reducing single occupancy car use to the site.

They have a new car share scheme. Data on where staff travel to work from is being looked at to try and encourage people to share a car and travel to work together. The Trust also intends to work with the neighbouring Institute of Food Research, John Innes Institute and the University of East Anglia to coordinate an integrated car-sharing scheme.

Links and organisations involved: Norfolk and Norwich University Hospital NHS Trust <http://www.nnuh.nhs.uk/>

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Procurement of facilities management at Cromer Hospital case study

By revising and awarding Cromer Hospital's (a satellite hospital of the NNUH) facilities management contract to one contractor, staff morale and facilities presentation have been improved.

Much of this is due to the presence of fulltime on-site management, a Quality Management System and effective planning and reporting procedures. Restaurant refurbishment and new opening hours have doubled catering financial turnover. A Patient Environment Assessment Team (PEAT) audit reported that conditions in the Trust have completely turned around from poor to excellent. In less than a year staff have been motivated by the extensive refurbishment programmes making Cromer Hospital a vibrant facility with a strong sense of team spirit once again.



'Initially I was sceptical [about the assessment model], but today has totally changed my perception. Now I am going to include it in the Estates Strategy.' Paul Fenton, Deputy Director – Facilities.

Waste management case study

Prompted by their move to a new site, driven by new environmental legislation and concerns and following a landfill incident, Norfolk and Norwich University Hospital now has good waste management systems in place.

There are seven defined waste streams and all waste bags are labelled and traceable. A dedicated team separates mixed bags of domestic waste (paper, bottles, cans etc.) prior to despatch, opening the door to making use of the local recycling centre and to generating income.

The Trust's Operational Waste Group and Environmental Strategy Group are looking to the future to increase recycling and to reduce the amount of waste going to landfill.



Key Learning Points

- The model builds on existing good practice and provides ideas for development
- In using the model, holding a workshop to bring together a mixture of employees from the Trust and contractors, from different levels and fields helps to look at the overall achievements and direction of the Trust
- The model feeds into existing assessment requirements e.g. Standards for Better Health

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