

**Estates and Facilities Directorate  
PLACE Strategic Improvement Plan 2016 /2017**

Element / Reference	Action Required	Timescale	Owner	Risk Category	Priority	RAG	Comments	Supportive Information
				<b>Domain</b>				
<b>Food and Hydration Domain</b>  <b>(Service Development)</b>	<b>New Development</b>  Implementation of the manner system will provide the Trust with a quality service, data collection, waste management and monitoring	Mar-17	<b>Catering Manager</b>	safety of patients	<b>High</b>	<b>A</b>		
<b>Food and Hydration Domain</b>  <b>-PLACE Action</b> <b>- Food And Drink Strategy</b> <b>- CQC Requirements</b>	<b>Services and preparation:</b> <b>a)</b> Where meals consist of more than one course, is each course separately? <b>b)</b> Were patients' areas clearly readied for the meal services - e.g. all unnecessary items removed from table top, table top cleaned where necessary? <b>c)</b> Were patients made ready for the meal service - e.g. helped to sit up in bed, or sitting out? <b>d)</b> where packaged foods are provided is packaging opened / removed before serving to allow easy access for those who may have difficulty opening such packing? <b>e)</b> where staff both clearly active and involved in the delivery of food and associated service? <b>f )</b> Food service delivery at bedside (Community wards) <b>g)</b> Food service delivery in the community hospital also Maternity ward at BGH	Mar-17	<b>Nutritional Steering Group</b>	safety of patients	<b>High</b>	<b>A</b>		

<p><b>Food and Hydration Domain</b></p> <p><b>PLACE Action</b></p>	<p><b>Menus Choice and Timings:</b></p> <p>a)Menus are available in other languages, formats and large print appropriate for the hospital needs and patient mix</p> <p>b) Review of type of service and menu to meet the patients needs (long and short stay patients)</p> <p>c) Investment required for RBH to support the type of service delivery changes indicated in b) (Trolley system)</p> <p>c) Provision of Finger Foods</p>	<p><b>Mar-17</b></p>	<p><b>Associate Director of Performance and Informatics</b></p> <p><b>Matrons</b></p> <p><b>Catering Manager and</b></p> <p><b>Nutritional Steering Group</b></p>	<p><b>safety of patients</b></p>	<p><b>High</b></p>	<p><b>A</b></p>		
<p><b>Management and safety of care Patient and Environment</b></p>	<p><b>Performance, Continuous development and Monitoring</b></p> <p>Nursing Accreditation Performance Framework and Patient Environment Audit programme 2016</p> <p>(June 2016 - March 2017)</p>	<p><b>Mar-17</b></p>	<p><b>Assistant Deputy Chief Nurse</b></p> <p><b>Patient Environment Manager</b></p>	<p><b>Safety of patients and Environment Impact</b></p>	<p><b>High</b></p>	<p><b>A</b></p>		
<p><b>Built Environment</b></p> <p><b>PLACE Action</b></p>	<p><b>PLACE Outcomes 2016 - Improvement Plan (July 2016 - March 2017)</b></p>	<p><b>Mar-17</b></p>	<p><b>Patient Environment Manager</b></p>	<p><b>Environment Impact</b></p>	<p><b>High</b></p>	<p><b>R</b></p>		
<p><b>Built Environment (Fire Signage)</b></p> <p><b>- PLACE Action</b></p> <p><b>- Health and Safety</b></p>	<p><b>PLACE Outcomes 2016 (Identified Improvements)</b></p> <p><b>1 - Review at signage for all areas at PCH Site (Departments, wards and communal areas)</b></p> <p><b>2 - Review of signage at RBH - General Outpatients</b></p> <p><b>3 - ELHT Fire Improvement Survey</b></p>	<p><b>Mar-17</b></p>	<p><b>Fire Safety Advisor</b></p>	<p><b>Safety of patients, staff and public</b></p>	<p><b>High</b></p>	<p><b>R</b></p>		

<p><b>Built Environment (Disability Domain)</b></p> <p>- PLACE Action - Health and Safety - Equality Act</p>	<p><b>Improvement Identified:</b></p> <p><b>a)</b> Lifts - Are sign posted, large buttons, Buttons have Braille and have audible announcements  <b>b)</b> Ground Safety - EA, Roads, walk ways and crossings (Survey and improvement requirements)  <b>c)</b> Safe social spaces (maintained , EA,&amp; Level Surfaces)  <b>d)</b> Handrails on communal areas  <b>e)</b> Is there hearing loop system in place at all reception desks?  <b>f)</b> Reception desks - is there audible appointment / consultant alert system for the visually impaired?  <b>g)</b> Reception desks - is there a visual appointment system / consultant alert system?  <b>h)</b> Reception / waiting areas provide for a range of patients needs including chairs of</p>	<p><b>Mar-17</b></p>	<p><b>Estates / PFI Managers</b></p>	<p>Environment Impact</p>	<p><b>High</b></p>	<p><b>R</b></p>		
<p><b>Built Environment</b></p> <p>-PLACE Action -TDA Action Plan -IPC HCAI Reduction plan</p>	<p><b>Trust Storage of Equipment / Escalation Equipment</b></p> <p>Risk Assessment to be developed to understand the risk for the organisation, safety, statutory requirement, Patient / public experience, and Environment Factors</p> <p><b>1</b> - RBH - Records store to be emptied and handed back to Estates as central storage  <b>2</b> - BGH - Central storage at BGH to be agreed (old UCC proposal)  <b>3</b> - RBH - Centralised storage area required for Asset Management  <b>4</b> - RBH - Centralised storage area required for Procurement "Stock Management Control"</p>	<p><b>Mar-17</b></p>	<p>Head of Estates</p>	<p>Environment Impact</p>	<p><b>High</b></p>	<p><b>A</b></p>		

<p><b>Built Environment</b></p> <p><b>-PLACE Action</b> <b>-CIH Requirement</b></p>	<p><b>Trust review signage across all ELHT sites</b></p> <p><b>a)</b> Estates Strategy Required in relation to directional signage / way finding and internal department / Ward Signage</p> <p><b>b)</b> Agreement of management and monitoring of continues change to meet the organisational stakeholders needs</p> <p><b>c)</b> Implementation strategy required to address review requirements</p> <p><i>(Review and task and finish Group to commence 2014 - Impact 2018)</i></p>	<p><b>Mar-18</b></p>	<p>Head of Estates</p>	<p>Environment Impact</p>	<p><b>High</b></p>	<p><b>A</b></p>		
<p><b>Waste Management</b></p> <p><b>- PLACE Action</b> <b>- IPC HCAI Reduction plan</b></p>	<p><b>Waste Management:</b></p> <p>a) Phase 2 of the New Waste Receptacles Implementation Plan</p> <p>b) Gap analysis and investment paper required for the Trust Yellow lids to replace by Orange lids</p> <p>c) Correct Labelling of bins (Lids - Words / Pictures)</p> <p>d) Investment paper to be tabled at Capital board for centralised funding consideration</p>	<p><b>Mar-17</b></p>	<p>Energy and Waste Manager</p>	<p>Environment Impact</p>	<p><b>Medium</b></p>	<p><b>Y</b></p>		
<p><b>Privacy and Dignity and Wellbeing</b></p> <p><b>- PLACE Action</b> <b>- IPC HCAI Reduction plan</b></p>	<p><b>Secure storage of personal Possessions</b></p> <p>All patients should be provided with secure storage for which they have a key. Storage should be either at their bedside, in their room or in designated lockers. It should be large enough to contain their personal / valuables possessions. Where storage for e.g. clothing is also required, this should be adequate in size but does not need to be lockable unless valuables are also kept here.</p> <p><b>a)</b> IPC Forward plan to complete 3rd phase of the standardisation of the bedside lockers across the Trust - Investment required to achieve this outcome</p> <p><b>b)</b> Provision within current standardised lockers (additional locking system on the second drawer) Investment to achieve this outcome will be required</p>	<p><b>Mar-17</b></p>	<p><b>Patient Environment Manager</b></p>	<p><b>Environment Impact</b></p>	<p><b>Medium</b></p>	<p><b>A</b></p>		

<p><b>Built Environment</b></p> <p>- PLACE Action</p> <p>- IPC Action</p>	<p><b>RBH - Site Environmental Management of Fluids / Waste Receptacles</b></p> <p>a) External storage required for :</p> <p>- Pharmacy Fluids</p>	<p><b>Mar-17</b></p>	<p>Head of Estates</p>	<p>Environment Impact</p>	<p><b>Medium</b></p>	<p>A</p>		
<p><b>Built Environment</b></p> <p>-PLACE Action (Domain 5)</p> <p>-CIH Requirement</p> <p>- ELHT Dementia Strategy (Domain 3)</p>	<p><b>EHE - Dementia Strategy</b></p> <p>- Investment to be identified to continue the EHE Dementia Strategy to improve the patient environment, ensure safe personal care and enhance the patient experience during there hospital stay (<i>Annual reoccurring funding required</i>)</p> <p><b>ELHT Dementia Friendly Environment requirements (Domain 5 PLACE Criterion developments)</b></p> <p>1- Investment for continued transformation of areas for EA requirements</p> <p>2 - Is all flooring matt not shiny finish</p> <p>3 - Can all mirror be covered or removed</p>	<p><b>Mar-17</b></p>	<p><b>Patient Environment Manager</b></p>	<p>Environment Impact</p>	<p><b>Medium</b></p>	<p>A</p>		
<p><b>Built Environment</b></p> <p>- PLACE Action</p> <p>- IPC Action</p> <p>-TDA Action</p>	<p><b>National Standards of Cleanliness</b></p> <p>a) 5 year cleaning Strategy plan to be reviewed and re-launch</p> <p>b) PAS Standards 5748 - review of standards alongside National standards of</p> <p>c) SLA for all service users required</p> <p>e) C4C - Reporting to ward / department sister and Matrons on completion of the Technical and Managerial Quality cleaning audits</p> <p>f) Zonally working</p> <p>g) Sustainability of ELHT Curtain programme</p> <p>h) Cleanliness of equipment (<i>tagging and checklist of clean equipment</i>) -</p> <p>i) Storage of clean and dirty equipment</p>	<p><b>Mar-17</b></p>	<p><b>Patient Services Manager</b></p> <p><b>Matrons</b></p>	<p>Environment Impact</p>	<p><b>Medium</b></p>	<p>A</p>		

<p><b>Built Environment</b></p> <ul style="list-style-type: none"> <li>- PLACE Action</li> <li>- IPC Action</li> <li>- CQC</li> <li>- Sustainability</li> <li>- Financial Management</li> </ul>	<p><b>Procurement &amp; Asset Management:</b></p> <ul style="list-style-type: none"> <li>a) Development of E Catalogue for agreed standardised equipment and Furniture</li> <li>b) ELHT Strategy for Management and control of Trust assets (Operational Procedures)</li> <li>c) Centralised Management Control System for Trust no fixed assets</li> <li>d) Assets - Furniture &amp; Equipment replacement programme / Investment alignment (Short &amp; Long term)</li> </ul>	<p><b>Mar-17</b></p>	<p><b>Head of Procurement and Corporate Management</b></p>	<p>Financial</p>	<p><b>High</b></p>	<p><b>A</b></p>		
<p><b>Built Environment / Privacy and Dignity</b></p> <ul style="list-style-type: none"> <li>-PLACE Action</li> <li>- IPC Action</li> </ul>	<p><b>ELHT - Linen services</b></p> <p><b>Linen rooms -</b></p> <ul style="list-style-type: none"> <li>a) Clean and free from other items of equipment / Furniture</li> <li>b) Large enough for linen requirements of area</li> <li>c) Linen rooms should be used for intended purpose only</li> <li>d) Patients are not to be discharged wearing hospital garments or linen (Privacy, dignity and financial management)</li> <li>e) Linen garments should not be damaged (privacy, dignity and financial management)</li> <li>f) Loss of Hospital linen</li> <li>g) Additional linen / nightwear stock due to loses and damage</li> <li>h) Review of Sheets for ELHT clinical needs / patients needs.</li> <li>l) Investment bid to be developed for</li> </ul>	<p><b>Mar-17</b></p>	<p><b>Linen Services Manager / All Matrons</b></p>	<p>Environment Impact</p>	<p><b>Medium</b></p>	<p><b>A</b></p>		
<p><b>Built Environment</b></p> <ul style="list-style-type: none"> <li>- PLACE Action</li> <li>- IPC Action</li> </ul>	<p><b>Oxygen Management</b> - Review and replacement of Oxygen Cylinder Carriages to support the Environment Management</p> <ul style="list-style-type: none"> <li>a) Item to place on the procurement work plan to scope the market and Identify</li> <li>b) Investment bid to be developed and presented to the Director of Finance for consideration</li> </ul> <p><i>(Work to commence, design, tender, standardisation and agreement of product - Impact 2017)</i></p>	<p><b>Mar-17</b></p>	<p><b>Head of Estates</b></p>	<p>Environment Impact</p>	<p><b>Medium</b></p>	<p><b>A</b></p>		

<b>Estates Strategy</b>	<b>Car parking strategy</b> a) Development of Trust Travel Plan. initial work has been undertaken by Travel Planning Associates. Work is on-going through the Green Travel group and this will feed into the overall finished travel Plan. b) Payment is on exit in all out visitor car parks. c) Information on concessionary schemes is not prominently published (e.g. to car parks, adjacent to pay machines) d) Method of payment - payment can be made with coins or card. If notes need to be used they can be taken over the counter at the car parking office. e) Not all payment methods are covered outside.		<b>Director of Estates and Facilities</b>	Environment Impact	Low	A		
<b>Built Environment</b>	<b>ELHT - External Site areas</b>							
<b>PLACE Action</b>	Development / Upgrade of external social spaces within the hospital grounds  <i>To be reviewed in 2016</i>	<b>Mar-17</b>	<b>Head of Estates</b>	Environment Impact	Low	R		
<b>Patient Experience</b>	<b>Service Development (ELHT Wheel Chairs)</b>							
<b>Service development</b>	<b>Patient Experience</b> a) Wheel Chair review (Condition, operation procedure, cleanliness and ownership) b) Options for Improvement of Wheel chair c) provision and availability (I. e. Coin operated) d) Investment bid to be developed identify options appraisal outcomes an investment requirement e) Investment bid to be presented at Capital investment board for consideration	<b>Mar-17</b>	<b>Logistic Manager</b>	<b>Safety of public</b>	Low	R		

*High , Medium and Low reference is in relation to Investment requirement only*

Status	Position
<b>Red - 0%</b>	Requires Action - Not Yet addressed
<b>Amber - 50%</b>	Action being addressed and progressing
<b>Yellow - 75%</b>	Action being addressed with significant improvement
<b>Green - 100%</b>	Action has been addressed and all complete

**Risk Scoring**

1 to 3	Low Risk
4 to 6	Moderate Risk

8 to 12	High Risk
15 to 25	Extreme Risk