NHS
Gloucestershire
Managed Services

Annual Review

2021–2022

TOGETHER, EXCEPTIONAL EVERY DAY.

Welcome from the Chair

I am pleased to welcome you to our GMS annual review of 2021/22.

As the country continues to come to terms with the impact of multiple waves of Covid, I am very proud of the contribution that GMS staff and leadership teams made to delivering essential services, every day, for Gloucestershire Hospitals NHS Foundation Trust (GHFT) and our growing number of external customers.

Our valuable contribution to GHFT's response to Covid, their priorities and programme of capital projects and equipment installations continued throughout the year, as did our support to the NHS' journey to net zero carbon by 2040. GMS co-authored the comprehensive Green Plan, jointly established the Green Council and is a partner in delivering many of its aims. At the same time, we also achieved many of our own planned improvement projects, in delivering our mission of Excellence in service delivery. As a result, we made an outstanding dividend payment to GHFT of over £2.2m in 2021/22.

Our communications and listening through Teamphoria, Innovation Days, staff survey and Staff Forum made sure that we kept in touch with each other and what was going on in GMS. The new GMS website www.gms-facilities.co.uk makes a terrific addition to our marketing and communications, and I encourage you to take a look at it.

I am particularly pleased that we successfully welcomed many new staff members including apprentices, and that GMS staff are now in the new posts of Chair of the GMS Staff Forum and GMS Staff Side Representative.

I do not underestimate the challenges that remain because of Covid, Brexit and the difficult economic climate, or that we have set for ourselves in our Strategic Plan 2022-27, but I have every confidence in the capability and commitment of GMS staff and leadership teams in maximising our strengths and the opportunities available as we embark on an exciting time for GMS in Year 5.

Keith and I know that there and many pressures and much to do, but we also know that we are Together, exceptional every day.

Kaye Law-Fox,
GMS Interim Chair

Introducing the GMS board

The role of the GMS Board is to oversee strategic direction and the operational performance of GMS. The Board meets formally on a monthly basis and further to this on a bi-monthly basis to discuss strategic business development.

The GMS Board Directors during 2021–22 were:

Kaye Law-Fox,
GMS Interim Chair and Non-Executive Director

Keith Hamer,
GMS Managing Director

Simon Wadley,
GMS Finance and Commercial Director

Steve Perkins,
Trust Director of Operational Finance

Rebecca Pritchard,
Interim Non-Executive Director

During 2021-22, in addition to the current Directors shown above, Kathy Headdon and Alison Koeltgen sat on the GMS Board of Directors. We thank them for their valuable contribution to our journey.

Performance review

In the context of the national and NHS challenges that continued in 2021/22 we are pleased to have contributed to the Group achievements through GMS meeting and delivering on its strategic agenda, and delivering against its business plan, and report many positive outcomes including:

Right organisation fit for the future

- Implemented Estates Maintenance Organisation change programme.
- Appointed an Associate Director of Facilities; Head of Estates Maintenance enabling consolidation of our 'One Team' approach.
- 2021 pay award and ensure equitable application across GMS.
- GMS newsletters, Facebook, the GMS website and general topic posters.
- Second Staff Survey and registered 5 areas to celebrate, and 5 areas to improve. 17% increase in participation and the GMS staff recognised that communications and engagement with staff had improved since 2020.
- Improved relationships with Staff Side through appointment of GMS staff side representatives.
- 38% of GMS staff now on GMS terms and conditions.
- Supported development of 23 apprentices across GMS.
- Enhanced our Capital Project Management capability and improved transparency in reporting.
- GMS creates Equality, Diversity and Inclusion statement of commitment and six key actions.

Drive Performance Improvement

- Focus on Health and Safety management with a 100% improvement in RIDDORS year on year and our accident and incident rates in GMS continue to reduce following the previous year trends.
- Enabled the effective management of £26m of Capital Project expenditure against life cycle improvements and equipment installations across both hospitals. Including support and completion of capital applications on behalf of the Trust.
- Introduction of service line reviews at SMT level with HR to enable the business to begin to address the HR challenges of retention, absence, and behaviours across GMS.

GMS 2021–2022 Annual Review

- Completed enabling work for the introduction of the new GMS appraisal system from April 2022, very much in line with our objectives to embed GMS behaviours and competencies.
- Consolidated relationships with Infection Prevention and Control (IPC) and through regular monitoring to ensure consistency in Domestic Services quality and performance delivery across the hospitals.
- Successfully implemented the new Operational Healthcare Facility Agreement (OHFA) SLAs and KPIs with monthly reporting through to the CMG.
- Energy savings of £400k in year.

Innovate and Grow

- Successfully established a marketing approach for delivering services to the Primary Care Network (PCN), and secured opportunities.
- Successfully developed the Green Plan with the Trust as collaboration partner in the delivery of the Climate Emergency Response Leadership and Green Council.
- Introduced an internal Business Improvement role to identify and deliver on internal improvement opportunities.
- Successfully enabled spend of the Public Sector Decarbonisation Scheme (PSDS) first round funding, to enable cost efficiency in energy management, including significant reductions toward the NHS 2040 Net Zero carbon target.
- GMS launched the Innovation Forum.

"Remarkable performances by each and every member of the GMS Team"

– Keith Hamer, Managing Director

2021–2022 Strategic Initiatives

Key highlights for GMS included:

Key Goals

- Modernisation of logistics and portering
- Re-establish Business Resilience post COVID-19
- Customer Relationship Management system
- Improved asset management and reduction of backlog

Financial

£79.6m
turnover

£1.1m
efficiency savings

£2.5m*
generated for GHFT to reinvest in healthcare
*(Profit After Tax)

Capital expenditure:

Medical Equipment
£9.5m

Lifecycle
£18.9m

Total expenditure
£28.4m

Staff and Engagement

- Created a Workforce Development Plan
- Created an Organisational Development Plan
- Implementing the Colleague to Customer Improvement Programme

GMS 2021–2022 Annual Review

Service performance

A key requirement from GMS' customers is that GMS delivers an exemplary service and to ensure this happens GMS is set monthly targets called Key Performance Indicators (KPIs). The measurement of these KPI outcomes allows us to identify challenges, make improvements to customer service and provides key information to our staff, Board and stakeholders as to whether targets are being reached, service performance maintained and identify service improvement opportunities. An overview of our KPI outcomes for 2021–2022 is set out below:

Domestics:

Against the three key KPIs, the overall performance for domestic services was good throughout the year with CGH passing their target scores every month. GRH KPI Very High Risk Functional Areas dipped below the overall target of 95% in three of the months. High Risk areas fell below the target of 90% in four of the months and Significant Risk areas fell below the target of 85% in three of the months.

Catering:

Both the KPI for Delivery of Scheduled Tasks, which relates to the delivery of lunch and supper services to CGH and GRH wards within an agreed timeframe, and the KPI for Delivery of Ad-hoc Requests were 100% each month. The completion of food hygiene inspections has been 100% where access to the wards has been available (Covid restrictions). The Patient-Led Assessments of the Care Environment (PLACE) did not take place in year due to Covid restrictions.

Estates:

KPI Urgent Fault Rectification results fluctuate as the number of jobs varies widely from month to month, some months only have a small handful of jobs and if one is missed then the figures look poor, the completion percentage rate only fell below the target 90% three times with in the year.

Routine Faults and Planned Preventative Maintenance (PPM) are both affected by staffing levels and both sites have struggled to recruit to vacancies. Routine Faults met the 85% target each month and PPM missed the 80% target four times in the 12 month period. PPMs are now split by Statutory, Mandatory and Routine. The Fire Risk Assessments KPI target of 95% was met every month.

Facilities: Car Parking, Grounds, Security, Switchboard and Transport:

The KPIs for Car Parking, Grounds, Security, Transport and Waste were all 100% throughout the year. Switchboard have also consistently met their target of 95% for emergency calls.

GMS 2021–2022 Annual Review

Linen and Uniform Services:

KPI for Linen Services, there were two instances when service delivery of uniforms was not 100% but in those instances performance was still above the 85% target. The reasons for this include late approval of orders, late confirmation of sizes required and problems with the purchasing system. The Level of Linen Service was consistently delivered at 100% each month as the requirement for linen availability was met.

Materials Management:

There are two KPI targets for Materials Management, Delivery of Non-Stock items achieved 100% throughout the year. Completion of Emergency Ad-hoc Service Requests achieved the 95% target each month.

Medical Engineering:

Vacancies and difficulties due to equipment being constantly in use or having to be tracked down before it can be serviced, can make it difficult for medical engineering to complete planned preventative maintenance (PPM) within agreed timescales. However, all KPIs were completed above target each month, apart from on one occasion.

Portering:

The porters have four KPIs to meet, though their ability to meet these can be affected by the number of emergency and Violence and Aggression (V&A) calls received. Some porters respond to these calls and this means that requests can be missed especially on an evening or weekend when there are fewer porters on shifts. The service is also affected by changes in demand from the Trust such as for service moves. Porters achieved 100% for completion of Planned requests. Emergency requests failed to meet the 95% target once. Urgent and Routine requests both failed to meet the 90% target twice in year.

Sterile Services and Decontamination (SSD):

SSD process an average of 19,274 sets per month across both sites. All six KPIs achieved 99% or 100% over the last financial year of 2021–2022.

Key service facts

The services we provide to Gloucestershire Hospitals NHS Foundation Trust are many and varied. Here's a snapshot of what we delivered during year four…

Linen

3,585,623
pieces laundered

Meals

577,125
patient meals supplied

Power

104,389,457kWh
Power consumption: gas, oil and electric

—

19,316
Tonnes CO2 from our energy usage

—

£2.64m
Power consumption cost

Estates

42,877
reactive and planned maintenance

Waste

2,444 tonnes
21% recycled
38% waste to energy
41% clinical

Sterile Services and Decontamination

231,287
theatre trays processed

Medical Engineering

10,000
equipment repairs

For more key statistics on GMS service delivery see our website

Services provided by GMS…

- ✓ Car Parking
- ✓ Catering
- ✓ Domestic Services
- ✓ Energy and Utilities Management
- ✓ Estates and Maintenance Services
- ✓ Fire Safety
- ✓ Grounds
- ✓ Laundry, Linen and Uniforms
- ✓ Material Management
- ✓ Medical Engineering
- ✓ Portering
- ✓ Postal Services
- ✓ Security Services
- ✓ Sterilisation Services and Decontamination
- ✓ Sustainability
- ✓ Switchboard
- ✓ Transport
- ✓ Waste and Sustainability
- ✓ Waste Management

Sustainability

GMS and Gloucestershire Hospitals NHS Foundation Trust's Green Plan (sustainability strategy) was launched in November 2021 and commits the Trust to a range of actions, initially between 2021–2025, but also longer term, which will help move us forward on our pathway to net zero by 2040.

Our Trust is keen to be a leader in climate action, helping and encouraging others to make a positive long-term shift towards sustainable behaviour. Our Green Plan provides a comprehensive and structured framework to show how we will work to embed sustainability into the organisational culture so that sustainability becomes part of how we think and everything we do.

Our Green Champions have come together to form the Green Council and this gives them a voice in how we become a more sustainable organisation in the future.

In December 2020 the Trust was successful in obtaining a multi-million pound grant from the Public Sector Decarbonisation Scheme. The carbon reduction projects funded by this scheme are now complete and generating carbon savings. These developments are all vital if the Trust is to achieve carbon neutrality by 2040.

Achievements in 2021–2022

There are a number of projects which have delivered sustainability benefits:

Telemedicine and video conferencing

From April 2021–March 2022 there were 5600 video conferencing appointments and the over 161,700 by telephone

✓ Avoided travel, less traffic congestion and better air quality

Travel: Shuttle bus (service 99)

The shuttle bus covered 176,150 miles and produced 303tCO_2.

✓ Active travel, less traffic congestion, better air quality and reduced pressure on car parks.

Travel: Business mileage

During 2021–22 the Trust fleet has covered 680,134 miles generating 150tCO_2. The business mileage was approx. 552,400 Miles, with 151tCO_2 and associated expenses claims of £387,609.

✓ 35% Reduction in business mileage from 2019-20

Travel: Cycling

Improvements to bike shed lighting

✓ Encourages cyclists

Staff working from home

This will continue with many staff blending a mix of office and home working days

✓ Avoided travel and better work-life balance

Private finance initiative at GRH*

- Ongoing replacement of items on like-for-like basis
- Bathrooms and toilet refurbishments
- Replacement of two main chillers

✓ New equipment tends to be more efficient than old

Catering

- Sandwiches, wraps and salads in our GMS managed retail outlets are from a carbon negative supplier
- Switching to more sustainable products that are biodegradable and compostable e.g., Take away cutlery and meal boxes

✓ Local providers reducing food miles and supporting local jobs, reducing plastics

Waste

Received grant from Greener NHS to cover three years of Warp It – will facilitate resource/equipment re-use within Trust

✓ Savings on waste, procurement and carbon emissions

Green space and biodiversity

- New wildlife garden at GRH, including bug hotel
- Woodland walk (rear of Thirlestaine Court, CGH) constructed by sixth form pupils from local school
- Tree planting by volunteers at GRH
- New pharmacy garden with focus on medicinal plants at GRH

✓ Encourages wildlife, engagement with local groups

Procurement

Using the Government Commercial Function's (GCF) "social value model" in all tenders

As part of NHSE/I sustainable procurement forum working to use more recyclables in packaging, use more fuel-efficient delivery vehicles and reduce carbon footprint of supply chain

✓ Improve social value, promote supply chain resilience and address economic inequality

Theatres sustainability group

- Crockery and cutlery in staff rooms changed to re-usable
- Recycling bins installed in anaesthetic and prep rooms
- Reviewing instrument sets for standard procedures

✓ Reducing plastics, increasing recycling, saving energy and water

* Part of the GRH site is a PFI and Apleona ppp Ltd are responsible for maintenance and upkeep of that part of the building.

Staff forum

The Staff Forum is now in its fourth year and is a platform for GMS Staff to have their say in key operational projects, shaping the way that we work.

In the last year we have seen a monumental move in which the Staff Forum became a group that is now run by the Staff for the Staff and with representation within GMS Board Meetings. The Staff Forum hold bi-yearly visits from Keith Hamer to talk over key business plans and innovations, with a portion of time set aside for the staff to discuss at an informal level innovations, ideas and constraints surrounding such.

GMS appraisal system

A key project has been launched this last year is the GMS Appraisal System in which the Forum Representatives can take pride in saying that they helped create this; they have done lots of work to inform on and influence both the initial contents and the structure.

The voices of the staff were heard when they stated they wanted it to be a chance to set their future goals and let their ambitions and talents be explored. This is emphasised by how the Mission, Vision and Values that the Forum were also instrumental in setting up, were embedded so neatly into that Appraisal System giving it that personal and corporate depth.

COVID

We have of course this year, as with the previous year, contended with the nature of COVID and rapidly changing guidance.

However, with support, the Forum made sure there were still regular Virtual Meetings even if guidance was that face-to-face was not advisable.

This is a great achievement for the Forum allowing the group to achieve change even in the most difficult of circumstances.

Organisational structure chart

It was raised to the GMS Board that there was no identifiable organisational structure and only out-of-date versions were available. As a result the Staff Forum were asked to identify which levels they would want or need to see and what structure layout they would require and how this can be done in a way that is it 'staff friendly'.

The Staff Forum are awaiting the final product for review, these items often look simple until you look at how many different spines there are coming off each line, so quite a task was set.

IT Skills Research Project

The IT Skills Research Project was also launched in 2021–2022.

Firstly the Forum had the opportunity to bring to light some core barriers and discuss the range of systems that we use across the company, whether that be occasionally or daily. The Staff Survey developed in the previous year supported this and together the Reps went onto engage with the staff and find out more about barriers to the world of Information Technology, these were completed anonymously and in paper format by a randomly selected sample of staff.

Due to the data entry requirements and the large response rate the results of these went through a lengthy manual inputting session. The results will go onto form recommendations about how we as a company can support the move to an ever more digital world both in a professional and personal capacity.

Staff Survey

The Staff Survey showed that we, as the Staff Forum, need to be more known, we had a visit from Michelle Morgan, Communications Specialist.

Michelle discussed how we can make representatives more visible to our colleagues and with so many suggestions the Staff Forum picked out the few key ones of Metal Bar Pin Badges to attach to uniform during working hours and also to place a feature in the Newsletter routinely.

This will be launching very soon with an envisagement that our Reps will appear a few at a time so that you know who your local area rep is.

Other work

Other work the Forum undertakes are regular sessions with hosts including Catering, Portering, Infection Control and Health and Safety and Compliance.

These sessions give key opportunity for the Middle level of the company to present departmental aims and information of projects for Forum reps to share with their Managers, Supervisors and other Colleagues, a good way of knowing how things within GMS are changing as investment is being realised.

GMS 2021–2022 Annual Review

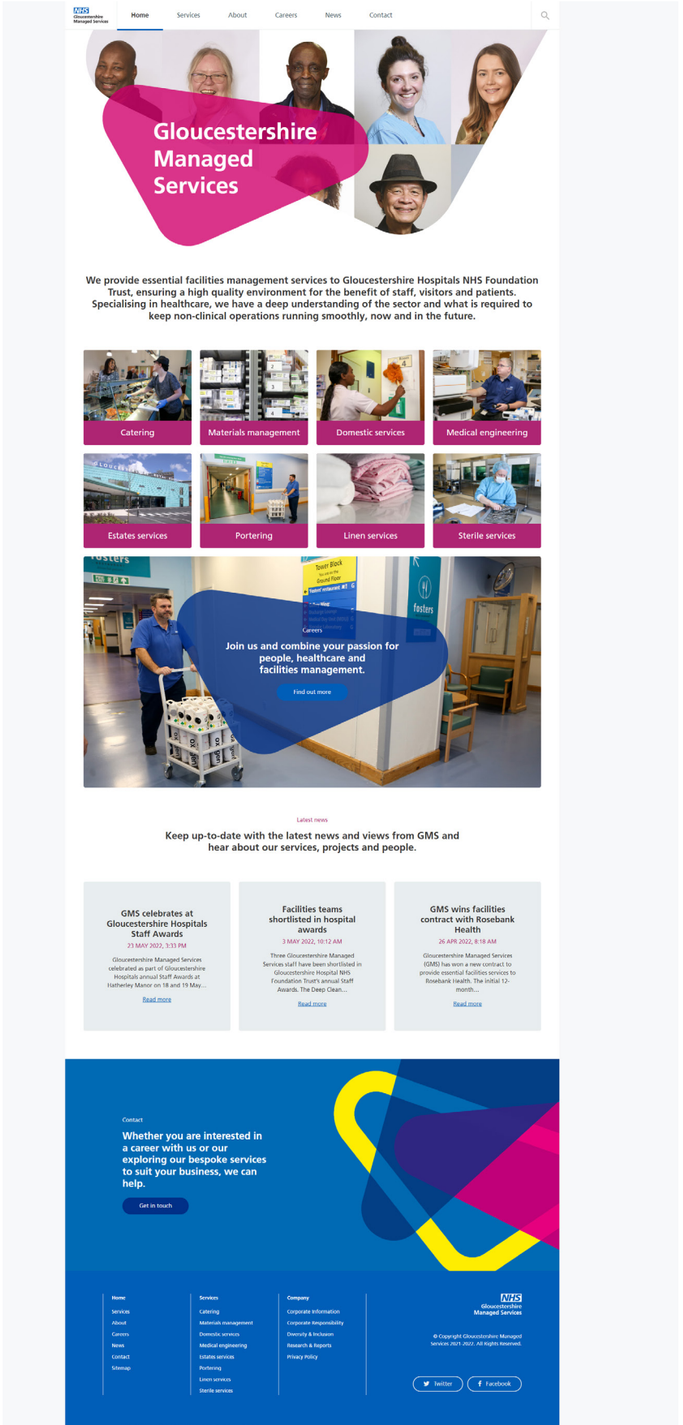
Communications

We have made good progress in our communications in 2021/22. The GMS Staff Survey results highlighted Improvement in communication across the organisation (78.9% positive and up 20% on the previous year).

Website

In February 2022 we launched our new externally-facing standalone website separate from the Trust site.

The site which has GMSs distinctive look and feel, will help us to promote what we do, attract new customers and potential staff. In addition, this will help to firmly place us in the external market and grow our business in the long-run. The site can be viewed at www.gms-facilities.co.uk



Social media

We continue to grow on social media presence helping us to reach people who may not be reached in other ways.

Our followers continue to grow as we establish our presence and create new content. As of June 2022, there were 518 Facebook followers and 357 followers on Twitter.

We also launched a LinkedIn account, primarily for recruitment purposes, this is still in its infancy.

Internal communications

Internal communications continues to be a key part of our communications strategy.

The e-newsletter has increased to a monthly, rather than bi-monthly publication offering more news to colleagues. While we continue to issue posters for noticeboards, we encourage interaction with the staff forum as much as possible to enable messages to be cascaded to hard-to-reach groups, and ensure front line staff inclusion.

Last year we also launched Teamphoria, a staff engagement app. This was a result of the staff survey where staff said they wanted to know more about what was happening in the organisation. There has been mixed take up on this platform, but a re-launch of this channel is planned for September 2022 to try to increase its use.

GMS 2021–2022 Annual Review

GMS Timeline

April 2021

May 2021

We launched contactless payment on the Pulham's 99 bus making travel more COVID secure and convenient.

The Catering team at Gloucestershire Royal Hospital for retaining their 5 star food and hygiene rating after a visit from environmental health.

June 2021

The new Domestic Services changing room and supervisor's office at Cheltenham General Hospital opened. The new space allows staff to change and store personal belongings in a secure environment.

We celebrated International Women in Engineering Day and we did a feature on some of our GMS engineers (and those with associated roles) about their job and what it's like to work in a hospital environment.

July 2021

We welcomed visitors back into our hospital restaurants after COVID

August 2021

September 2021

GMS supported Gloucestershire Hospitals at its community open day - celebrating its £101 million investment in its hospitals. Catering was provided and Medical Engineering team even got involved with the new hoardings at Cheltenham General Hospital

October 2021

We celebrated Global Clinical Engineering Day with our Medical Engineering team.

The GMS Estates team helped with the bid and building work of the changing places facilities at both Gloucestershire Royal and Cheltenham General hospitals.

Launch of the Equality, Diversity and Inclusion action plan.

GMS held its first recruitment fair since COVID highlighting opportunities in catering, portering and domestic services.

We celebrated International Thank Your Cleaner Day and Infection Prevention Week highlighting the important role of our domestics in preventing infection

November 2021

Environmentally-friendly Real Wrap Co. products were introduced into our restaurants

Alongside the Trust, GMS launched the ambitious Green Plan

December 2021

GMS's 'Christmas in a bag' lunches proved popular once again

January 2021

GMS took delivery of several new transformers helping to make our electricity supply more environmentally friendly and efficient

February 2021

Ryan and Finlay, Materials Management Apprentices won joint GMS Apprentice Of The Year 2022

March 2021

A new GMS standalone website was launched, www.gms-facilities.co.uk

Message from Keith Hamer, Managing Director, GMS

Year four of GMS finds us emerging from what has been a very challenging period for all our front-line service delivery teams.

We had to navigate our commitment to the provision of services in support of patient care with the impacts of Brexit, increasing levels of staff absence and the positive choices being made by employees in favour of their personal health and well-being; all consequences of a socio-economic environment much impacted by the COVID pandemic.

This rapidly changing scenario has continued to see our staff excel, to rise and meet the challenge, demonstrating a day-to-day commitment to ensure that, the hospital environment and infrastructure is available 24/7 to enable the clinical teams to deliver on the requirements for patient care.

Remarkable performances by each and every member of the GMS Team, my heartfelt thanks to each and every one of them for their unerring support during these exceptional circumstances.

From the previous year, we had left many of our plans on hold. However, year four has seen us, despite the situation, be able to drive forward some key initiatives toward our goal of becoming an employer of choice and a leading provider of services within the ICS:

- We have strengthened our leadership team, with the appointment of an Associate Director of Facilities and a Head of Estates Maintenance, enabling consolidation of our 'One Team' approach
- We have continued to establish a compassionate leadership culture embracing our own Freedom To Speak Up Guardian, introducing a Board commitment to Equality, Diversity and Inclusion.
- We have fully recognised the increasingly important role of the staff forum through clear engagement with key workforce initiatives and its visibility at GMS Board meetings.
- Supported development of 23 apprentices across GMS
- Successfully developed the Green Plan with the Trust as collaboration partner in the delivery of the CERL and Green Council
- Successfully enabled the bid, secured and delivered £13.7m PSDS first round funding, to enable cost efficiency in energy management, including significant reductions toward the NHS 2040 Net Zero carbon target
- Enabled the effective management of £26m of Capital Project expenditure in year, against life cycle improvements and equipment installations across both hospitals. Including support and completion of capital applications on behalf of the Trust
- Strengthened our communications capability for both our staff and our customers by continuing to support Teamphoria and establishing our new website www.gms-facilities.com

By continuing to build on the foundations we have laid in the first four years of our life, and embracing the feedback and involvement of our staff in our future development, we look forward with confidence and with a continuing focus on Customer Service efficiency and quality of service, to moving closer to satisfying our corporate objectives and to become an employer and a service provider of choice for the ICS.
GMS Together, exceptional every day.

Keith Hamer,
Managing Director

GMS 2021–2022 Annual Review

Annual Review

2021–2022