



**Gloucestershire
Managed Services**

GMS 2019-2020

Annual Review

**TOGETHER,
EXCEPTIONAL
EVERY DAY.**

Welcome from the Chair

Welcome to our second GMS annual review and what a lot has happened in the last year.

I am pleased to say that there have been many highlights including strengthening our Leadership team, achieving an outstanding dividend performance for Gloucestershire Hospitals NHS Foundation Trust (GHFT), and developing our three year Strategic Plan.

I am particularly pleased that we were able to launch our own GMS Mission, Vision and Values, and would like to thank you all for contributing to and influencing such an important foundation for who we are and what we want to achieve.

It would not be right to continue without mention of the pandemic that has affected all of us in so many ways. This pandemic changed the workings of the hospital, and therefore GMS, almost overnight. GMS staff rose to the challenge in the most amazing ways and continued to come to work and uphold the standards required of them. Our teams adapted to a constantly changing environment and met the demands of GHFT with professionalism and a can do attitude, it truly was 'GMS Together, exceptional every day'. I would like to thank each and every one of our staff for their amazing resilience, whether on the front line or protecting family, friends, and colleagues by staying at home.

As I write this, we are still very much in the midst of this pandemic but I know that everyone in GMS will continue to respond to the challenges presented as we deliver high quality, value for money services to GHFT. We will continue to develop and implement our three year business plan, explore opportunities with external healthcare providers and, most importantly, develop and improve the experiences of our staff working for GMS, offering new opportunities wherever possible. GMS will also be supporting the Trust with the £39.5million Gloucestershire Strategic Site Development project, which will vastly improve the experiences of the patients.

Both I and Keith Hamer, our Managing Director, look forward to working with you all this year and to reporting on our next round of achievements!

Kathy Headdon

GMS 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 2019-20 were:



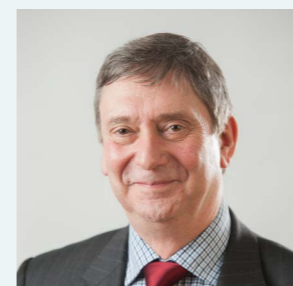
Kathy Headdon,
GMS Chair, Non-
Executive Director



Kaye Law-Fox,
GMS Non-
Executive Director



Alison Koeltgen,
Deputy Director of People
and Organisational
Development GHFT



Keith Hamer,
GMS Managing Director



Simon Wadley,
GMS Finance and
Commercial Director



Steve Perkins,
Trust Director of
Operational Finance

The GMS Board also includes Trust appointed Board Directors. During 2019-20, in addition to the current Directors shown above, Neil Jackson (resigned July 2020) and Jonathon Shuter (resigned February 2020) sat on the GMS Board of Directors. We also welcomed Sim Foreman to the Board as GMS Company Secretary. Please feel free to introduce yourself to the Board as you see them around and about!

People Development 2019-2020

2019-2020 saw some key developments to GMS Board and Senior Management structure

GMS Board Developments

Keith Hamer started in November 2019 as GMS' permanent Managing Director and brings with him a wealth of Estates and Facilities knowledge. Sim Foreman also joined the GMS Board in 2019. Sim holds a dual role as both the Trust Secretary for GHFT and Company Secretary to GMS and advises the Board on all things governance related. Steve Perkins replaced Jonathon Shuter as Operational Finance Director and sits on the GMS Board as one of the Trust's nominated Directors.

Senior Management Development

In 2019 Keith undertook a Senior Management organisational development process as he looked to strengthen the GMS Leadership Team to help make the company fit for the future. Due to Covid-19 this was slightly delayed in finalising all the arrangements but has now been completed. The review has included bringing on board an Operations Director with oversight of all the operational functions of GMS and with full responsibility to deliver day-to-day services to the Trust. During 2020-2021 the Senior Management Team will be further enhanced with the introduction of key roles for Head of Estates Maintenance, Head of Capital Asset Management, Retail Services Manager and Head of Contract Management, all of these roles will help GMS not only achieve its requirements to the Trust but also develop the platform for increasing third party revenue growth.

Key Personnel Developments 2019-2020

Jane Evans has moved into the role of Special Projects Director and will be looking at developing GMS' Organisational Development and People programme, which will include developing colleagues in their current roles and ensuring training opportunities are accessible to all staff. Jane is also key in the continuing development of the GMS staff forum.

Terry Hull has become GMS' Strategic Asset Services Director with responsibility of overseeing all Capital Projects and Critical Asset services, this includes being involved with the development of the £39.5m Gloucestershire Strategic Site Development. A key part of Terry's role will also include further developing a critical appraisal and management plan for existing asset infrastructure.

Michelle Morgan joined the Trust in October 2019 as Communication Specialist to both the Trust and GMS. Michelle splits her role between the two organisations and has helped develop the GMS Communication Strategy, launch the new GMS Brand Identity, GMS webpage as well as sending out regular GMS specific communications and updates. Michelle also worked closely with Keith to launch the three year business plan.





Team and Staff Developments

2019-2020

Team Achievements

Both Sterile Services and Medical Engineering retained their quality qualifications of ISO 13485:2016 and ISO 9001:2015 respectively, congratulations to both teams on their continued great work in these important areas.

Staff Forum Developments

Staff forum members have undertaken both Silver projects and Bronze Training in Quality and Improvement with the Gloucestershire Safety and Quality Improvement Academy (GSQIA).

Silver Projects

Silver projects are aimed at looking at specific service problems within the organisation and developing tools and processes to overcome or improve these areas of work. Laurana Milliner worked on one of these projects called 'Improving Availability to Healthcare Tools', the aim of this project was to improve the flow of mattresses and beds by improving the systems of reporting, this involved working with healthcare practitioners in the redevelopment of the system and by making information easier to access.

A second project was started in January 2020 by Silver project leads Sharon Mortimer, Phil Rock and Izabela Czolowska to look at mop washing, allocation, distribution and collection with the aim of supporting the domestic teams to ensure there are enough mops in the system, something that had been an ongoing problem.

Bronze Training in Quality and Improvement:

A big congratulations to the following staff forum members who completed their bronze training in quality and improvement:

- Chantelle Ali, Domestic Operative
- Lorna Cosgrave, Domestic Supervisor
- Dorothy Nock, Catering Assistant
- Linda Gresty, Catering Assistant
- Frances Hall, Housekeeper
- Ria Long, Domestic Operative
- Laurana Milliner, Medical Engineering Technician
- Sharon Mortimer, Linen Supervisor
- Sally Osborne, Domestic Supervisor
- Paul Sim, Transport
- Paul Smith, Works Coordinator and Carpenter
- Suzie Steele, Post Room Assistant
- Nicholas Willetts, Porter
- Michael Woodward, Assistant Technical Officer

Business Plan - Year 2

During 2019-2020 GMS focused on year two of the business plan, the key areas of this were:

- **Embedding the continuous improvement model that places customer feedback at the centre of our service provision.** In 2019-2020 GMS delivered it's first customer service survey and during 2020-2021 this will look to be developed, but initial results have been positive and have led to GMS being able to focus on areas that need improvement as well as identifying what has been done well.
- **Commencing service transformation to move from a set of separate services to an integrated offer that uses technology to provide significantly improved support to our core customer.** 2019-2020 saw the start of an internal review of the GMS service organisation. This review has now resulted in the redefinition of core service improvement objectives and the continuation of investment in technology upgrades across GMS, which remain an ongoing plan of action into 2020-2021.
- **Developing commercial and financial acumen.** GMS through the improved acquisition of financial and commercial data relating to the services delivered and the development of an improved understanding of the management accounting processes employed by the Trust, have now started to enable improved visibility and control over its financial performance.

The overall GMS ambition in year two and beyond was to become the provider of choice for efficient and effective services in an integrated healthcare infrastructure that delivered sustainably, and in a socially responsible way, to enable our customers to deliver excellence in patient care. To deliver these aims a number of strategic objectives were set, these were:

- **Financial Objective:** To achieve financial sustainability by delivering year-on-year profit and dividend targets as agreed with shareholders.
- **Customer Objective:** To deliver exemplary and responsive support services that are aligned to customer needs, and so be seen as a trusted partner to GHFT.
- **Operational, Delivery and Performance Objective:** To demonstrate the achievement of defined service standards, and build capacity and capability through innovation and continuous improvement.
- **Regulatory Objective:** To be compliant with all relevant regulatory requirements and statutory duties, and to respond fully to any identified improvement actions within agreed or prescribed timescales.
- **Growth & Organisational Development Objective:** To grow and expand the business with new customer acquisition (subject to Teckal constraints) and develop new service offers.

2019-2020 Strategic Initiatives

Key Highlight for GMS included:



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 pick up problem areas and provides key information to our staff, Board and stakeholders as to whether targets are being reached and service performance maintained and identify service improvement opportunities. An overview of our KPI outcomes for 2019-2020 is set out below:

Domestics:

Against the three key KPIs, the overall performance for domestic services was good throughout the year with KPI Significant Risk areas not falling below the overall target of 85% in year, KPI Very High Risk Functional Areas only dipping below the overall target of 95% for one month and High Risk areas falling below the target of 90% 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 Cheltenham General Hospital (CGH) and Gloucestershire Royal Hospital (GRH) wards within an agreed timeframe and the KPI for Delivery of Ad-hoc Requests were 100% each month. The Patient-Led Assessments of the Care Environment (PLACE) score for catering achieved 83.99% against a target of 75%.

The catering elements in PLACE include tasks that are done by both the nursing teams and GMS staff, therefore future improvements in this area will require joint working and for GHFT to decide and invest in what level of improvement will deliver measurable improved value.

Estates:

KPI Urgent Fault Rectification results fluctuates 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, though only once did the completion percentage rate fall below the target 85%. Routine Faults and Planned Preventative Maintenance (PPM) are both affected by staffing levels and both sites have struggled to recruit to vacancies, but Routine Faults met the 80% target each month and PPM only missed twice in the 12 month period. 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, Switchboard, Transport and Waste were all 100% throughout the year.

Linen and Uniform Services:

KPI for Linen Services, there were four instances when service delivery 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. Uniform Alteration missed the 85% target once at 69%, which was not met due to annual leave commitments. The Level of Linen Service was consistently delivered at 100% each month as the requirement for linen availability was met.

Materials Management:

There were two KPI targets for Materials Management and these both achieved 100% throughout the year.

Medical Engineering:

Vacancies and difficulties due to equipment 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.

Portering:

The porters have four KPIs to meet, though their ability to meet these can be affected by the number of emergency calls received. Some porters respond to emergency calls and this means that planned 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 and achieved over their target for the other three KPIs each month during 2019-2020.

Sterile Services and Decontamination (SSD):

SSD process an average of 22,359 sets per month across both sites. All six KPIs achieved 99% or 100% over the last financial year of 2019-2020.

Key Service Facts

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

Linen

3,545,429
pieces laundered

Meals

831,425
patient meals supplied

Estates

42,964
reactive and planned
maintenance

Power

23,824,234 kWh
electricity generated
onsite

Sterile Services and Decontamination

265,561
theatre trays processed

Waste

2,433 tonnes
25% recycled
36% waste
39% clinical

Services provided by GMS...

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

GEM Awards 2019-2020

The GEM Awards recognise people for their amazing efforts and work. Nominations are received from our customers and work colleagues and selecting award winners is no easy job, with many nominations received making it a very difficult decision.

It is easy to see from the number of nominations received each month how our customers and work colleagues value the services we provide and our staff in these services who go the extra mile.



Winners from 2019-2020

Congratulations to the following GEM Award winners in 2019-2020!

April 19	Julie Mather	Post Room Supervisor
May 19	Tracey Davis	Domestic
Jun 19	Lin Anderson	Domestic
Jul 19	Martin Hyde	Information and Systems Officer
Aug 19	Ally Ross	Receipt and Distribution Assistant
Sep 19	Bonnie Bartley	Domestic
Oct 19	Toni Proboszcz	Receipt and Distribution Assistant
Nov 19	Dave Williams	Stores/ Procurement
Dec 19	Will Strait	Domestic

Staff Awards Ceremony 2019

Congratulations also to Sarah Walsh and Pat Spackman for winning the Unsung Hero category at the 2019 Staff Awards ceremony, very well deserved and worthy winners.

We must also congratulate Andy Mansell, Tom Mills and Kevin Boughton who were also nominated for the Unsung Hero award and who, though losing out to Sarah and Pat, are still heroes in our books!

High Sheriff Award

Our fabulous Portering Team received the High Sheriff Award at both Cheltenham and Gloucester, this was amazing recognition of this hard working and dedicated team.

Feedback

We receive a great deal of wonderful feedback and compliments about our people; here are just a few.

Install, maintaining and resourcing various items into the new Covid-19 department. Medical Engineering staff helped resourcing a wish list of items needed. Staff came in from annual leave to assist, others let me 'borrow' trolleys and various other items. One even went around the hospital finding me bits of kit. It was an incredibly long and difficult few days but all of your department really helped.

(GHFT Staff)

He used his own initiative to suggest that the Hospital Transport transfer my mother differently to make it a more comfortable experience. This is just one example of how he helped and wished us all the best for the future.

Patient wanted to show their appreciation towards a Porter and his professionalism and helpfulness. (Patient family member, GRH).

Two Domestic staff on 2B have really put in huge effort to clean the ward. From what I can see the ward is spotless & they found things to do that no one else would and have cleaned, areas that tend to be forgotten. They have been very friendly & approachable which has made a difference with the staff & patients.

(GHFT Staff)

I found the food served during their stay to be excellent.

(Patient GRH)

Staff Forum

Now into its second year the staff forum is proving an amazing opportunity for staff from all platforms to have their say and shape the future of GMS.

In May 2019 the staff forum met and started work on developing GMS Mission, Vision and Values, this was a key piece of work that will shape GMS' future direction and culture of the organisation. The Forum were asked to consider the mission statement and give some feedback, for example, what did the statement mean to them and was it clear. Next they worked in small groups to identify the values that were important to them in their working lives, and to share their ideas with colleagues and from this they selected their top four values with a ranking exercise. Members went on to explore what these values looked like on an everyday basis such as behaviours they would love to see and those they didn't want to see.



Alongside the Mission, Vision and Values work over the course of 2019-2020 the forum members heard from various speakers and got involved in understanding better some of the other GMS services, a flavour of these are shown below:

Michelle Pashley (2020 Staff Advice and Support Hub Coordinator) gave an update on the 2020 hub, forum members were keen to understand the support this offered staff and this was followed up by a visit to the hub to meet the team working there.



Terry Hull (Director) returned to the forum, following a request for an update on the Capital Programme and the Strategic Site Development (SSD) following the successful bid for £39.5m reported earlier in the year.

Septembers meeting was a "Behind the Scenes Tour of Gloucestershire Royal Hospital (GRH) Catering department with Mark Lane, Site Catering Manager. The tour involved looking at and understanding:

- The retail area from the other side
- The production kitchen
- Patient plating areas
- Washing up area
- Stores facilities

November's meeting provided an opportunity for members to take stock following the visits to the kitchens at GRH and attending the focus groups for the selection process of the Managing Director for GMS. Forum members felt that both of these experiences had been very worthwhile.

In December the forum members had a chance to look at and comment on the proposals for the new GMS brand and website. Michelle Morgan (Communications Specialist) talked through the ideas behind the triangular designs and colour choices of blue, yellow and pink capturing GMS's NHS heritage and commercial future. A number of suggestions were offered in relation to the boldness of the lines, background colour as well as the use of real people in any images.

Another important piece of work for GMS was the implementation of a staff survey for GMS staff and the staff forum were very much involved in this work. As a wholly owned subsidiary GMS is no longer bound by the national requirement to take part in the NHS Staff Survey and this meant the starting point for the GMS staff survey was very much a blank piece of paper. Following a discussion about how the current staff survey is viewed and using a creative exercise members were asked to re-express the survey representing different perspectives for which many ideas were put forward. Members were then asked to compile a list of questions they would like to see in a survey. The staff survey was sent out in July 2020.

In February staff forum members participated in the Director of Operations interview focus groups as well as the launch of the GMS Mission, Vision and Values launch on the 26th/27th February 2020.

The outcome of the Mission, Vision and Values work by the staff forum, alongside input from other staffing groups, was:

Mission

Excellence in service delivery

Vision

Together, exceptional every day

Values

Excellence
We are proactive, enthusiastic and put the customer first in everything we do

Inclusive
We work as a team and value everyone's contribution

Integrity
We are honest, principled and reliable

Listening
We are welcoming and are interested in other people's thoughts and feelings

Communications

With the appointment of a dedicated Communications Specialist for GMS, we have now developed a distinctive visual identity and established regular communications channels to enable us to communicate effectively with our key stakeholders.

Visual identity

The new visual identity reflects our ambition, while maintaining a link to our NHS heritage, it introduces a new look and feel, created alongside staff, including the GMS staff forum, to ensure that it captured the personality and aspiration of the organisation. The launch for the new visual identity coincided with the launch of the Mission, Vision and Values and helps to set a framework for how we communicate as an organisation. We now have a bank of templates, assets and photography which represent our brand which can be used as needed.

Website

GMS now has an online presence, so that prospective employees and other stakeholders can find out more about us on-line and this helps us to promote ourselves externally. The pages which sit within the GHFT website has its own look and feel with information about who we are, our services, the leadership team, working with us and news. The pages have had over 16,500 views since it was established in February 2020 (figures correct as of 3 November 2020) demonstrating the value of this resource.

www.gloshospitals.nhs.uk/gloucestershire-managed-services/

Social media

The establishment of a Twitter feed and Facebook page has helped 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. We have also successfully trialled a specific Facebook Group for Domestic Service colleagues to interact and access the latest updates from GMS.

Internal communications

Internal communications has been a key part of our communications strategy. A global GMS email address list has been created to enable us to communicate key pieces of information en-masse. We have also established an e-newsletter which is currently published every two months. 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.

For 2020-2021, the primary focus will be to develop existing channels further and to create regular, timely content. Attention will be given to external communication with local, regional, national and trade media as well as promoting each of our individual services. Internally, commemorating Covid-19 and the impact this has had on colleagues and the roles they have played will be a focus.

Customer Survey

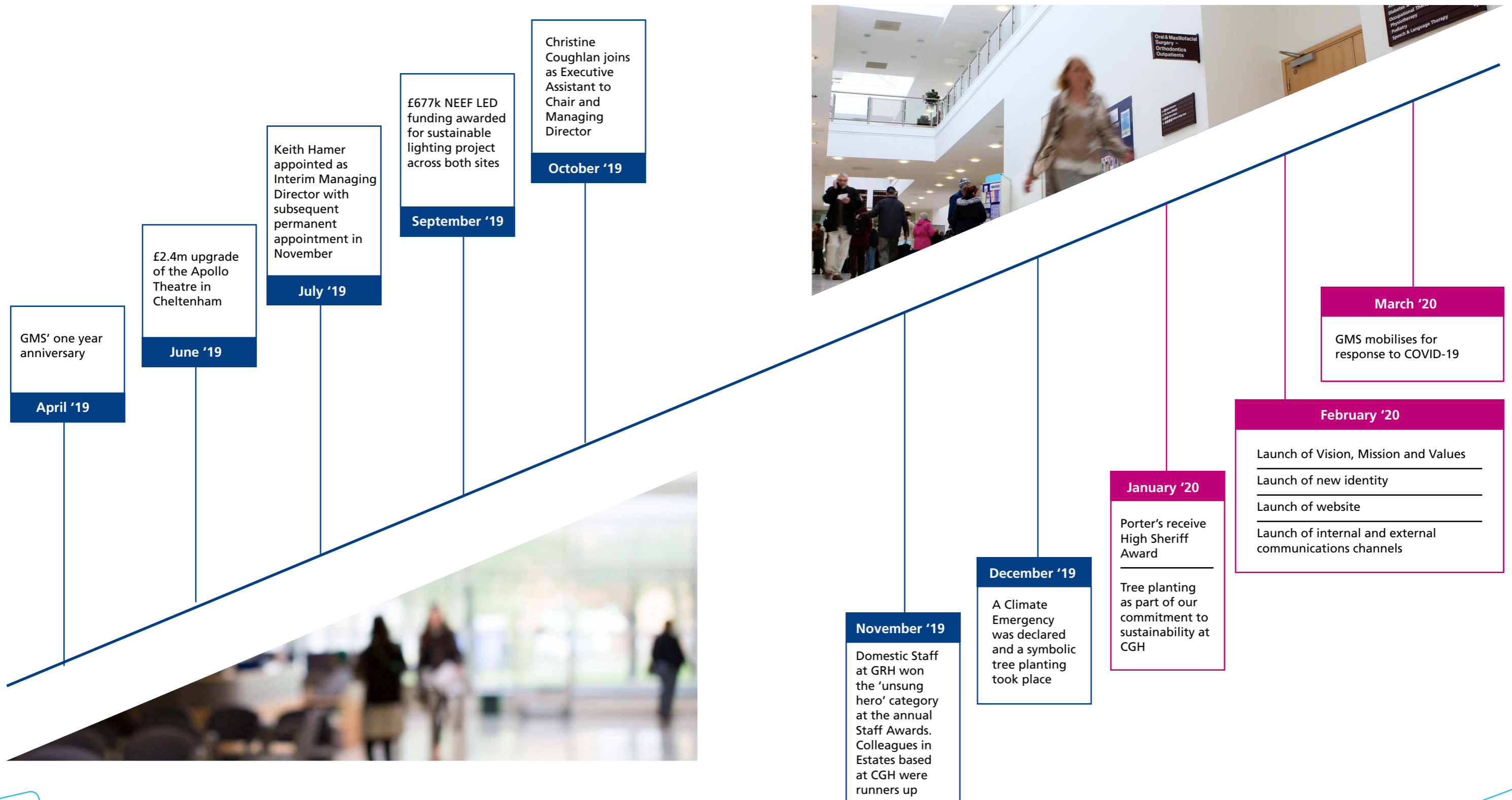
In 2019-2020 GMS produced its first customer survey with the aim of finding out what was going well and what areas could be improved. The overall response from customers who replied was positive. There were 306 responses to the survey, which equated to a 4% return, measured against the total level of customer interactions for service requests. We will look to build on this response rate in future surveys and the way the survey is communicated will be reviewed. Though the target of 90% for positive responses was not met there is much to be positive about and the comments on how friendly, hard working and helpful staff are is a credit to colleagues across all services. The areas of concern such as response times, contacting services for help and quality of work will all be looked at and worked through with the services concerned.

It should be noted that Sterile Services and Medical Engineering hold separate surveys as required by the quality standards they adhere to.



“
The comments on how friendly, hard working and helpful staff are is a credit to colleagues across all services
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GMS Timeline



Message from Keith Hamer, Managing Director, GMS

As I write this we are already in Year one of our new three year 2022 Business Strategy and Plan, but things are looking very different from when we wrote our original plan. As we wrote and developed our Business Strategy and Plan we had not heard of Coronavirus and our focus was very much on improving the services we provided to the Trust, developing and growing our services and most importantly developing GMS into an organisation that people would want to work for. In March 2020 we found ourselves working with the Trust to rapidly adapt the hospitals infrastructure to accommodate the expected wave of Covid-19 cases, suddenly everything we knew as normal in the hospitals changed as some services closed, others moved to new locations and all the while new guidelines on PPE, social distancing and safe working were brought in bringing with them their own challenges. I cannot stress enough the essential work that has been carried out by our teams over the last few months, but as expected, and without exception, service teams rose to the challenge and did whatever was needed to enable the continuous operation of the hospital and to look after the changing needs of its patients. I thank each and every one of them for their support in these difficult times and acknowledge how difficult this was for front line staff particularly when their roles brought anxiety not only for their own safety, but also for their loved ones at home.

As a result, many of the aspects of our three year plan had been put on hold, but we continue now to develop those plans where we can and we are actively looking toward establishing and

implementing our goals and objectives for 2020-2021 recognising the challenges of this and given financial constraints; and where appropriate building on lessons learned resulting from the Covid-19 pandemic operational period. We, as a priority, continue to look at improving the service standards, which includes cleaning and food quality. Now we have an Operations Director to help improve our focus on efficiency and quality of service and to help us extend our delivery into the wider community and the opportunities this can bring us.

Our staff forum remains a vital part of our work and has helped develop our Mission, Vision and Values and will, I know, continue to champion those same values. We have developed our communications strategy and with it our corporate identity and we will continue to develop this through 2020-21 as we know how important it is for everyone to be informed.

So whilst we are not where we expected to be at the start of 2020 there are many positives to be drawn out of year 3 and we will look to develop these as we go forward towards year 4

GMS Together, exceptional every day.



Keith Hamer
Managing Director





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