

Strategic Asset Management and Integrated Service Provision within the Healthcare Sector

Background:

With the advent of the Darzi Review, there has been considerable activity surrounding the Strategic Asset Management and Master Planning of healthcare services. The NHS (National Health Service) has to meet the changing needs of the population and deliver a World Class service which is clinically driven, patient centred and responsive to local needs (Darzi, 2008). The recent move towards PFI, LIFT, World Class Commissioning and Reconfiguration of Services within the NHS has meant that roles and responsibilities for estates is shifting (Woodin & Wade, 2007). However, the impact of these changes on asset management is not well understood. Strategic Asset Management on a regional scale requires: reliable predictive data; effective tools and processes for developing and modelling future scenarios; and people with the appropriate skills and expertise, although these are not always available. As such, these factors need to be better understood and the stakeholders responsible for them clearly defined.

Aim:

The aim of this three year HaCIRIC project is to improve the Strategic Asset Management and Master Planning of healthcare services and provide an understanding of the scale and relationship between services and estates design. It will also address the need for integrated and contestable health and social care in various social and specialist settings and explore strategies for achieving best value in services and estates design.

Research Methodology:

Drawing on a broad review of supporting literature relating to Strategic Management, Change Management and the Implementation of Innovation, this project is exploring Strategic Asset Management along with the integration of services; through a combination of literature review, longitudinal case studies (including live projects), international case studies, action research and interviews (post project and in-process). Using Delphi Method, this research will validate and trial an estates reconfiguration process and tool.

Progress:

- This project started in January 2008 : Developed Strategic Asset Management and Master Planning Information Flow Diagram for validation with collaborators (Figure 1) and also developed a conceptual framework based on literature review of Strategic Asset Management and Integrated Service provision (Figure 2).
- Involvement in the data collection and analysis of public consultation of Leicestershire and Rutland Primary Care Trust.

- Currently reviewing the process of reconfiguration of services within Leicestershire and Rutland Primary Care Trust using Delphi Method and study of 'SHAPE' tool.
- Currently developing proposals and establishing collaborative networks with The Prince's Foundation, MARU (Medical Architecture Research Unit) and Department of Health Estates & Facilities.
- Paper in BuHu conference 2009.

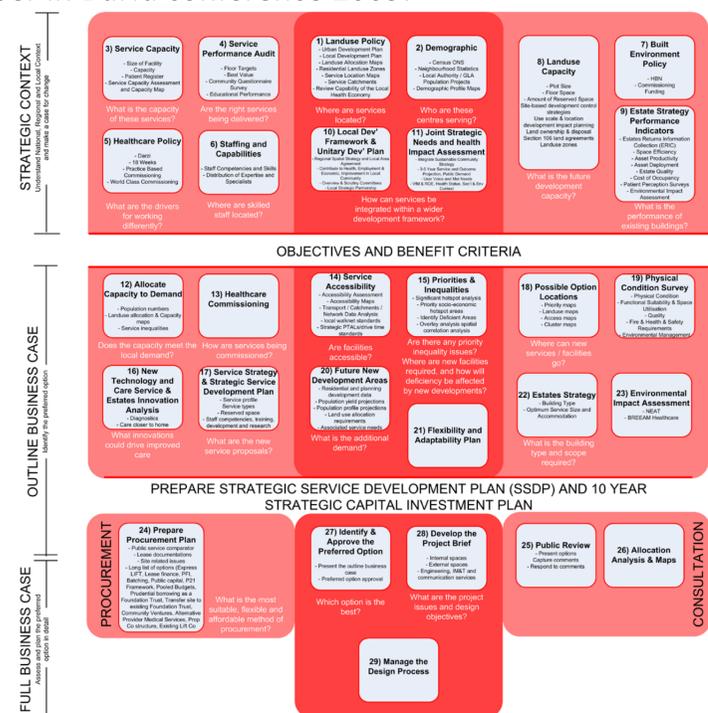


Figure 2: Preliminary Strategic Asset Management Framework

References:

- Darzi, L. (2008) Our NHS Our Future. Available at: http://www.ournhs.nhs.uk/fromtypepad/283411_OurNHS_v3_acc.pdf. In Department of Health (Ed.) London, Our NHS, Our Future Team.
- Woodin, J and Wade, E. (2007) Towards World Class Commissioning Competency, Health Service Management Centre, University of Birmingham.

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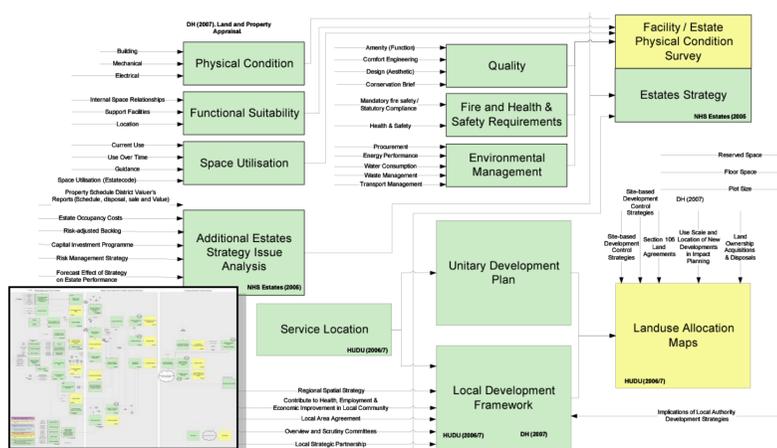


Figure 1: Information Flow Diagram