

ESTATES OPTIMISATION ROADMAP:

# SUPPORTING THE SHIFT FROM HOSPITAL TO COMMUNITY CARE



# PURPOSE

This roadmap provides a structured guide for Integrated Care Boards and their system partners seeking to optimise the out-of-hospital estate in line with the agenda of shifting care from hospitals to community settings.

It is therefore assumed that the reader of this guide is aiming to establish a network of adaptable, high-performing healthcare spaces that enable integrated community-based care delivery, support population health, and advance sustainability goals.

Drawing on best practice and insights from previous projects, the guide aims to support organisations to maximise space efficiency, enhance patient outcomes, and reduce financial pressures, while aligning with national healthcare priorities.

**PHASE 1: ASSESSMENT**

**PHASE 2: ESTATES STRATEGY**

**PHASE 3: IMPLEMENTATION**

**PHASE 4: CONTINUOUS IMPROVEMENT**

# PHASE 1: ASSESSMENT

## 1. STAKEHOLDER ENGAGEMENT

- Define system-wide roles, responsibilities, and governance structures to ensure alignment and accountability.
- Engage all key stakeholders, including ICBs, providers of hospital and community care, primary care providers, local authorities, housing partners, and voluntary organisations.
- Develop a communications strategy to maintain ongoing engagement and transparency throughout the programme lifecycle.

## 2. DATA COLLECTION AND ANALYSIS

- Conduct a comprehensive mapping of existing estate assets, occupancy levels, and spatial layouts.
- Deploy occupancy sensors on a time-limited basis (2-3 months) in selected spaces to capture real-time data on space utilisation, traffic patterns, and areas of underutilisation or peak demand. This will provide insights into actual space usage to inform optimisation efforts.
- Leverage demographic, service, and equity data to identify gaps and opportunities for care delivery within communities, with a focus on underserved populations.

## 3. ASSESS SPATIAL AND STRATEGIC OPPORTUNITIES

- Evaluate spatial layouts to identify opportunities for multi-purpose usage, shared spaces, or redevelopment.
- Highlight key assets for strategic investment or disinvestment based on current and future service needs.
- Conduct a market analysis to assess the local property landscape and healthcare trends.

## 4. OUTCOMES

- Clear understanding of estate performance and alignment with service needs, informed by real-time data from occupancy sensors.
- Identified strategic opportunities for development or rationalisation.
- Identified equity gaps in healthcare access across the estate.

# PHASE 2: ESTATES STRATEGY

## 1. SET STRATEGIC OBJECTIVES

- Establish measurable targets, such as increasing estate utilisation rates, financial saving, and improved patient access.
- Include long-term sustainability goals, energy efficiency, and carbon reduction targets.
- Align estate planning with emerging integrated care models, workforce strategies, and digital transformation initiatives.

## 2. AGREE FUNDAMENTALS

- Zoning strategies for clinical, administrative, and shared areas within facilities.
- Approach to occupation and management of buildings including space sharing and space booking protocols
- A commitment to improved utilisation of existing assets ahead of new capital developments.

## 3. PRIORITISE PROJECTS

- Focus on initiatives that deliver high impact, such as creating multidisciplinary hubs or repurposing underused spaces.
- Balance targeted investments with strategic release or divestment of surplus assets.
- Develop clear criteria for the rationalisation of assets and acquisitions investments based on changing needs.

## 4. ENGAGE PARTNERS

- Collaborate with local authorities, housing associations, and private sector stakeholders to identify co-location or joint-use opportunities.
- Ensure alignment with wider community planning and urban development strategies.
- Explore innovative partnerships with tech companies to integrate smart technologies into healthcare spaces.

## 5. OUTCOMES

- A targeted and spatially informed strategy aligned with organisational and community goals.
- Prioritised projects that integrate spatial efficiency, operational impact, and financial feasibility.
- Strategic framework for asset rationalisation and acquisitions.

# PHASE 3: IMPLEMENTATION

## 1. DETAILED PLANNING

- Maintain a detailed financial model at programme level to capture and report on costs and benefits including capital investment, and long-term operational savings.
- Business cases for investment projects including strategic, economic, commercial, financial and implementation factors.
- Secure funding through grants, public-private partnerships, or other sources.

## 2. LEVERAGE TECHNOLOGY

- Install occupancy sensors and utilise digital booking tools to provide actionable insights into ongoing space utilisation.
- Implement smart building technologies for energy management and operational efficiency.

## 3. ADAPT AND OPTIMISE SPACES

- Implement agile working policies to support flexible use of facilities.
- Execute actions for existing building enhancements, repurposing, or divestment.

## 4. OUTCOMES

- Effective, data-driven estate management supported by spatially optimised facilities.
- Enhanced alignment of physical spaces with care delivery models.
- Financial and operational gains through coordinated development.
- Integration of smart technologies for energy management and space optimisation.

# PHASE 4: CONTINUOUS IMPROVEMENT

## 1. TRACK AND EVALUATE PERFORMANCE

- Use dashboards to monitor real-time utilisation metrics and compare them against benchmarks.
- Conduct regular reviews to refine spatial layouts and strategic priorities.
- Develop post-implementation asset performance monitoring to assess the long-term value and adaptability of facilities.

## 2. INCORPORATE FEEDBACK

- Engage stakeholders, including staff and patients, to gather insights on implemented changes.
- Use lessons learned to refine future projects and ensure sustainability.

## 2. EVOLVE SPATIAL STRATEGIES

- Regularly assess the efficiency and adaptability of facility layouts.
- Revisit master planning assumptions to ensure alignment with emerging trends and needs.

## 4. OUTCOMES

- Continuous improvement in estate utilisation and service delivery.
- Enhanced financial sustainability and community alignment.
- Flexible spaces designed to meet evolving healthcare demands.
- Clear documentation of impact and ROI from estate optimisation efforts.

# CONCLUSION

By following this roadmap, healthcare organisations can transform their estates into dynamic enablers of community-based care. This structured approach integrates master planning principles, optimising both resources and spatial design to strengthen the foundation for innovative, sustainable healthcare delivery that meets the needs of diverse populations.

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## PHASE 2: ESTATES STRATEGY

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