

# PARTNERING FOR SEAMLESS HEALTHCARE



PEOPLE-FIRST FM



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# FOREWORD

In light of the ambitious vision set out in the ‘Fit for the Future: 10 Year Health Plan for England,’ the NHS requires partners who not only understand the mechanics of healthcare, but the humanity behind it.

Every day, we see the pressure that NHS Trusts operate under: increasing demand, limited budgets, staff fatigue, and a built environment that too often works against, rather than with, clinical care.

Yet even in this context, we see dedication, innovation, and a relentless commitment to patients. At ISS Healthcare, we’ve walked alongside the NHS for over 35 years. Every day, we help clean infected wards, feed vulnerable patients, and keep care environments functioning — quietly and reliably. During the pandemic, we mobilised entire hospitals within days and protected frontline workers with tailored infection prevention support.

Today, we continue to evolve — embedding technology to free up clinical time, accelerate response, and improve service experience at scale.

This playbook is a reflection of that journey. But more importantly, it’s built around your challenges — because we believe the best way to prove our value is not by starting with what we do, but by showing how we help you do what you do best: deliver safe, compassionate, effective care.

Whether it’s improving the patient journey, freeing up clinical time, delivering Net Zero targets, or tackling safety and infrastructure risk, our role is clear: We are people who care — for your staff, your patients, and your future. Let’s tackle these challenges, together.

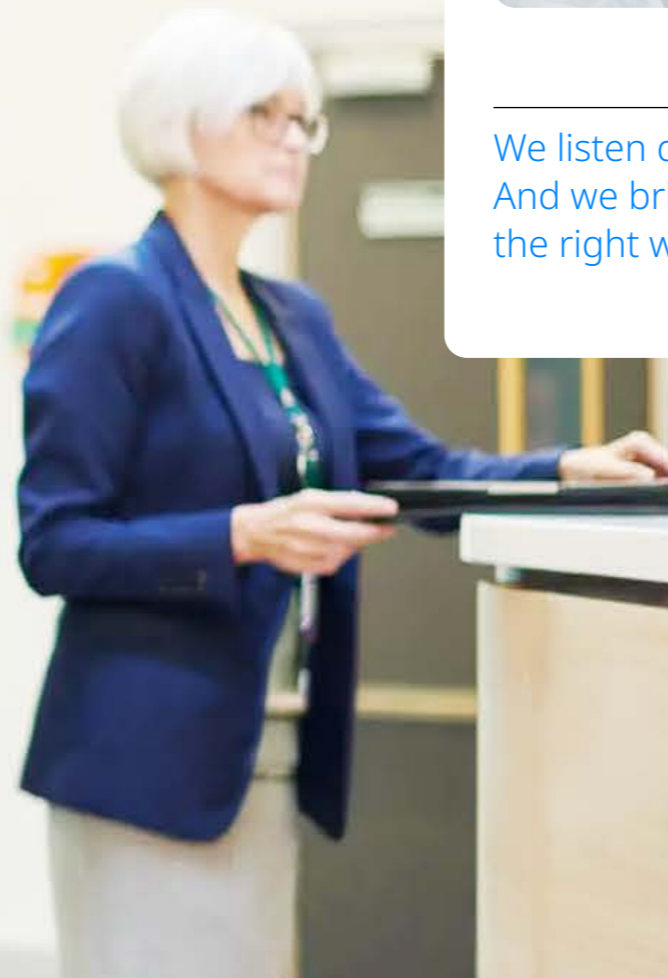
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1.0

# OUR CUSTOMER, OUR COMMITMENT

Our customer is the NHS. More than a client, the NHS is a national institution charged with delivering universal healthcare in an environment defined by complexity, constraint, and continuous change.




We serve NHS Trusts — organisations with responsibility for estates, facilities, and infrastructure across acute, mental health, specialist, and community settings. These are teams navigating tight revenue and capital budgets, ageing infrastructure, and evolving care models.


They must keep their estates safe, compliant, and operational, all whilst also transforming them to meet the demands of the future. Crucially, whilst NHS Trusts operate within national frameworks, each retains autonomy in capital decision making. This means our engagements must reflect both national strategy and local context.


**WHETHER SUPPORTING A PALLIATIVE CARE UNIT, A MENTAL HEALTH HOSPITAL, OR A LARGE TEACHING TRUST, OUR APPROACH REMAINS CONSISTENT:**

 **Empathise**



 **Align**



 **Deliver**



We listen deeply. We act with purpose. And we bring the right capabilities, in the right way, at the right time.

# 1.1 OUR VISION

A proactive partner in the creation of a seamless healthcare system, valued and admired not just by those who receive care, but also by those who dedicate their lives to delivering it.

Our Vision is not a marketing line. It's a reflection of our lived partnership with the NHS, shaped by decades of frontline experience and guided by the ambitions set out in the NHS Long Term Plan, the NHS Constitution, and the NHS Property Services Annual Report.

We describe ourselves as a **proactive partner** because we don't wait for problems to surface — we anticipate them, align with NHS goals, and work shoulder to shoulder with Trust teams to solve them. With over 35 years embedded in the NHS, we've learned that real partnership means shared stakes, shared purpose, and showing up with capability, consistency, and care.

We refer to **"the creation of a seamless healthcare system"** because we recognise the NHS is in transition — reforming structures, integrating care, and responding to new pressures. The phrase **"creation"** signals that this transformation is active, ongoing, and something we are part of. **"Seamless"** reflects our role in helping to eliminate fragmentation across estates, FM, and infrastructure, so that services work more smoothly for both patients and providers.

And we aspire to be **"valued and admired"** not just for what we deliver, but for how we deliver it. Too often, the infrastructure and support services that underpin care are invisible. We aim to change that. When services and projects are delivered with precision, empathy and purpose, they raise standards, reinforce trust, and improve the lived experience of both staff and patients. That's the benchmark we set — for ourselves and with our partners.

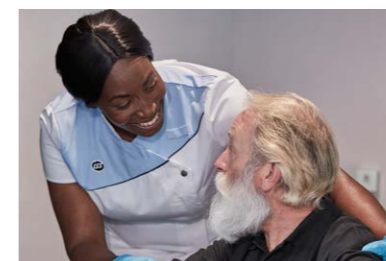
## OUR VISION SPEAKS TO THREE GUIDING PRINCIPLES:

### Empathy for Staff



We recognise the immense physical, emotional, and logistical pressures that both clinical and non-clinical NHS staff face every day. Whether our people wear an ISS badge or an NHS lanyard, we invest in supporting those who support others — through training, wellbeing, and team culture. This directly contributes to making the NHS the "best place to work", as outlined in the Plan.

### Alignment with NHS objectives



The NHS is working toward a more integrated, joined-up care system, with a strong focus on community based care. Our services and projects are designed to reinforce this shift — helping to connect care environments, reduce friction, and streamline estates performance in service of better patient journeys.

### Focus on patient care



Whilst we don't deliver clinical services, everything we do — from serving a meal, to replacing lighting to reconfiguring a ward — is aimed at supporting the quality, dignity, and experience of patient care. We never lose sight of that end purpose, contributing to the Plan's commitment to personalised care plans and patient empowerment.

## 1.2

## OUR MISSION

Empower and support those who drive the NHS; striving to perfect the patient journey, liberate clinical staff, and improve recovery and care for all.

Our Mission is more than an expression of intent. It is a practical commitment grounded in our experience and in alignment with the NHS's own ambitions for a more responsive, efficient, and joined-up healthcare system.

We start with **empowerment and support** because that's what both NHS and ISS teams need — not just tools, but the trust, training, and encouragement to make decisions and solve problems on the ground. Empowerment is not passive. It's active, deliberate, and sustained.

We refer to **"those who drive the NHS"** to acknowledge the full ecosystem of people who make healthcare work — from clinical leaders and estates teams to porters, cleaners, caterers, and procurement staff. These are the individuals who keep hospitals running, even when under pressure — and our role is to uplift and enable them, aligning with the Plan's focus on workforce development and making the NHS the best place to work.

Our **striving to perfect the patient journey** is aspirational, yes, but it's also deeply practical. We map non-clinical touchpoints, from arrival and navigation to meals, cleanliness, and discharge, and we design improvements that reduce stress, eliminate bottlenecks, and enhance the overall experience of care, supporting the Plan's emphasis on personalised care.

We aim to **liberate clinical staff** because time is the NHS's most valuable and finite resource. By taking on non-clinical burdens — portering, cleaning, logistics, scheduling, administration — we free up clinical staff to focus on what only they can do: deliver expert, compassionate care, a key objective of the Plan.

And we commit to **improving recovery and care for all**, because the environments we support, be it in acute, mental health, or end-of-life settings, must promote safety, dignity, and healing. Even when our work is indirect, its impact is real: better surroundings lead to better outcomes.

## 1.3

## WHAT WE BRING TO THE NHS

### Supported People



Communities are made by their people — so we invest in ours. Our people get the training and support they need to nurture their wellbeing, solve challenges, and approach every task with purpose, confidence, and compassion. This helps create a resilient workforce for the NHS.

### Global Expertise & Innovation



We use our experience from sites across the world to embed and tailor global innovations and healthcare best practices in every NHS Trust we work with. This aligns with the Plan's ambition for an AI-enabled and digitally advanced NHS.

### Successful Partnerships



We build strong relationships at every level — because when we work as one team, we're ready for anything. It's not just about completing a project; it's about leaving a legacy of trust, confidence, and continuity, essential for achieving the long-term goals of the Plan.

2.0

## FACING THE NHS'S GREATEST CHALLENGES — TOGETHER

Every NHS Trust we work with shares a common reality: the pressure to deliver outstanding care in the face of mounting complexity. From ageing estates and tight budgets to growing patient demand and the urgent need to decarbonise, the environment for healthcare delivery is more challenging than ever.

At ISS Healthcare, we believe the best way to add value is to start with your challenges. Not just what they are, but why they matter. This section explores the five most pressing issues facing NHS estate and FM leaders today, directly linking to the strategic priorities of the 'Fit for the Future: 10 Year Health Plan for England'.

### FOR EACH CHALLENGE, WE SET OUT:



The national context that NHS Trusts are navigating



How ISS Healthcare respond — through services, people, innovation and partnership



A real-world case study that brings our impact to life

This isn't a sales pitch. It's a conversation starter. Because we know that when we understand the problem together, we can deliver better solutions together.

2.1

## PATIENT AND EMPLOYEE EXPERIENCE



### THE CHALLENGE: PUTTING PEOPLE AT THE HEART OF HEALTHCARE

NHS Trusts are under growing pressure to deliver more personalised care in environments where infrastructure is ageing, staff are stretched, and operational complexity continues to rise. Against this backdrop, the recently published 'Fit for the Future: 10 Year Health Plan for England' sets the direction for fundamental reform across the system — aiming to rebuild services and tackle long-standing health inequalities.

Our services support this shift through infection prevention, clean air strategies, healthy food offers, and a trained workforce that contributes positively to wellbeing every day.

At the heart of this new plan are three critical shifts in the way healthcare is designed and delivered:

#### From Hospital to Community

The future of healthcare is closer to home, with a strong focus on the 'Neighbourhood Health Service' and 'Neighbourhood Health Centres' as "one-stop shops" for patient care. By supporting the decant and reconfiguration of estate, embedding mobile and outreach service hubs, and creating environments that empower community-based care, ISS helps reduce acute burden and extend capacity beyond hospital walls, directly facilitating the Plan's objectives.

#### From Analogue to Digital

The NHS is accelerating toward digital first care, with an ambition to become the "most AI-enabled care system in the world". We embed technology into FM delivery — from real-time monitoring and response systems to digitally tracked cleaning and scheduling — improving efficiency and enabling smarter, faster, more informed service, directly supporting this digital transformation.

#### From Treatment to Prevention

Preventative care demands safer environments, healthier behaviours, and more empowered frontline staff. Our services support this shift through infection prevention, clean air strategies, healthy food offers, and a trained workforce that contributes positively to wellbeing every day. We help the NHS get "upstream of ill-health" by fostering environments that promote health and reduce risk.

For NHS leaders, turning this ambition into reality is not without challenge. Time, space, funding, and staffing constraints remain. But with the right partners — those who understand the demands of clinical delivery and can adapt to local need — these shifts become not just possible, but actionable.

**ISS Healthcare is proud to play its part in that transformation.**



## OUR RESPONSE: SERVICE THAT ENHANCES CARE

At ISS Healthcare, we know that the environment in which care is delivered shapes how care is received. We work closely with NHS Trusts to align our FM services with the patient journey — from arrival to discharge — improving experience at every step and supporting the Plan’s focus on personalised care.

### Service Innovation shaped by real patient journeys

We’ve mapped the full NHS patient journey to pinpoint how estates, facilities, and people influence care outcomes. From wayfinding to ward cleanliness to mealtime dignity, our insights shape how we deliver every service.

### Food service with compassion

Patients’ emotional and physical recovery is often supported by small moments: a hot meal, a kind gesture, a sense of normality, so we tailor our catering with:

- A dedicated catering supervisor with a customer service focus
- Pediatric cutlery and menu options to reduce stress for younger patients
- Snack platters for older patients

### Technology that empowers staff and supports patients

Our award-winning ServicePoint kiosks help NHS staff request services in seconds, not minutes — saving time that can be redirected to patients. With over 8,000 daily interactions and 2,300+ nursing hours freed up, the impact on experience is measurable and immediate. This directly supports the ‘Analogue to Digital’ shift, freeing up clinical time.

#### Let’s reimagine the patient experience, together

You don’t need a new hospital to deliver a better patient experience. With ISS Healthcare, it starts with how space is maintained, food is served, and services are delivered — with empathy, efficiency, and care. Let’s work together to improve every journey patients make through your hospital.

## CASE STUDY

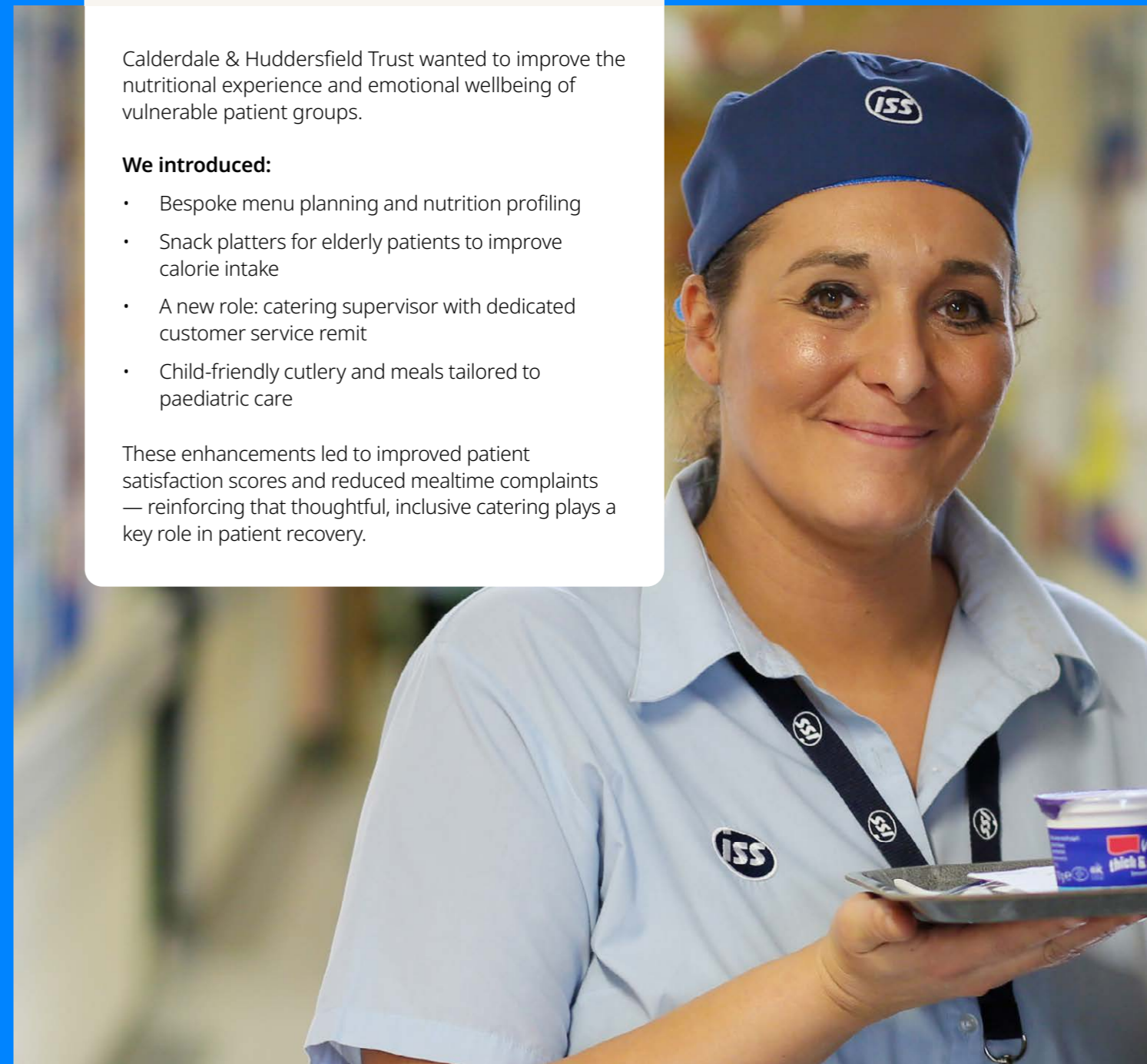
### Calderdale Royal Hospital Transforming the mealtime experience

Calderdale & Huddersfield Trust wanted to improve the nutritional experience and emotional wellbeing of vulnerable patient groups.

#### We introduced:

- Bespoke menu planning and nutrition profiling
- Snack platters for elderly patients to improve calorie intake
- A new role: catering supervisor with dedicated customer service remit
- Child-friendly cutlery and meals tailored to paediatric care

These enhancements led to improved patient satisfaction scores and reduced mealtime complaints — reinforcing that thoughtful, inclusive catering plays a key role in patient recovery.



2.2  
**OPERATIONAL  
EFFICIENCY**



**THE CHALLENGE:  
DELIVERING MORE WITH LESS**

From workforce constraints to rising demand and financial pressure, NHS Trusts are asked to do more with less — all while protecting quality of care.



The 'Fit for the Future: 10 Year Health Plan for England' and King's Fund research highlight the urgent need to drive operational efficiency through:

- Digital transformation and AI to automate tasks and support decision-making
- Streamlined diagnostics and logistics to accelerate clinical processes
- Cybersecure, interoperable systems to protect patient data
- A digitally literate workforce equipped for modern care delivery
- Smarter estates and infrastructure to reduce failure risk and avoid service disruption

The operational backbone of hospitals — facilities, cleaning, portering, catering, and helpdesk — must be agile, scalable, and dependable. If FM fails, clinical services stall. This focus on efficiency and productivity directly aligns with the Plan's commitment to a 'new value-based approach' that optimises resources.



## OUR RESPONSE: EFFICIENCY THAT EMPOWERS

ISS Healthcare doesn't just keep services running — we help them run better. By flexing service models, automating manual tasks, and embedding smart technologies, we free up NHS resources and reduce clinical burden, directly supporting the Plan's aim to liberate staff from time-wasting admin.

### Smarter helpdesk operations with ServicePoint

We designed ServicePoint as a fast, intuitive interface for ward staff. No phone queues, no delay — just efficient service requests logged in under 20 seconds. The result? A more responsive FM service and more time for patient care.

### Support Team Assistants: the right people, where they're needed

At Royal Derby Hospital, we introduced a Support Team Assistant role — multiskilled individuals who handle portering and essential tasks across imaging. The role flexes by radiographic discipline, freeing clinical teams to focus on patients, not logistics. This innovative workforce model directly supports the Plan's vision for a flexible and efficient NHS workforce.

### Adaptable service configurations

Operational excellence starts with understanding the environment.

Our food service alone includes:

- 7 types of service models
- 8 cooking and regeneration methods
- 24 different hybrid configurations across NHS sites
- This precision enables us to meet local needs without compromise.

### Realtime responsiveness

From our 24/7 helpdesk to our mobilisation teams, we react quickly to NHS priorities. During COVID-19, we helped stand up the Clatterbridge Cancer centre, a brand new hospital in the middle of Liverpool, recruiting and training 120 frontline staff and delivering FM support across all functions.

Our compliance-first mindset doesn't just protect safety, it supports **prevention over treatment**, one of the Three Shifts of the 'Fit for the Future: 10 Year Health Plan'. From evidence-based cleaning to fire door audits and water hygiene control, our services reduce infection risk and build resilience in the care environment. Safer estates mean fewer incidents — and better outcomes.

### Let's build smarter, leaner NHS services

Efficient operations are the bedrock of safe, sustainable patient care. With ISS Healthcare, you get more than service delivery — you get a partner that anticipates, adapts, and acts. Let's work together to unlock clinical time and keep your hospital flowing, contributing to the Plan's focus on productivity and financial discipline.

## CASE STUDY

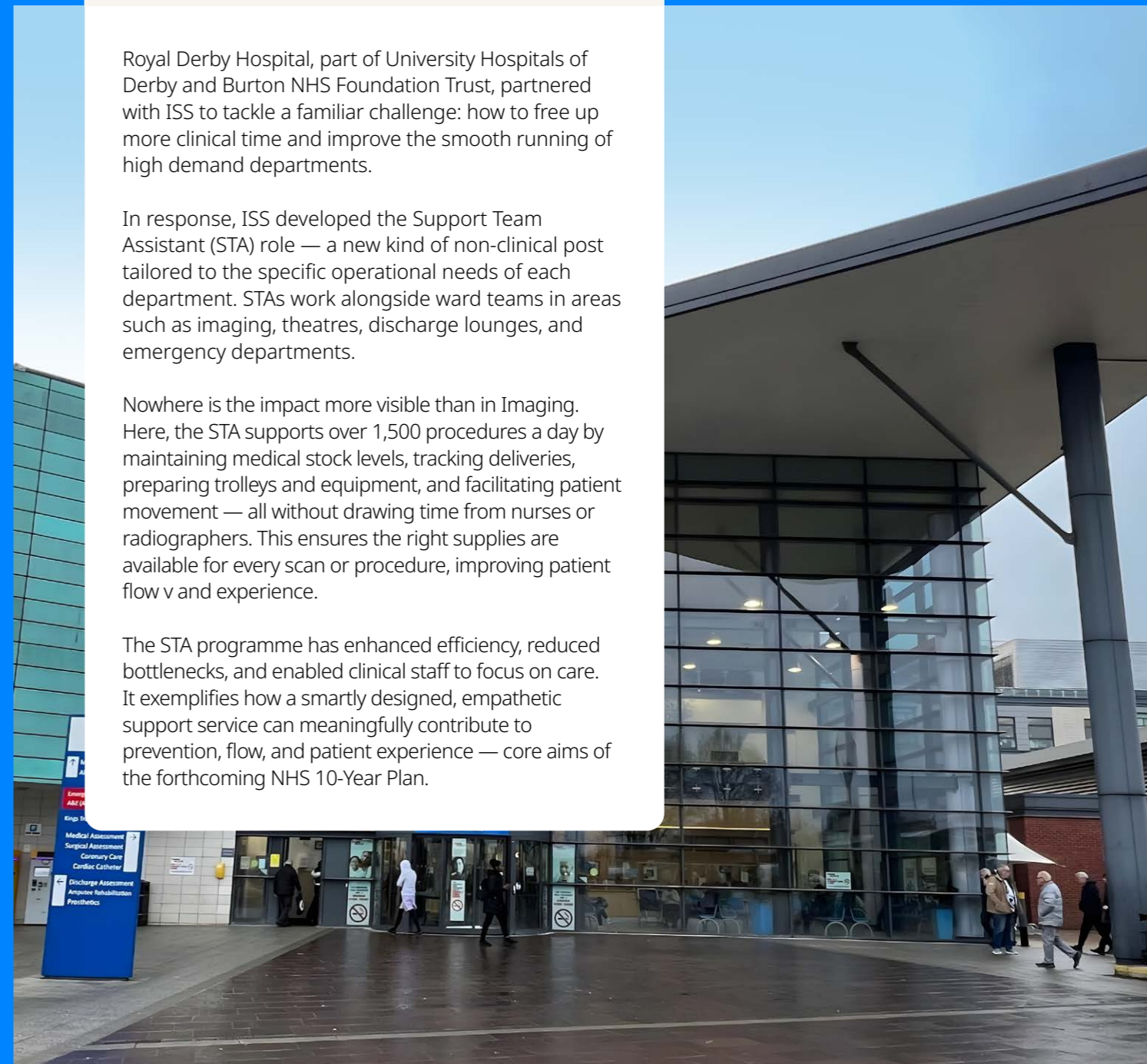
### Royal Derby Hospital Workforce innovation through the support team assistant role

Royal Derby Hospital, part of University Hospitals of Derby and Burton NHS Foundation Trust, partnered with ISS to tackle a familiar challenge: how to free up more clinical time and improve the smooth running of high demand departments.

In response, ISS developed the Support Team Assistant (STA) role — a new kind of non-clinical post tailored to the specific operational needs of each department. STAs work alongside ward teams in areas such as imaging, theatres, discharge lounges, and emergency departments.

Nowhere is the impact more visible than in Imaging. Here, the STA supports over 1,500 procedures a day by maintaining medical stock levels, tracking deliveries, preparing trolleys and equipment, and facilitating patient movement — all without drawing time from nurses or radiographers. This ensures the right supplies are available for every scan or procedure, improving patient flow and experience.

The STA programme has enhanced efficiency, reduced bottlenecks, and enabled clinical staff to focus on care. It exemplifies how a smartly designed, empathetic support service can meaningfully contribute to prevention, flow, and patient experience — core aims of the forthcoming NHS 10-Year Plan.



2.3  
**SUSTAINABILITY  
 AND SOCIAL VALUE**



**THE CHALLENGE:  
 A SUSTAINABLE, SOCIALLY  
 RESPONSIBLE NHS**

The NHS has committed to becoming the world's first net zero national health service. Its targets are ambitious:



- Net Zero for Scope 1 & 2 emissions by 2040
- Net Zero for Scope 3 (including supply chain) by 2045
- 80% emissions reduction by 2028-2032

Meanwhile, the NHS's 15% emissions from estates and facilities make FM a focal point for environmental intervention. At the same time, as the UK's largest employer, the NHS must deliver **Social Value** through inclusive employment, local economic support, and staff wellbeing. These are not 'nice to haves' — they are procurement expectations. This aligns directly with the 'Fit for the Future' plan's emphasis on the NHS as an "engine for economic growth" and a commitment to address health inequalities.



## OUR RESPONSE: REAL-WORLD IMPACT, DELIVERED LOCALLY

ISS's partnership with Anthesis delivers a whole-system sustainability response — one that aligns directly with the NHS's Net Zero strategy, but goes further to support Social Value, Wellbeing, and Equity at a local level.

### Our integrated sustainability approach includes:

- **Low Carbon Workplaces:** Practical strategies for energy optimisation, fleet decarbonisation, and Net Zero FM implementation — from audits to retrofit delivery
- **Zero Waste Workplaces:** Circular economy programmes including waste baselining, reuse initiatives, and behaviour change campaigns to support both clinical and non-clinical environments
- **Socially Responsible Workplaces:** Direct support for the NHS's Social Value commitment — through inclusive employment (e.g., DFN Project Search), local supply chain engagement, staff wellbeing programmes, apprenticeships, and modern slavery action planning

Our programmes are evidence-led, aligned to national targets, and ready to scale across complex NHS portfolios. They create healthier, more sustainable places for care — while fulfilling both clinical and non-clinical Trust ambitions.

### Cutting carbon, aligned to Net Zero

Our operations align with NHS Net Zero ambitions, from sustainable food sourcing and smart cleaning systems to efficient building energy use. Through our partnership with Anthesis, we offer strategic and operational decarbonisation support across every estate type.

### Waste and resource innovation

We actively engage with NHS's Sustainable Healthcare Recycling and Waste Management Framework — and go beyond it. We help trusts deliver clinical waste strategy targets and reduce emissions through:

- Smarter segregation and reuse practices
- Circular procurement approaches
- New digital waste tracking pilots

### A workforce that reflects the communities we serve

Through partnerships like DFN Project Search, we support neurodiverse individuals into NHS work placements, over 100 young people have now transitioned into employment, many within healthcare roles. This demonstrates ISS Healthcare's role as a workforce pipeline, supporting local economies and the Plan's ambition for inclusive employment.

### Living our values: diversity, equity, wellbeing

We embed Diversity & Inclusion in our contracts through local champions, formal D&I leadership, and inclusive recruitment. And we invest in the health and wellbeing of our own people because better supported people create better places to heal.

Our sustainability model also supports the NHS 10-Year Plan shift **from hospital to community**, by enabling more sustainable, decentralised delivery. From local sourcing and staff-led change initiatives to smart logistics and digital waste tracking, we help build greener services fit for the next generation of healthcare.

### Let's partner for people and planet

Sustainability is no longer optional, and with ISS Healthcare, it doesn't have to be difficult. Our FM solutions combine environmental impact with measurable community value, aligned to NHS frameworks and frontline reality. Let's achieve Net Zero and stronger communities, together, contributing to the Plan's broader economic and social value agenda.



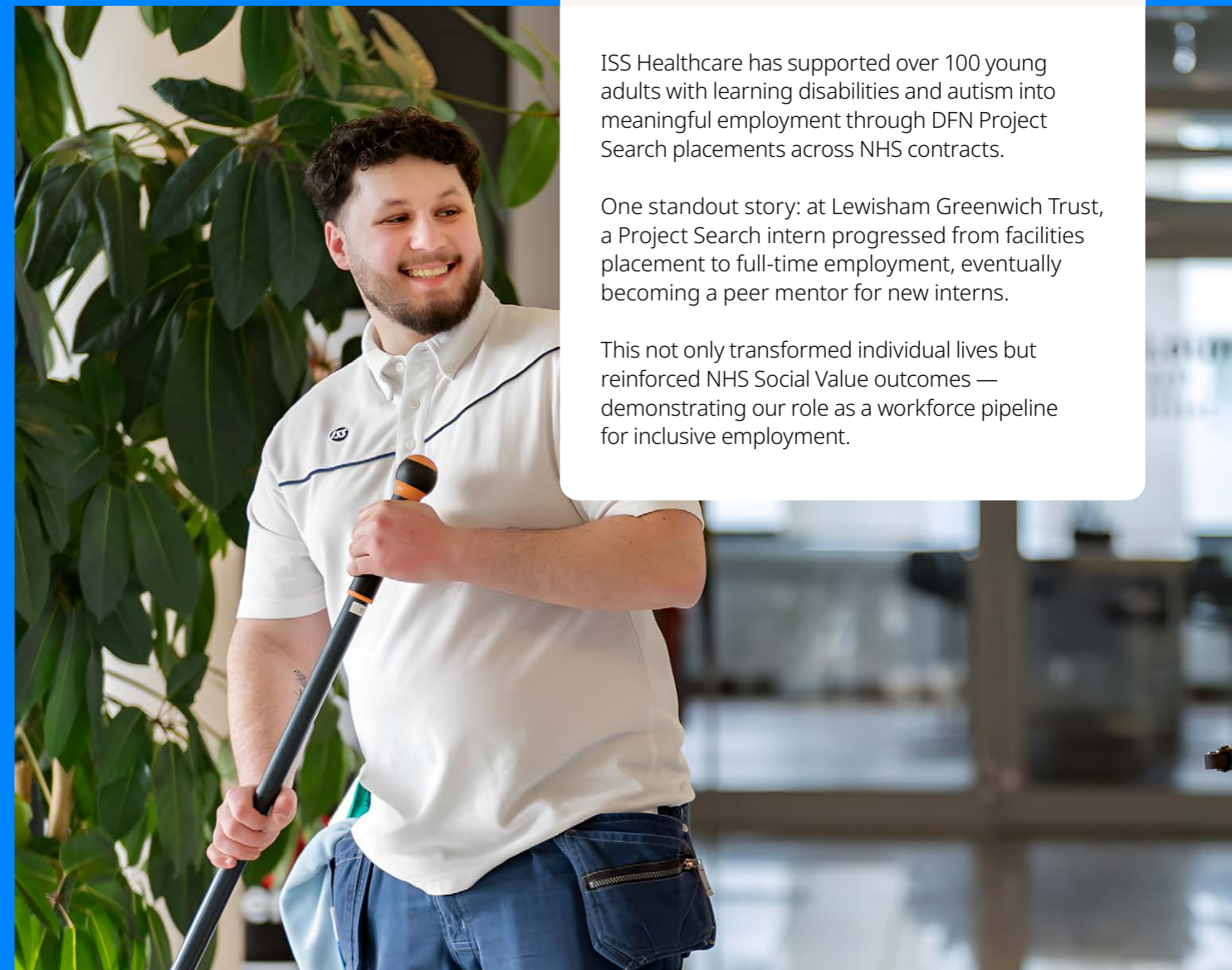
### CASE STUDY

## DFN Project Search Inclusive workforce development across multiple trusts

ISS Healthcare has supported over 100 young adults with learning disabilities and autism into meaningful employment through DFN Project Search placements across NHS contracts.

One standout story: at Lewisham Greenwich Trust, a Project Search intern progressed from facilities placement to full-time employment, eventually becoming a peer mentor for new interns.

This not only transformed individual lives but reinforced NHS Social Value outcomes — demonstrating our role as a workforce pipeline for inclusive employment.



2.4 SAFETY



**THE CHALLENGE:**  
**SAFE PLACES SAVE LIVES**

The NHS has committed to saving 1,000 lives and £100 million annually through its Patient Safety Strategy, but success depends on more than clinical care. The condition of NHS estates and FM systems directly impacts safety. With the NHS looking to shift from hospital to community care, infrastructure must adapt — supporting more flexible, resilient environments and easing pressure on acute settings.

In 2023/24 alone, there were 7,966 incidents directly related to estates and facilities. Challenges include:

- Ageing infrastructure and underinvestment
- Inconsistent maintenance protocols
- Infection risk from poorly designed or cleaned environments
- Gaps in incident learning and proactive risk mitigation

Patient and staff safety is a system-wide responsibility — and facilities services are central to that system. This directly impacts the Plan's aim to get "upstream of ill-health" by preventing incidents and promoting health within care environments.



## OUR RESPONSE: SAFE BY DESIGN, SAFE BY CULTURE

We embed safety into everything we do — through people, processes, training, and innovation. Whether it’s infection control, proactive maintenance, or responsive helpdesk operations, we design safety in, not bolt it on.

### Pure Space Healthcare — A new standard in infection control

Pure Space Healthcare is ISS’s global, standardised, and scalable healthcare cleaning solution — designed to exceed infection prevention standards while supporting sustainability, productivity, and frontline wellbeing.

The programme includes:

- Evidence-based cleaning cards and protocols
- Mandated training and digital learning tools
- Ergonomic tools and trolleys for better outcomes
- A universal chemical range with sustainable options

Pure Space Healthcare has been tested across large NHS and global sites, showing marked improvements in infection control, user confidence, and cleaning performance. By moving from traditional to optimised pre-damp cleaning methods, we reduce chemical and water usage by up to 95% — all while raising the professional status of cleaning teams. This directly supports the ‘Treatment to Prevention’ shift of the Plan by reducing infection risk and building resilience in the care environment.

### Culture of continuous improvement

We train and empower teams to act on safety. From dementia awareness to localised risk reporting, safety is part of daily routine — not just compliance.

### Proactive facilities insight

We use technology and team insight to flag, fix, and prevent FM-related risks before they escalate. This includes routine digital auditing, predictive maintenance alerts, and structured feedback loops from frontline teams.

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## CASE STUDY

### Evidence-based cleaning pilot Enhancing infection control in inpatient wards

In a live NHS ward environment, ISS Healthcare is developing **Evidence Based Cleaning** — targeting contamination based on scientific analysis of surfaces and touchpoints.

The study will result in:

- A measurable reduction in environmental contamination risk
- Enhanced confidence amongst ward staff and infection control teams
- Optimised use of cleaning materials, contributing to sustainability goals

This approach is now being developed into a scalable model, elevating the role of cleaning from compliance to frontline infection prevention, directly supporting the Plan’s focus on preventative health.



2.5  
**MAINTENANCE  
 BACKLOG**



**THE CHALLENGE:  
 £13.8BN IN URGENT REPAIRS**

The NHS faces a £13.8bn maintenance backlog, including over £7.6bn in high or significant risk repairs. This isn't about chipped paint — it's about unsafe conditions, service shutdowns, and patient harm.



In September 2023, NHS England's CFO confirmed hospitals were "shutting units and decanting patients" daily due to estate failure. Poor infrastructure slows recovery, demoralises staff, and undermines care.

Addressing it isn't just a capital challenge, it requires agile, expert delivery partners, crucial for the 'Fit for the Future' plan's aims to shift care and modernise the NHS.



## OUR RESPONSE: WE KNOW YOUR SITE. WE DELIVER PROJECTS THAT WORK

Through ISS Projects, we turn capital budgets into real change — safely, efficiently, and with minimal disruption to care. With thousands of our people already on NHS sites, we deliver insight-led projects that enhance, not interrupt, hospital operations. Every pound saved or redirected through our models supports the wider NHS reform agenda.

From optimising resource use to deploying digital job tracking and smart data tools, our FM solutions directly enable the **shift from analogue to digital**, improving visibility, efficiency, and evidence-based decision-making, which is a core tenet of the new Plan.

### Integrated delivery that understands clinical flow

We don't just deliver works — we plan them with FM and care teams. That means:

- Minimising disruption to patient journeys
- Flexible scheduling to protect ward capacity
- Deep knowledge of NHS estate standards and routes

### Rapid response, structured governance

Our embedded model means we can respond quickly to estate issues while adhering to NHS protocols and clinical governance. From reconfiguring wards to enabling new diagnostics hubs, we bring pace with precision, directly supporting the Plan's need for adaptable infrastructure for community-based care.

### Smart estate investment planning

We help Trusts make sense of their estate priorities and match them to delivery feasibility — through risk-ranking, forward planning, and collaboration.

This proactive approach supports the Plan's strategic financial discipline and infrastructure development.

### Turn Capital into investment

Every day that maintenance is delayed, care suffers. ISS Healthcare helps you move from backlog to better infrastructure — fast. Let's unlock your capital plan and build a better care environment together.

## CASE STUDY

### University Hospital Hairmyres Tackling the maintenance backlog

At University Hospital Hairmyres, ISS supports both facilities management and lifecycle-led capital improvement projects across a 440-bed acute site. The challenge: outdated infrastructure, urgent replacement needs, and high-risk works in live care environments.

Over the past 18 months, ISS has delivered a series of high-impact projects that demonstrate the ability to clear backlog risk without disruption to care:

- **Wards 10 & 11 Refurbishment**  
£1.2m refurbishment delivered in 24 weeks — including new ceilings, LED lighting, nurse call, and full replacement of pipework and sanitaryware.
- **Theatre 6 Refurbishment**  
A full LC theatre upgrade delivered in a live surgical unit — completed safely, on time, and within budget.
- **Water Storage Tank Replacement**  
End-of-life CWST units replaced with a new configuration that allows future isolation and maintenance. The project was delivered without interrupting the site's water supply.
- **Boiler Plant Renewal in the Mental Health Unit**  
To ensure continuous hot water for vulnerable service users, ISS installed a temporary boilerhouse during the replacement of three critical ACV boilers — enabling compliant delivery without downtime.

Each project was designed, programmed, and delivered by ISS in partnership with NHS stakeholders. The results: reduced risk, improved environments, and assurance of safety and compliance — all while maintaining patient dignity and care.

These interventions are a direct response to the NHS 10-Year Plan's call to modernise estates and **shift toward more resilient, efficient infrastructure** — a foundation for future-facing, digitally enabled, and decentralised models of care.



# WHY ISS HEALTHCARE

## We innovate for continuous improvement

Innovation in healthcare should never be abstract. At ISS Healthcare, it's about tangible improvements that empower staff, improve outcomes, and support the patient journey — today and tomorrow. Our programme of continuous improvement directly supports the 'Fit for the Future' plan's emphasis on innovation and technology to improve care delivery.

### OUR PROGRAMME OF CONTINUOUS IMPROVEMENT INCLUDES:

#### TRANSFORMING MENTAL HEALTH SERVICES



We've mapped every key moment in a mental health setting — from arrival to discharge. With better signage, meal service, communal areas, and support, we're helping create safer, more therapeutic environments for recovery and dignity.

#### STATE-OF-THE-ART TRAINING ACADEMIES



Our on-site academies are designed for shared learning between ISS and NHS staff. From fire safety to food hygiene and mental health awareness, the facilities simulate clinical environments and empower our people to deliver quality with confidence. This aligns with the Plan's focus on workforce development and making the NHS the best place to work.

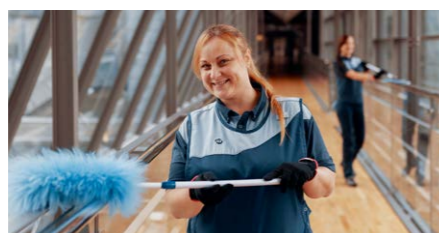
#### RETAIL CATERING SOLUTIONS



Our Back-to-Basics catering programme, informed by over 80 customer surveys, redefined food experiences across NHS retail sites. From new menus to improved crockery and service training, our site teams now deliver options better suited to patient families and staff on the go.

This is not innovation for its own sake. It's a pipeline of practical improvements — co-designed with NHS partners, proven on the ground, and ready to scale.

#### WE UNDERSTAND HEALTHCARE IS PERSONAL



It's not just about cleaning, catering, or fixing lights. It's about creating environments where care can happen — safely, smoothly, and with dignity. We align everything we do to the mission of the NHS and the experience of patients and frontline staff, directly supporting the Plan's commitment to personalised care and patient empowerment.

#### WE BRING GLOBAL INNOVATION, APPLIED LOCALLY



With over 700 hospital sites across the globe and more than 100 key healthcare accounts, we adapt proven ideas to local needs. Whether it's self-service technology or evidence-based cleaning, we deliver solutions that work for your Trust — not just on paper, but on the ground, supporting the Plan's ambition for a digitally advanced NHS.

#### WE BUILD STRONG, ENDURING PARTNERSHIPS



With more than 35 years working in the NHS, we know every Trust is unique. We take the time to understand your pressures and priorities, and we stay by your side to help you meet them — whether it's a complex mobilisation, a staffing challenge, or a capital project. These partnerships are fundamental to the successful implementation of the 'Fit for the Future' plan.

#### WE ARE PEOPLE WHO CARE



Our services succeed because our people do. From dementia training to wellbeing support to inclusive hiring, we invest in every individual to ensure they can contribute meaningfully to healthcare delivery. This ethos is embedded in every ward we support, contributing to the Plan's goal of making the NHS the best place to work and valuing its workforce.

## ABOUT ISS

ISS is a leading workplace experience and facilities management company. With a presence in more than 30 countries worldwide, and with more than 30,000 employees across the UK and Ireland alone, ISS provides innovative workplace solutions that contribute to better business performance aimed at making life easier, more productive, and enjoyable for all — delivered to high standards by people who care.

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