

Value Management at Withington

Withington Community Hospital was under threat due to early designs taking the scheme over budget. South Manchester brought in a ProCure21 PSCP that ensured the project went ahead, and was delivered £500,000 under budget.



After the evaluation phase, there were 53 remaining ideas. These were grouped into different areas to be addressed by task teams of Project Team members. Each task team was given an action plan (with compliance dates and with the client's authority) to develop the selected ideas into solutions with full whole-life cost and time implications. The workshop ended after the circulation of the action plan to the members of the task teams.

The benefits of these changes ensured that the project was completed on time and within budget.

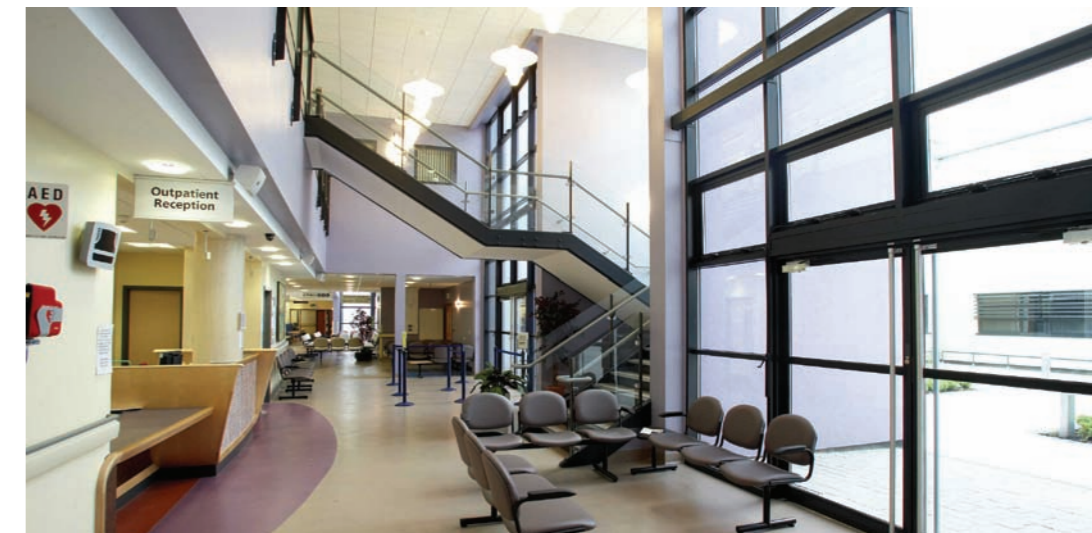
Lessons Learned

Value Management is an effective way to articulate client objectives allowing the development of a robust design brief.

Using VM results in a scheme that meets the expectations of the client, and is delivered on time and within budget.

Mike Green, Chair of the SMPCT Board and member of the Save Withington Hospital campaign, said:

"The 'Save Withington Hospital' campaign succeeded. The new Community Hospital is a direct response to the wishes of South Manchester residents for a first-class health facility in their area, meeting their needs. The hospital will provide quicker access, more capacity, high quality and more satisfaction for patients and staff."



Summary

Withington Community Hospital is an early example of the NHS initiative to provide ambulatory diagnostics and treatment within the community. The hospital offers a 'one stop shop solution' for the local South Manchester community.

This study describes how the use of two Value Management (VM) workshops (VM1 + VM2) enabled South Manchester Primary Care Trust (SMPCT) to proceed with Withington Community Hospital after conventional approaches had failed. The Trust was not familiar with the ProCure21 route and so a series of Value Management workshops were arranged to provide structure at a time in the early project stages whilst key decisions were being made.

Achievements and benefits

- The workshops brought the fully integrated team together for the first time, allowing them to formally start the project, establish protocol and develop the project team into a working unit.
- Identifying and presenting the client's values in front of the workshop team, using a Value Profiling Matrix, clarified why specific values were more important than others to the client.
- The use of function analysis – a key characteristic of Value Management that focuses on what something does rather than what something is – ensured that project functionality was understood. This helped establish the project mission statement.

Contacts

The following website gives general information with regard to the Withington Community Hospital.

www.southmanchesterpct.nhs.uk/treatment-and-care/withington_diagnostic.htm

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- The first Value Management workshop confirmed the accommodation requirements in terms of space and adjacency of spaces. This was a beneficial exercise, particularly for the architect, who could use the adjacency matrix and feedback on space planning from the other project team members. Undertaking this exercise in a team environment distinguished between the absolute needs and the 'nice to have' items and allowed instant feedback on design and construction implications.
- The outcome was a Value for Money solution achieved through exploring many options. An agreement on a technical approach allowed the achievement of a guaranteed maximum price within the £20m budget. The out-turn cost to the trust was £19.5m.

Successful initiatives

Understanding project issues

The first workshop began with an issues analysis – a tool used to identify all the stakeholder issues pertaining to the project. The issues analysis is an opening technique, involving all members of the workshop brainstorming issues relating to the project. The technique is a fast and effective way of exposing relevant information.

Establishing SMPCT values through Value Profiling

A Value Profiling Matrix was used to determine the most important project values to the client.

In the first workshop the four most important aspects to the client were, in order: flexibility, operating cost, service to the local community and patient comfort. These became the value drivers for the project – i.e. they represented the criteria against which client satisfaction with the project would be judged.

Space and arrangement

Accommodation requirements and adjacencies were reviewed using an adjacency matrix. Spaces required to meet the functions identified are grouped and listed. A mark of +5 indicated that spaces should be completely adjacent, whereas -5 indicated that spaces should be completely isolated. The planned drug rehabilitation unit had no adjacency and subsequently was omitted from this project to be built elsewhere.

Second value management workshop

Once designs had been developed a second workshop concentrated on value for money and keeping the costs within the £20m budget. By this point, the project had become more technical than strategic and the workshop team membership had changed to reflect this. The VM2 team included, in addition to some senior NHS management, the integrated design and construction team plus operational NHS staff.

Again, the issues analysis was used as an opening technique to expose relevant information quickly. The issues analysis highlighted time as a problem and therefore a

timeline was produced, enabling the team to understand the project between the workshop date and the completion date.

Function definition and idea generation

Brainstorming ideas to meet technical functions was undertaken in a similar manner to the process used in VM1 in relation to strategic functions. Seventy six ideas were taken to evaluation stage to determine which were worthy of further development. These were evaluated against the value drivers set out in VM1, so that the most promising ideas could be developed for the final designs.

Selected ideas

- Shared reception and waiting areas to reduce the size of the building.
- More efficient construction methods to optimise time.
- Simplified heating and ventilation.
- Early weatherproofing of plant room to enable early commissioning, meeting earliest planning date.

Major issues

- Initial designs developed through a more traditional method were taking the cost beyond the £20m budget, ultimately making the project unaffordable.
- The Trust was unaware of ProCure21 previously and had no experience of partnering arrangements within construction. Training had to be given 'on the job'.

