

# Emergency Services Centre

## Sandwell Hospital



### Case Study

"A new building, which will focus on delivering shorter waiting times and a better environment for emergency medicine. It is clearly going to be a superb unit. It is fantastic how everyone responded to the fire and pulled the services around"

Sir Nigel Crisp Chief Executive of the NHS  
Project Visit 13<sup>th</sup> October 2004



### Background

In July 2002 an arson attack reduced the Accident and Emergency Department at Sandwell Hospital to a burnt-out shell, causing serious disruption to the delivery of emergency care.

Within 2 weeks of the Fire the Trust appointed Interserve Health as its PSCP utilising the ProCure21 process

By the end of week 5 Interserve had carried out extensive surveys and had advised that due to extensive damage to the structural frame, demolition and replacement was the only viable option.

### The Early Days

In October 2002 Interserve delivered a value management workshop to senior Trust staff utilising an independent facilitator involving all key stakeholders

Options Identified as:

- 1 Re-provide existing facility using existing activity from current FBC for MAU

- 2 Provide new solution using clinical activity as defined in current FBC for A&E
- 3 Provide new solution using revised clinical activity assessment, revenue calculations and stakeholder consultation
- 4 Do nothing, demolish and make safe

No 3 identified as Preferred Option to Trust Board

Opportunities of new models of care were introduced during the workshop; inclusion of coronary care unit, and the opportunity to develop a cardiac catheterisation laboratory, alongside an emergency assessment admission



Through the use of subsequent partnering workshops the teams

developed understanding of each others needs, priorities and varying perspectives, enhancing team working, allowing for the development of a truly honest and open working long term relationship

For example workshops to develop risk identification and control were held, including a Strengths, Weaknesses, Opportunity and Threats (SWOT) analysis. The outcome being the development of a risk register that defined risk, how the risk could be mitigated and who is responsible for ownership and management of residual risk.

### Headline Fact & Figures:

- Fire Damage July 2002
- Interserve Health Appointed July 2002 to support SOC, OBC, FBC and Construction phases
- Overall delivery 2 years 6 months
- Facility Incorporates Emergency department including:
  - Majors/Minors
  - Fast Track
  - Paediatrics
  - Resuscitation
  - Bereavement Suite
- Coronary Care Unit
- Cardiac Catheterisation Lab
- 20 Bed Emergency Admissions
- Dedicated imaging and Pathology services
- Value £18m
- Total area is 5,903 M2 on 3 floors and partial basement
- Surrounding Live hospital environment maintained throughout construction process



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#### Parallel Activity

The ProCure21 process allowed enabling work to commence in parallel with the development of the Outline Business Case allowing construction teams to get on with the demolition of the fire gutted shell and to carry out other enabling works in advance of the main building programme.

The innovative parallel working adopted using the ProCure 21 process saved time and cost in comparison with the traditional construction procurement route

#### Working Carefully and Sensitive

The building element to be removed was a part of a continuous concrete hospital structure with adjacent functioning departments including theatres, imaging and wards. The key issues were addressed with the staff of all the departments in workshops and measures planned into the process that addressed the issues raised. One major element resulting from this was the inclusion of a designed noise barrier at the periphery of the demolition zone, this also served as a barrier against any potential contamination hazards



Controlled Demolition in Progress Adjacent Live Departments



Nursing Station in Ward Area

#### Community Involvement



Local School Poster Project

The Fire affected the whole of the community of Sandwell; therefore it was important that they should continue to be involved in resurrection of the service. Pupils from the Hateley Heath Primary School were involved in developing posters featuring a medical theme. The posters were displayed on the construction site hoardings and some were displayed in the completed facility

#### Project Delivery

##### Project Timescales

- Fire July 2002
- Business Case phase 15months
- Including SOC / OBC / FBC
- Incorporated parallel working
- Construction Phase 15 months
- O/A Delivery 2 Years 6 Months

#### Design



Concept to reality



Reception Area



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Resuscitation



Client statements - In the ProCure21 supplement to Building Magazine the Trust Capital Planning Manager reported the following success story:

*"in terms of this scheme, has using ProCure21 helped the Trust understand the PSCP's business? Then the answer is yes.*

*"Has it helped the PSCP understand the Trust's business? Definitely, yes.*

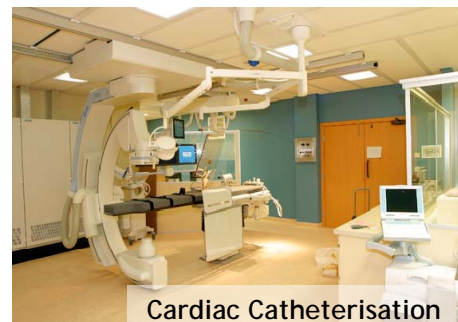
*"Has the scheme achieved cost certainty? That's a resounding yes.*

*"Have we achieved the time constraints? The way things are going, the answer is yes.*

*"Will it meet the end-user's criteria? Again yes.*

*" Finally, is the Trust willing to pursue ProCure21 further? That's also a yes"*

Interserve Health have subsequently delivered many further ProCure21 schemes with the Trust under a Strategic Partnering Agreement



Cardiac Catheterisation

### Benefits Realised

- Achievement of cost certainty from OBC to GMP
- Reduced procurement time by 12 months through parallel working and establishing the preferred solution at the earliest opportunity
- Development of new and innovative models of care for A and E
- Re-provision of new facilities, which are integrated, with future strategic developments of the Trust
- Maintained end user involvement throughout
- Achieved certainty of delivery
- Developed Trust understanding and mutual respect through partnership approach
- Minimise disruption to the primary business activity & patient care through consultation, communication and a focus on understanding the Trust business

### The Team

Client Trust  
Sandwell & West Birmingham Hospitals NHS Trust  
Trust Cost Advisor  
Holbrow Brookes  
Principle Supply Chain Partner  
Interserve Health  
Primary Supply Chain Members  
*Architect*  
Aedas Architects  
*Structural Engineer*  
Arup  
*Healthcare Planner*  
Strategic Health Care Planning  
*Building Services Engineer*  
Capita Symonds  
*Building Services Installation*  
Interserve Engineering Services  
*Cost Consultant*  
Capita Symonds  
*Constructor*  
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