

Urology Wards/ Surgical Assessment Unit Capital Scheme Huddersfield Royal Infirmary

"The Trust is thrilled with the final results of the new wards, as indeed are our patients."

Danielle Smith, Assistant General Manager Surgery & Anaesthetics



Background

In 2000 a 10 bed Surgical Assessment Unit (SAU) was established at the Huddersfield Royal Infirmary, which took all surgical emergencies directly from the A&E Department.

Whilst on the SAU, patients would undergo investigation and a number of tests identifying their complaint, allowing them to be transferred to the most appropriate ward.

It quickly became clear that the SAU was having a dramatic effect, resulting in a decline in the number of emergency patients being admitted. Many patients could be stabilised and treated for a short period on the SAU before being discharged home.

This enabled the Trust to better control emergency admissions and protect elective capacity. It also resulted in the Trust consistently achieving national access targets including those focused on elective and emergency targets.

Following a detailed analysis of patient flows it became clear that 10 beds were insufficient and that 15 beds were needed. However due to existing space restrictions it was decided to build the larger SAU as part of a new Urology Inpatient Unit.

The Solution

Suitable spatial requirements were identified by the Trust on the top floor of a seven storey 1960's block that housed the existing orthopaedic theatres and a ward.

Due to its location within the occupied multi-storey ward blocks the works had to be carried out in two phases. The limited access to the works was different for each phase and therefore required repositioning of the external hoists and access scaffolds.

The Delivery

The Trust recognised the difficulties of reconfiguring the existing premises whilst maintaining full clinical services on the floor below. They needed a construction partner they could trust and work with to jointly overcome the difficulties in delivering the solution.

The Trust chose ProCure21 as the procurement vehicle to help kick start the process and reap the benefits and advantages that this partnering framework brings.

Interserve Health were chosen to deliver the scheme following their success in a recently completed refurbishment project for the Trust on a traditionally procured scheme, working in similar conditions to the proposed scheme.

Interserve Health and Calderdale and Huddersfield NHS Trust Working in Partnership

Facts & Figures:

- Steven Bannister
Project Director
- Interserve Health appointed on 24th July 2004.
- Reconfiguration of 1350m² top floors of 7 storey block.
- 15 bed SAU (which can be utilised as a 7 bed ITU).
- 34 bed Urology Ward - 23 Male, 11 Female with consultant offices, utility rooms and nurse bay.
- Value £2.7m.
- Lessons learned from previous scheme resulted in project risks priced at £0.
- Lessons learned and experience from previous scheme resulted in reduced programme periods of 2 weeks for each phase.
- Live hospital environment maintaining hospital services as normal.



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The Team

The design and construction team had built upon an excellent working relationship with the Trust on the previous scheme, working closely with the Estates Department to deliver two ward refurbishments with minimal disruption to the hospital's clinical function.

" You will be aware that I am not a man normally given to putting pen to paper, preferring and being more akin to the direct verbal/approach. However I feel that in this instance (the first time in 58 years!) I must place on record my appreciation and thanks for the efforts of your P21 team in completing the above works to a high standard, on programme and to budget."

Roy Greatrick, Project Co-ordinator

Despite the logistical issues of delivering this project in a live hospital environment at the top of a seven storey block, the project delivery team was able to draw on lessons learned and experience from the earlier project to bring in each phase in only 18 weeks (2 weeks less than previous schemes) and within budget.

The risk register identified issues previously encountered but because

of this knowledge the issues were factored into the project and the risk items were all priced at £0.

Similarly by continuing with the existing design team and supply chain partners the design and GMP phase was completed in three months, a remarkably short period of time.



The Project

The work involved a 7 week enabling phase to strip out all of the existing theatres and take the services back to the riser shafts.

The Male Urology Ward was completed in 18 weeks. This was followed by a 3 week period to remove asbestos from the other ward and another 18 week period to complete the SAU and Female Urology Ward.

During the latter stages of the second phase the Trust instructed Interserve to modify the SAU so that it could be utilised as a stand-by 7 bed ITU (enabling the main ITU Department to be closed for future refurbishment /maintenance periods).

Throughout the project it was business as usual for the remainder of the hospital with staff regularly kept informed of progress of the works and involved in the decision making process.

Key Benefits

It would be normal practice for the Trust to vacate the ward directly below, as their previous experience has shown that construction works can be too disruptive to their daily operations.

However, the Interserve Team had shown on the Maternity Refurbishment project that with careful planning, excellent communications with the clinical staff and consideration of the Hospital's operations that disruption could be kept to a minimum without upsetting the Hospital's routine.

Consequently the Trust decided that it would not be necessary for them to vacate the ward below the SAU/Urology greatly reducing the disruption to their operations and budgets.

"This work was done extremely efficiently by the Interserve Contractors, to an exceptional standard, thus facilitating a speedy and smooth handover."

I would also like to acknowledge that, whilst the Contractors have been working on the Delivery Suite upgrade, they have maintained a discreet presence, ensuring that the landing/lift bay area between the wards has been kept clean and hazard free, and that noise levels have been kept to a minimum. In view of the fact that the majority of my patients are being taken to and from theatre throughout the day, this has been greatly appreciated."

Sue West, Ward Manager Gynae/Breast Surgery Ward 3



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Benefits to the Trust

- Experience and lessons learned from previous project taken forward using existing design and construction teams.
- Reduced Design and Construction phases.
- Quick agreement of GMP with 'Zero rated risk'.
- Delivering better value for money through the repeat nature of the work.
- No disruption to other clinical services and operations - Business as Usual.
- Further improvements on national access targets
- Good existing relationships with the Trust, Estates and staff, working as one team.
- Time and cost certainty.
- High level of user involvement throughout the process.
- A good working relationship with the team.
- An enjoyable working experience.
- Assistance with decanting/moving.

"I felt it was important to express my thanks to Interserve and highlight the contribution that Andy and Kel, as a team working together made to the success of the project."

The flexibility of Andy, Kel and the whole team (special thanks to Chris Dewrow and Paul Mansell), ensured that all ward staff felt part of the design and build stages, and ensured that the whole project was a team effort."

Danielle Smith, Assistant General Manager Surgery & Anaesthetics



The Team

Client Trust

Calderdale and Huddersfield NHS Trust

Trust Director of Estates
Steven Bannister

Trust Project Manager
Ray Gledhill

Trust Cost Advisors
Turner & Townsend Cost Management

Principal Supply Chain Partner
Interserve Health

Principal Supply Chain Members

Architect:

Atherden Fuller Leng

Structural Engineer:

Capita Symonds

M&E Services Design:

Services Design Partnership

M&E Services Installation:

Shepherd Engineering Services

Cost Consultant:

Capita Symonds

Constructor:

Interserve Project Services

395 George Road
Erdington
Birmingham
B23 7RZ

Tel: 0121 344 4888

Fax: 0121 344 4801

Website: www.interserve.com

Contact: peter.gustard@interserve.com



TrustNews

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General manager Maureen Overton said: "The new modern facility ensures that patient's privacy and dignity has been catered for in the design of the unit. I feel that the Calderdale and Huddersfield Trust has provided an excellent unit for all patients."

Matron Pat Maxfield said: "It's a lovely environment with lots of patient privacy. One lady patient who came in as an acute case and moved onto a ward told me she thought the whole unit is great."

