

Medicing



The Complete Capital Procurement Process

Overview

West Hertfordshire Hospitals NHS Trust responded to the growing regional demands to consolidate their acute services. The Trust operates from 4 main hospital sites which offer fragmented services.

A new direction for the Trust emerged from the publication of “Investing in your Health” which was the result of discussions with key stakeholders across 2 counties over a 12 month period. Amongst the key recommendations that emerged was to build 2 hospitals, 2 Diagnostic & Treatment Centres and 2 surgicentres. The health vision for the future looked very good indeed with clear patient journeys being mapped, with each hospital offering complementary rather than competing services.

However the vision would not be fully realised until 2013. And given the growing pressure on other resources, especially financial, the Trust needed to act swiftly.

The Trust turned to Medicing, their P21 Principle Supply Chain Partner who had been retained to carry out the Master Planning some months earlier. The integrated team immediately began to shape the proposals that went out to public consultation. Annual revenue savings were calculated in tandem with the developing scheme. It became apparent very quickly that the capital investment could generate enough revenue savings to cover itself in little over three years!

Each member of the PSCP worked seamlessly with the Trusts staff including clinicians and other key stakeholders, which was headed by the Trusts Project Director.

Whilst the public consultation process was conducted, the team moved very quickly on with the option analysis for the business case preparation. Having previously completed the master planning, feasibility studies and planning strategies, the transition into the preparation of the Interim Measures was a straightforward transition.

ProCure21 offered an unforeseen benefit to the Trust, even in the very early stages. Under traditional procurement methods, the Trust would have had to advertise the procurement of the project management and design team under OJEU, just to get the suite of business cases written. That process could have taken six months in itself.

Achievements and Benefits

MedicinQ was able to proceed with the minimum of delay, on a project with intrinsic knowledge to the benefit of the whole development. And the costs of the consultancy services were all based on the Bid Return Document rates to give cost certainty and Value for Money.

Benefits

The MedicinQ team had already built up a considerable knowledge of the clients development, clinical aspirations and financial constraints whilst producing the initial master plan. MedicinQ had already formed the supply chain which comprised the following disciplines:

Architectural

Healthcare Planning

Structural Engineers

Highway Engineers

Mechanical & Electrical Engineers

Cost Consultants

Planning Supervisor

Building Regulations & other statutory control

When the Trust wanted to accelerate the tangible aspects of the reconfiguration, MedicinQ was able to offer immediate assistance. Also the P21 arrangement meant that the Trust did not have to procure the Project Manager & Design team through OJEU process as would have been required under traditional procurement rules.

Every team member could concentrate on delivering the objectives of the programme of works in an integrated manner. This was entirely due to the P21 open book partnering arrangement being used. Partnering is primarily an attitude adjustment; where all parties to the contract form a relationship of teamwork, cooperation, which confers an agreeably confident performance. Partnering requires the parties to look beyond the strict bounds of the contract to formulate actions that promote the overriding common goals of the stakeholders.

During the delivery process other priorities emerged that would need to be addressed to satisfy the Interim Measures programme. Seamlessly, these emerging work streams were integrated into the complete package. The Trust remained confident that Value for Money was being achieved through the close facilitation offered by the Department of Health's ProCure21 team.

The technical expertise of the Contractor and specialist suppliers being close to hand meant that costs and construction methods were validated as the scheme developed. From this a robust timetable was constructed and continually updated in line with the strategic development of the project which included a real-time risk register. Major Work packages could be identified, discussed and designed up to 6 months early giving confidence in the outturn costs and overall programme.

Principles and Objectives.

The overriding objective of the Interim Measures programme was to improve patient care, deliver important economies of scale and to produce financial savings of circa £11m annually. Speed in the delivery of the process was therefore key to maximise the savings available.