

DBS Staff Bulletin

New Hospitals for the South West (NI)

Historic Day for New Acute Hospital Financial Close: 20th May 2009



Health Minister Michael McGimpsey witnesses Trust Chairman, Gerard Guckian, signing the contract to appoint the Northern Ireland Health Group consortium to the New South West Hospital. Also pictured are Senior Western Trust Personnel involved in the project with representatives from Northern Ireland Health Group.

Front row: (left to right) Alan Moore, WHSCT; Dougie Sutherland, Northern Ireland Health Group (NIHG); Gerard Guckian, Chairman, WHSCT, Mary Maguire, WHSCT.

Back Row: (left to right) Javier Cordoba and Noel Elliott, FCC Elliott, NIHG; Brian Furlong, NIHG; Health Minister Michael McGimpsey; Elaine Way, WHSCT; Dr Jim Kelly, WHSCT; Joe Lusby, WHSCT; Alcibiades Lopez, NIHG.

The 20th May 2009 was a historic day for the New Acute Hospital project as the formal contract with Northern Ireland Health Group (NIHG) was signed.

This event brings the procurement phase of the project, which is worth almost £270million, to a close. Northern Ireland Health Group is now appointed as the consortium responsible for the design, build, finance, maintenance and lifecycle of the New Acute Hospital for the South West.

Welcoming the signing of the contracts between the Trust and the Northern Ireland Health Group, Health Minister, Michael McGimpsey said: "This is a major step in the process of bringing a new state of the art hospital to the people of the South West. We are now entering the phase where designs will become a reality and we will begin to see the new hospital take shape over the coming months with work beginning on site immediately."

NIHG's construction contractor, FCC Elliott, is onsite at Wolf Lough which is now a hive of activity with the set-up of the site accommodation. The construction of the building will start with the piling for the main block, car parks, energy centre and key worker accommodation. This will happen over a 6 month period with a target completion date of October 2009.

This will be followed by the construction of the concrete frame and floor slabs to support the external walls and roof. The building will then be made water and weather tight in early 2011. This will allow the engineering services and internal fitting and fixtures to be installed. A key priority is to have the building services commissioned in early 2012 and ready to handover to the Trust in the Spring of 2012.

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Next Key Stages for New Acute Hospital



What's next for the New Acute Hospital project? Reaching Financial Close was a momentous event for the New Acute Hospital, but a great deal of work lies ahead. The construction phase began immediately after the contract documentation was signed and the site is now a hive of activity.

The next key steps in the project are as follows;

- Management of the Construction Programme (See back page for highlights)
- Clinical Review of Detailed Drawings (Room layouts)
- Fixed Equipment
- Interfacing between key building features, building systems and material finishes
- Planning for Building Commissioning & Patient Transfers (More information will be provided on the Commissioning Phase and what this means in the Autumn edition of the DBS Staff Bulletin).

Our Clinical Design Programme, in which many of you have participated, continues to gather pace. Speaking on the challenges we are facing, Mary Maguire said, "I am delighted with the level of support we have received from staff throughout the project. The achievements to date are a testament to the commitment from everyone involved from the doctors and nurses on

our Clinical Reference Group and the Clinical Review Design Team, and staff from our other staff forums i.e. Staff Forums and FM Groups including facilities staff and IT. Staff from every area of the hospital have pulled out all the stops when needed to move this project forward in developing the business case, as well as the design and workforce planning. Our colleagues in Health Estates and the DHSSPS have also supported this process whole-heartedly. I would appeal to staff to please continue to help us to drive this project by your attendance at the design review meetings that have been programmed. To achieve the objective of opening our new hospital in the summer of 2012, it is critical that we match the construction programme and maintain this momentum."

As well as the Clinical reviews, the New Hospitals project team will be arranging a series of equipment demonstrations over the coming months to trial and select the range of both medical and non-medical devices require for the New Acute Hospital. Running along side this will be the preparations for the Commissioning Phase of the project. The project team will continue to link with staff on the range of groups that have been established to deliver the Acute Hospital Project. Please see the table across the page for more details.

Equipping the New Facilities

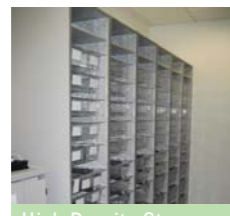
All equipment, and especially medical equipment, is crucial to the delivery of a modern and technology enabled health service. Hospital equipment falls into a wide spectrum ranging from hi-tech MRI and CT scanners to a simple patient transport chair. While some equipment will transfer from the existing Erne Hospital, the majority of equipment at the New Acute Hospital will be new.

Members of staff will also be offered the opportunity to visit other healthcare facilities to see equipment in operation and to have the chance to test it, in addition to live demonstrations from manufactures.

In-fact a series of 'Best Practice Visits' is already underway to the newly built 'South Block' at Altnagelvin Area Hospital, which has been nominated for an international award, to view such items as the pharmacy robot and satellite kitchens.



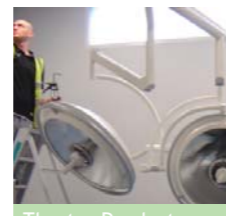
Bed Head Trunking



High Density Storage



Ceiling Hoists



Theatre Pendant

Forum / Group	Detail	Timeframe
Implementation Groups		
Clinical Review Groups: Departmental		To March '10
Key Task	Sign-off Detailed Room Plans (Drawings of each department to 1:50 scale)	
There are 30-40 staff groups engaged in these reviews. These groups are vital to get the relationship right between the layout and function of the room and the location of the key pieces of equipment. Examples of this include the position of monitors, nurse call system, sockets or the ventilation apparatus in the isolation rooms. These groups work with the project team to provide feedback to contractor, NIHG, under the guidance of Health Estates architects who ensure the design and construction is meeting the required health building notes and specifications.		
Equipment Selection		To March '10
Key Task	Decisions on fixed equipment including maintenance and lifecycle	
Staff are currently reviewing equipment options and selecting a number of key pieces of fixed equipment including Patient Hoists, Theatre Pendant, Dental Chairs and Pharmacy Robot.		
Operational/ Commissioning Groups		Autumn 09
Key Task	Development of plans for commissioning and patient and staff transfers	- July '12
During 2009, the project team will link with a range of staff to ensure that each Department is represented when plans for the commissioning phase of the project are developed. The aim is to achieve a timely and smooth transfer to the new facilities. This work will also involve taking the operational policies for the new hospital and translating these into operational procedures. Detailed workforce plans that are aligned to budgets will be further developed, based on the Full Business Case approvals.		
Strategic FM Group	Provide direction for FM design & operation. (See page 6-7)	To Opening
ICT Business Case Group	Provide direction for the development of the ICT Business Case	2009
Medical Equipment Business Case Group	Provide direction for the development of the business case for medical equipment for the New Acute Hospital.	2009
Liaison Groups		
Clinical Reference Group	Ensure Appropriate Clinical Engagement.	To Opening
HR/ Staff Side Group	Liaison on decisions affecting staff.	To Opening
Community Forums	Design Review: Patient Perspective including disabled users.	To Opening
Staff Design Forum	Design Review: Whole Hospital Perspective.	To Opening
Patient Environment & Arts Committee	Integration of interior design and the implementation of the commissioning programme for artworks.	To Opening & Beyond

Northern Ireland Health Group (NIHG) have been asked to develop a series of 'mock up' rooms which will be open for all staff to view and comment on. These will be exact replicas of what is intended for the New Acute Hospital. Staff will be able to experience room layouts, dimensions, interior design and the quality of finishes at first hand.

These 'mock up's' will have services connected including water, electricity and heating and will show the location of windows and doors. This will allow staff to test the function of key pieces of equipment i.e. operate hoists and bed head trunking.

NIHG will construct these mock up rooms at the Wolf Lough Site and a schedule for staff visits will be put in place later this year. The mock-ups will remain in place for the duration of the construction programme to enable staff to familiarise themselves with the facilities and support staff training.

'Mock up' Rooms



Examples of mock up room

Mock-up Areas will include the following:

- Single adult bedroom with ensuite and track hoist
- Single Paediatric bedroom
- Main ward staff base
- Ward clean & dirty utility room
- Consulting / Exam room: outpatients
- Display: Materials, sample finishes, sample equipment.
- A computer-generated walk-through of Theatres

Achieving Financial Close

Reaching the milestone of Financial Close is an occasion in the project history that is worthy of celebration. The success of this depended upon many key aspects of the project coming together. Completing each of these was an achievement in itself and the contract could not have

been signed without securing each of the following;

- Full Planning Permission
- WHSSB Support for the Full Business Case
- DHSSPS Approval of the Full Business Case
- NIHG secure Funders at appropriate rates (Bank Lenders)
- Sign-off on all Contract Documents by all parties (Trust, NIHG, Funders)

Speaking on the matter, Minister McGimpsey said; "Considering the complexities associated with this process and the ongoing economic difficulties, it is extremely satisfying to see the efforts of everyone involved coming to this key stage".

Our New Partners: Northern Ireland Health Group

Northern Ireland Health Group consortium includes the shareholding companies of FCC Construction S.A., Interserve Investments Ltd, Allied Irish Bank Plc and P Elliott & Co.

Construction Contractors, FCC Elliott is a Joint Venture between FCC Construction S.A. who are one of the largest construction companies in Spain and have successfully delivered 46 large Healthcare Projects over the last 10 years, and locally based P Elliott & Co. Supporting the Joint venture, there will be a range of local sub contractors and suppliers. The consortium approach is designed to combine the best of local skills, international experience and industry-leading innovative practices.



Some of the New Hospital project team who were working with the consortium Northern Ireland Health Group to achieve financial close.

Hard facilities Management services (i.e. Estates, Grounds and Gardens, Energy and Utilities) will be provided by Interserve FM. See page 7 for more information.

At a time when many banks have been unwilling to lend due to the recent turmoil in the financial markets, we are glad to report that the New Acute Hospital was able to attract a club of experienced banks to commit to our project. In the run up to Financial Close, we received many enquiries asking for details on the banks that would be funding the project. For reasons of commercial confidentiality, we could not release this information until the contract was signed. We are now delighted to publish the following. The New Acute Hospital shall be funded by a 50% contribution from the European Investment Bank with NordLB, Bank of Ireland (Corporate Banking) and Barclays combining to provide the remaining 50%.

The **European Investment Bank** raises funds which it lends on favourable terms to projects furthering EU policy objectives.

Nord LB is one of Germany's leading banks and has financed 30 PFI projects in recent years. **Bank of Ireland (Corporate Banking)** has an extensive track record of closing 9 deals in the PFI sector in Northern Ireland including East Tyrone and Omagh College.

Barclays Bank has funded 9 other PFI Health transactions in the last year in the UK and was a joint funder to the Omagh and East Tyrone College PFI deal.



Health Minister Michael McGimpsey meets with members of the NIHG consortium.

New Site Sign Unveiled

Shortly after Financial Close, Health Minister Michael McGimpsey visited the site of the New Acute Hospital on Tuesday 26th May where he was welcomed by Western Trust Chief Executive, Elaine Way before paying a short visit to the Erne Hospital.

In an upbeat address the Chief Executive highlighted the significant efforts that were required by many to bring the project to the key construction phase. She thanked the Department of Health and Health Estates led by John Cole for their truly partnership approach and continued support that resulted in the approval of the detailed Full Business Case and robust and exciting building design.

The work of the project team was commended with specific reference to the remarkable drive and dedication of Mary Maguire and to colleagues in the Finance Directorate, as well as the Doctors, Nurses and Support staff who has demonstrated such a high level of commitment to the project. The Chief Executive also extended the gratitude of the Trust to the members of the Community Forums that included Fermanagh District Council that had helped shape the design of the new facilities.

Welcoming NIHG as new partners, Mrs Way concluded with a call for continued support to make sure that the project is delivered on time and as promised to fulfil the Trust's commitment to providing modern acute services for the people of the South West.



Key members of the Trust Project Team: Joe Lusby, Dr Jim Kelly, Mary Maguire, Paul Quigley, and Alan Moore with Chief Executive Elaine Way.



Above: Pictured are Project Director Alan Moore and John Cole Health Estates Investment Group who are explaining their vision for capital developments in the Southern Sector with the Health Minister.



Left: The Minister is pictured with representatives of Fermanagh District Council that have provided such as positive influence on plans for the New Acute Hospital. Cllr Bertie Kerr, Noel Elliott (NIHG), Cllr Tom O'Reilly and Rodney Conor (Chief Executive)



Left to Right: Dr. Keegan, Dr. Gerry Mackin, Prof Mahan Varma, Health Minister Michael McGimpsey, Dr. Jim Kelly, Dr. Frank Kelly, Dr. Angela McKinney, Sr. Anne Elliott, Dr. Ray Nethercott

Members of the Clinical Reference Group for the New Acute Hospital, who, under the leadership of Dr Jim Kelly, outlined for the Minister the plans to develop Acute Services in the Southern Sector. During the visit, the Minister visited the area for the new Medical and Surgical Assessment Unit (MSAU) and the Renal Dialysis Station at the Erne hospital, both part of the additional services being put in place in advance of the new hospital opening in 2012.



Feature: Designing for Facilities Management

Facilities management staff have played a major role in the planning for the New Acute Hospital for the South West.

Staff from facilities management, both Management and Operational has been involved in developing the design in our workshops and bringing the benefit of direct experience. FM staff have also influenced plans by taking part in the Staff Design Forum that helped with the evaluation of tenders, and by providing comments at our Open Days. This input has been extremely valuable as we have learned what is currently working well and what should be improved or avoided in the New Acute Hospital. Key learning and experience from other projects including the New South Block at Altnagelvin Hospital is also factored into plans. We look forward to continuing this important work with our colleagues in facilities management as we move forward to select the equipment, fixtures, fittings and finished for the new hospital over the coming months.

Strategic Facilities Management Group

A key group that provides support to the New Acute Hospital project is the Strategic FM Group. This group provides a platform for all discussions on the provision of Facilities Management services in the New Acute Hospital for the South West and the Omagh Hospital Complex. The aim of the Group is to provide a high quality FM service and apply good practice in design and management to keep running costs within budget and focus resources where most needed.

Under the guidance of Assistant Director of Facilities Management, Will Doran and the Projects FM Manager, Margaret Hemphill, this group review FM plans, identify areas that need further investigation and bring new requirements and the latest thinking to the attention of the Project Team. This group will continue to play an important role through construction and the lead into full operation of the hospital.

The Strategic FM Group has visited other Hospitals throughout Northern Ireland and in the UK to study best practice and innovation in relation to new technology and to staff deployment. The experience gained and lessons learned by staff in these other facilities have been fed back into the New Acute Hospital project and will be used to shape the way forward in delivering the best support services possible. Some of the planned changes from current delivery include delivering catering from ward based satellite kitchens which will allow for some cooking at ward level, this will enhance patient choice with flexibility of menu available.

Maureen Kelly now Head of Patient & Client Support Services for the Western Trust has been involved with the project from its launch in 2004 and continues to play a crucial role. With 25 years experience working in support services in the west, Maureen has brought key knowledge relating to the services that fall under the umbrella of 'Soft Services', that is; Catering, Domestic Services, Laundry/Linen, Portering, Security, Car Parking and Staff Residential Accommodation. Speaking on her experiences to date Maureen said,

"Our staff have welcomed the opportunity to be involved in designing for the future delivery of FM services. This is a really exciting project and it is now, during the development stage that is to time to have your voice heard, as once the bricks and mortar are in place, it can be too late. We want to make sure that here in the Western Trust we deliver the highest possible quality of Support Services. When a seamless service is in place, patients and visitors often

don't notice it, but get it wrong and it is often only too evident for all to see.

In the Strategic FM group it is our job to ensure that the high standards we have set in the Western Trust continue. We are determined to take advantage of the experience of our staff and new advances in technology to make the job easier for staff and to get it right for our patients".



Pictured are members of the Strategic FM Group: (L-R):

Margaret Hemphill, Bernie Grimes, Will Doran, Maureen Kelly, Shauna Ward. Missing from picture; Nuala Leonard, Wesley Henderson, Mary Maguire, A McConnell.

Estates & Maintenance Services

Interserve is the Facilities Management provider within the Northern Ireland Health Group consortium responsible for providing Hard FM services of estates, grounds and gardens and energy and utilities services at the New Acute Hospital.

Following construction of the new hospital in 2012, members of the estates staff at the Erne will transfer to Interserve Plc to upkeep and maintain the new building for the duration of the contract.

As part of the development of the project, staff have been working with the New Hospitals Project Team to develop the specifications for the Hard FM services for the New Hospital. Estates staff based at the Erne Hospital along with their trade union representatives had an opportunity to meet directly with Interserve shortly after the announcement of preferred bidder.

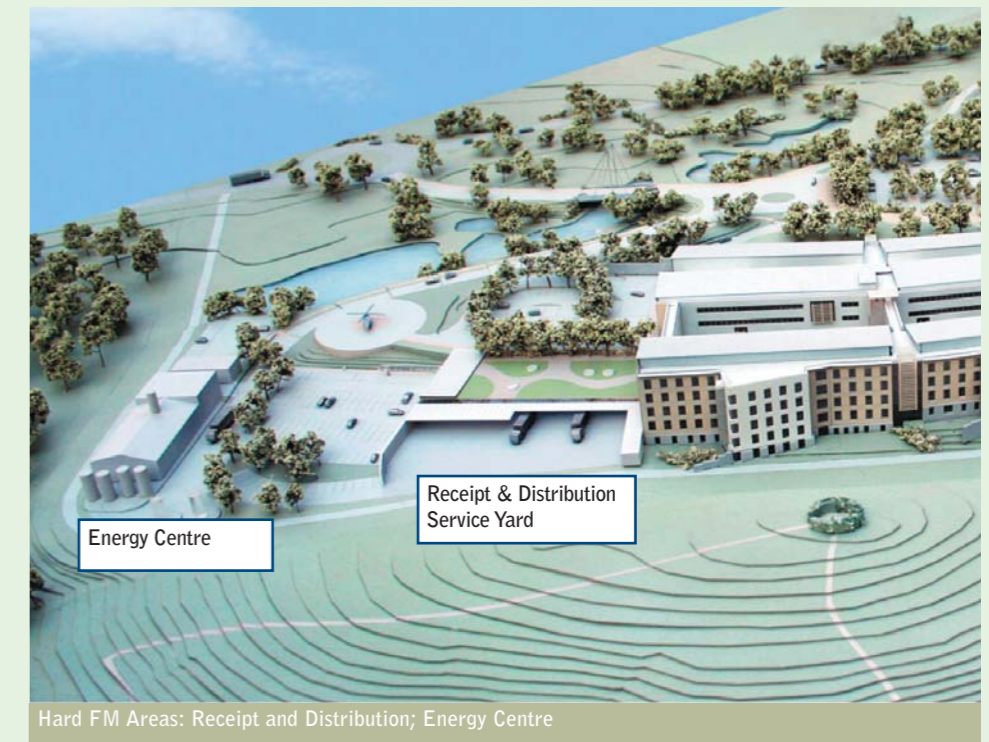
Interserve FM employ 26,400 staff and provide Facilities Management services in seven other healthcare PFI projects throughout the UK. Within Northern Ireland, Interserve provide Facilities Management services in the education sector where projects include East Tyrone College and Omagh College.

As part of the planned transfer to the new facilities, Interserve, supported by the Project Team, will continue regular communication with estates staff, which will include one-to-one consultations and will become more frequent closer to the opening date.

Designing for the Future

The design of the FM areas of the site has been developed with a similar level of care and attention as the clinical areas. The Project Team have worked with staff and external advisers to ensure that these areas can be operated as efficiently as possible to help staff to deliver the vital support services.

Some of the benefits that the new design will bring to staff include a new modern efficient energy centre, covered service yard, dedicated FM routes throughout the hospital, service tunnel adjoined to lifts to reduce staff travel distances, spacious ceiling servicing areas, dedicated staff parking areas and entrances to the main building, tailor designed areas for waste segregation and disposal and a landscape designed for ease of maintenance. Some of the FM areas are highlighted on the diagram below.



Hard FM Areas: Receipt and Distribution; Energy Centre

Construction Programme

The construction programme for the New Acute Hospital for the South West has begun. The site, situated on the main A32, Irvinestown Road, will be the hive of much activity over the coming months. The timetable below highlights the key milestones throughout the construction period:

Activity	Detail	Target Date
On Site Start-Up	<ul style="list-style-type: none"> - Site Access - Storage - Worker Amenities 	Complete
Sub-structure	- Piling; Main Block, Energy Centre, Bridge, Carparks.	Spring 2009 – Winter 2009
Main Building Super Structure	This relates to the concrete frame and steel work and the completion of Super Structure.	Winter 2009 – Autumn 2010
Weather Tight	Building sealed from the elements; windows, doors roof fitted	Winter 2011
Internal Finishes	<ul style="list-style-type: none"> - Fixtures & Fittings - Lift Installations - Quality Inspections 	Spring 2010 – Spring 2012
Beneficial Access	5 month period prior to hand over where Trust can receive deliveries, install and commission equipment with the aim of preparing hospital for formal operation.	Winter 2011 – Spring 2012
External Finishes	<ul style="list-style-type: none"> - External Lighting - Landscaping and Walkways - Signage and Wayfinding 	Spring 2011 – Spring 2012
Practical Completion	Construction Complete; ready for formal handover	Spring 2012
Formal Handover	Commissioning of Hospital Services	Spring 2012
Fully Operational	Hospital opens it's doors to Patients, Staff and Visitors	Summer 2012

Contact Us

If you have any questions, comments or suggestions, we would be glad to hear from you.

Please contact Anita at the New Hospitals Information Desk, on 028 8283 5890/1.

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