

<b>Meeting:</b>	<b>NHS Grampian Board Meeting</b>
<b>Meeting date:</b>	<b>14 March 2024</b>
<b>Item Number:</b>	<b>7</b>
<b>Title:</b>	<b>Baird Family Hospital and ANCHOR Centre Project Update</b>
<b>Responsible Executive/Non-Executive:</b>	<b>Dr June Brown – Executive Nurse Director and Senior Responsible Officer (SRO)</b>
<b>Report Author:</b>	<b>Garry Kidd, Project Director</b>

## 1 Purpose

**This is presented to the Board for:**

Noting of progress with The Baird Family Hospital and ANCHOR Centre project.

**This aligns to the following NHS Scotland quality ambitions:**

- Safe
- Effective
- Person Centred

## 2 Report summary

### 2.1 Situation

Previous updates to the Board highlighted two significant areas of risk affecting delivery of the project:

- The design review process focusing on Healthcare Associated Infection (HAI) is now largely complete. The Project Board have agreed in principle, pending further assurance through additional feasibility work requested in relation to certain aspects of the proposals, a series of actions including physical design changes and operational measures, aimed at ensuring the services within the new facilities operate in a safe and effective environment.

- Several commercial matters, relating to a difference in valuation of costs incurred by the contractor remain to be settled. These issues are driven mainly by market pressure and the assessment of costs associated with known design changes such as the environmental matrix.

### **3 Background**

#### **3.1 Design Review**

The NHS Grampian Board previously agreed that in light of recent learning from the perspective of Healthcare Associated Infection (HAI), a review of elements of the design of both buildings should be progressed to provide assurance that both buildings are capable of providing contemporary healthcare services to high standards of quality and safety.

The review focused on the following key areas:

- ANCHOR Centre Open Plan Treatment Chair space
- Water Systems including sinks, taps and other outlets in both buildings
- Fan Coils in both buildings
- Baird Operating Theatres
- Baird Neonatal Unit

The Project Board, at their meeting on 5<sup>th</sup> March 2024, agreed, in principle, a series of actions including physical design changes and operational measures to ensure that services will operate in a safe and effective environment whilst minimising further delay in completion of the new buildings. This followed extensive dialogue and consultation with key stakeholders, the Scottish Government Health Finance and Infrastructure Directorate and with NHS Scotland Assure.

The agreed action plan includes some physical change to the internal configuration of the existing buildings for which the initial design work has been instructed and further feasibility work to ensure that some of the other proposed changes affecting Mechanical Electrical and Plumbing services (MEP) are deliverable within the capacity of the existing systems.

The Project Board agreed their recommendations after considering:

- Proposed changes to design arising from an HAI focused review of the design of both buildings including the concerns raised and associated changes to design proposed by the Board's Infection Prevention and Control Team,
- The estimated impact on programme and associated risks to patients and services arising from any further delay in occupancy, and

- Proposals on the way forward, including appropriate risk management and mitigation measures, to allow the facility to operate at high standards of quality and safety and become operational at the earliest opportunity.

## 3.2 Assurance

The Project Board took the following additional information in to consideration when deciding on the recommended approach:

- Both buildings as designed, offer a significant improvement over the poor standard of accommodation where patients are currently receiving their treatment.
  - ❖ The contractor is obliged, under the terms of the contract, to ensure that the existing design of the facilities available in the Baird Family Hospital and ANCHOR Centre are developed to comply with the extant guidance in place at the date of the contract (October 2020), unless a derogation agreed by NHS Grampian is in place.
  - ❖ The design development process for both buildings has involved extensive consultation with service users and clinicians and with reference to other similar units across the UK.
- The subsequent concerns raised and associated changes to design proposed by the Board's Infection Prevention and Control Team (IPCT) and other changes proposed for operational reasons.
- Pre-assessment and pre-admission screening and other operational protocols exist to keep patients safe from infection and will transfer across to be used in the new facilities. Relevant services also participate in all national surveillance and screening programmes, the results of which are regularly published.
- The commitment to ensure effective commissioning arrangements are in place, building on lessons learned from other national projects including –
  - ❖ Commissioning activities planned for as close to occupation as possible.
  - ❖ All method statements/inspection and testing plans agreed with key stakeholders in advance including witnessing of critical activities.
  - ❖ Effective cleaning of all pipework, sinks and drains, including removal of all construction debris and pressure testing of system prior to filling with water.
  - ❖ All circulating water loops meet required test criteria including required temperature in both operational and steady state conditions.
  - ❖ Water flushing and testing throughout the commissioning period, in line with Scottish Health Technical Memorandum (SHTM) guidance and other guidance/lessons learned from other national projects as agreed in the Construction Phase Water management plan.

- The commitment to ensure a properly resourced effective ongoing planned preventative maintenance and operating regime, including the following:
  - ❖ Plans to expand the network of sensors and maximise the use of the Building Management System (BMS) to provide additional monitoring of key system safety performance indicators such as temperature and pressure (as an indication of flow in the water system).
  - ❖ Regular flushing and cleaning of water outlets by domestic services.
  - ❖ Adequately resourced and staffed planned preventative maintenance programme covering all aspects of the water and ventilation systems in line with relevant guidance and best practice.
  - ❖ Regular staffed monitoring of the BMS against agreed priority criteria and that reactive maintenance arrangements exist to ensure timely intervention.
- The consequential impact of a further significant delay in programme on patient experience is considerable, including failure to improve service access times and delayed access to new treatments and clinical trials.
- The Scottish Government Health Finance and Infrastructure Directorate and NHS Scotland Assure have indicated support for the recommended approach in principle pending the outcome of further work to confirm the feasibility of aspects of the proposals.

### 3.3 Next Steps

For certain aspects of the recommendations involving physical alterations to rooms, in relation to the Building Management system and aspects of the water system, work can be progressed immediately. Other aspects however require additional feasibility work to be instructed prior to finalising the required changes and to inform the required further dialogue/agreement with NHS Assure.

The Project Board have approved the following work programme:

#### **ANCHOR Open Plan Treatment Area**

- Construction of a partition wall and creation of positively pressurised ventilated (PPV) corridor to ensure ventilated separation between the negative pressure Pentamidine suite and open plan treatment space,
- Construction of a corridor to enclose the entrance to the patient accessible terrace and adjacent service risers allowing maintenance access from a nearby stairwell.

- Airflow modelling exercise, to assess the capacity of the existing air handling plant and pressure cascade and after consideration of the impact of the above changes.

### **Water System, both buildings**

- Remove the break tanks and dead legs supplying the outlet for cleaning the solar panels on the roof.
- Install inline disinfection points throughout the system to allow chemical dosing.
- Expand the network of sensors and maximise the use of the Building Management System to provide monitoring of key system safety performance indicators such as temperature and flow.
- Feasibility exercise to assess the number of sinks that can be removed from Baird without any significant impact on the rest of the water system e.g. size of pipework and storage tanks and to develop a solution to minimise the length of pipe containing blended water for the shower outlets.

### **Fan Coils**

- Thermal modelling study to identify any thermal comfort issues within rooms where fan coils will be removed.

### **Operating Theatres**

- Install a separating partition in each of the three existing Multi-Disciplinary team (MDT) rooms, creating a dedicated MDT room for each theatre.
- Merge two existing storerooms at the east-end of department in to a second disposal hold (storage to be accommodated elsewhere).
- Install over-ride mechanism on interlocking doors.
- Feasibility exercise to confirm that the impact of the above changes to the operating theatre suite can deliver the required performance tolerances in line with SHTM 03–01 (2022) within the capacity of the existing air handling plant.
- Airflow modelling exercise, to assess the capacity of the existing air handling plant and pressure cascade in the recovery area.

## **3.4 Assessment**

Previous updates to the Board have covered the complex and varied nature of the design issues and we have attempted to address these through risk-based dialogue. The advice from the Board's IPCT team on specific HAI considerations with the built design has been considered alongside the wider risks associated with a further delay

to completion and the options to manage these risks through mitigating operational and maintenance interventions. Unfortunately it has not been possible to achieve consensus on all issues and the Project Board, considering the balance of risk and also with the involvement and advice of clinical and maintenance teams and NHSS Assure, have agreed a series of recommendations that will allow the project to progress, providing assurance on the safe delivery of care while minimising any further delay in programme.

We are now engaging closely with the contractor who has been instructed to progress the actions outlined in 3.3 above in order to quantify the potential impact on programme and cost.

As mentioned in the introduction, several commercial matters, relating to a difference in valuation of costs incurred by the contractor remain to be settled and this will also potentially impact on project costs.

It is intended to provide an update on revised project timescales and costs for the next meeting of the Board on 11<sup>th</sup> April 2024.

#### **4.0 Key Stage Assurance Reviews (KSAR)**

Fortnightly “principals” discussions involving the NHSS Assure team and Senior members of the project team is the key forum to ensure ongoing engagement and dialogue regarding feedback and planning for the various KSAR reviews and requests for advice and guidance on complex technical and design matters, including the recent HAI focused review of design.

Work to close out remaining actions from the ANCHOR construction KSAR is progressing in parallel with the Baird Construction KSAR to meet timescales agreed at a progress review meeting with NHSS Assure on 4<sup>th</sup> December 2023.

Data collection and information exchange in preparation for the Baird Construction KSAR is complete. A kick off meeting involving all key stakeholders took place on Tuesday 20<sup>th</sup> February. Subsequent focused site visits and workshops are planned over the next three months with the report expected to be available in June 2024. Weekly progress meetings are also in place to ensure engagement and feedback throughout the process.

#### **5.0 Risk Assessment and management**

Risk management procedures are an integral feature of the project with a comprehensive risk register maintained monthly by all parties, weekly risk reduction meetings and regular reporting of key risks to the Project Board.

#### **6.0 Equality and Diversity, including health inequalities**

The project undertook a Health Inequalities Impact Checklist as part of the Outline Business Case.

This work demonstrated that these new facilities would provide opportunities to engage more with vulnerable or disadvantaged groups than is the case in existing facilities e.g. single room accommodation; increased space for families to be together; Transitional Care in the Baird which will help support vulnerable families, teenager and young adult provision in The ANCHOR Centre etc.

## **7.0 Other impacts**

No other relevant impacts to note at this stage

## **8.0 Communication, involvement, engagement and consultation**

The project has a very active communication work stream, engaging frequently with all key stakeholders through a mixed model of face-to-face, written and visual engagement.

Face to face engagement and time spent in clinical departments updating colleagues, patients and visitors and engaging them in the preparation for functional commissioning and bring into operation continues to be a key feature of engagement.

Continued communication with and participation from charity and third sector partners continues to be an important focus for the team. Patient input from the start of the project has influenced and strengthened the design of the facilities; more detailed work is progressing to engage with patients and service users about features such as art, interior design, furniture selection etc.

Keeping our North of Scotland regional partners updated is also important with visits recently to both Orkney and Shetland.

## **9.0 Route to the Meeting**

Project performance is reported regularly at the monthly Project Board and Asset Management Group meetings. A report from the Project Director and Senior Responsible Officer is provided as appropriate to the Performance Assurance, Finance and Infrastructure Committee (PAFIC).

## **10.0 Recommendation**

The Board is asked to:

- Note progress with The Baird Family Hospital and ANCHOR Centre project.