

Milton Keynes Treatment Centre – Case Study

When Milton Keynes General Hospital was given funding for a new Treatment Centre, the Trust opted for the ProCure 21 Initiative to deliver the scheme within an overall budget of £12m by the end of 2004.

On 12th December 2002, the Trust appointed Integrated Health Projects as their Principal Supply Chain Partner with the brief to design and deliver a high quality landmark building within the time and budget constraints.

The Treatment Centre comprises the following accommodation:

- 4 Theatres (2 Ultra Clean)
- Day Surgery Unit and Extended Day Surgery Unit – total 60 beds
- Pre- Assessment Clinic
- Procedures Rooms
- ENT Assessment / Treatment Rooms
- Reception Area
- Administration rooms



Refurbishment of some areas within the existing theatre suite, including the link into the new facility, was also included in the contract.

Initial meetings with the Trust allowed IHP and its Supply Chain Members to quickly gain a complete understanding of the requirements and aspirations for the Project. And from the outset a genuine partnering relationship was established between the Trust's project personnel and the IHP Team.

Early in the process, a design programme was developed, which identified the key dates and periods when the iterative process with the User Groups would take place. This allowed the Trust to arrange the meetings with the Groups with a realistic period of notice. The meetings were arranged at weekly intervals and the Architect amending drawings following the meetings to present back at the next. In this way, momentum was created and maintained leading to agreement of the Schedule of Accommodation and the 1:200 plans within a 2 month period.

A similar strategy was employed in respect of the Room Data Sheets and the 1:50 loaded plans leading to the sign off of the design in less than six months. In parallel with the architectural design, the Civil and Structural design and the M&E design were progressed to a stage that allowed market testing to be undertaken, giving confidence to all parties that the scheme was viable for the funding available.

A Guaranteed Maximum Price (GMP) was agreed with the Trust that met the criteria of being within the available funding and work commenced on site on 21/07/03.

Design

The majority of the existing hospital buildings are clad in horizontally laid trapezoidal metal cladding giving an "industrial" appearance and it was a requirement of the Planners that the elevational treatment for the new Diagnostic and Treatment Centre was in keeping with rest of the hospital. This did not completely accord with the Trust who were looking for a landmark building with particular emphasis on the entrance area. Reconciling these requirements within a rigid and finite budget was challenging but the partnering relationship between all parties ensured that



compromises were made without recrimination and always in the best interest of the project.

In order to meet the planning requirements, the elevations consist mainly of Kingspan composite cladding panels. Panels of glass blocks to the west elevation, however, ensure that the “industrial” appearance does not dominate, whilst allowing natural light to be maximised. Natural light has been introduced into the centre of the building by means of a feature roof light.

Adding Value and Innovation

The close working relationship between Trust and PSCP has without doubt been the greatest source of added value to this scheme. From this relationship and the partnering arrangement of the ProCure 21 process, many ideas have evolved that add value and which have introduced an innovative approach.

For example: -

Repositioning and re-orientating the building avoided a deep valley area thus realising substantial savings in the cost of substructure works.

Square hollow sections for the main steel structure columns were incorporated within the partitions giving an unbroken partition line which facilitates a thorough cleaning regime, with no inaccessible corners around columns, thus assisting infection control.

The use of radiant panels within the ceilings has reduced the amount of wall mounted radiators to a minimum, thus again facilitating ease of day to day cleaning. Use of modular lighting ensures a great deal of flexibility, an important factor to consider as advances in healthcare will lead to alterations to layouts in accommodation several times during the lifespan of a healthcare facility.

Adoption of a turn-key approach to the construction of the theatre suites, to carry out the complete fitting out of the theatres from the shell stage

Partnering



The partnering culture became very strong on the project and this had a major bearing on aspects of the scheme. One particular aspect was that of risk, which from the beginning, was considered for the project as a whole. All parties worked closely together to evaluate risk, identify ownership, work out an agreed strategy for managing the risk and define a control strategy.

This partnering approach was also used to assess the design of the facility using AEDET. Workshops were held at key stages of the project with the relevant stakeholders to evaluate how well the design met the needs and aspirations of the users and feedback from the AEDET workshops was used to refine the design to maximise the overall satisfaction with the project by the stakeholders.

Building on the partnering relationship, the Trust and IHP carried out regular joint reviews of the project in an open and honest way, identifying both areas of success and those needing improvement.

Conclusion

IHP handed over the Treatment Centre to the Trust on 30th November 2004, on time and within the GMP figure. Following a period of equipping and commissioning, the facility opened on 4th January 2005. The Milton Keynes Treatment Centre has brought into reality the aims of the ProCure 21 Initiative. It demonstrates clearly that a culture of collaborative working in an open and honest relationship will deliver quality healthcare facilities for NHS Trusts and is a first class example of what ProCure 21 can achieve.