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“With proven capability in creating and delivering enhanced healthcare facilities, plus the combined experience of a well established supply chain, we offer full commitment and dedication to achieving the benefits available to NHS Trusts from ProCure 21.”

SUPPLY CHAIN

IHP includes, within its supply chain, providers of services who have long experience within the healthcare sector, working with NHS Clients on a large variety of schemes. They have been drawn from existing relationships with the JV partners and have been selected for inclusion on the basis of their health experience, their culture and partnering credentials and their performance at all stages of delivery of a scheme.

Their expertise is harnessed within IHP and is strengthened through the use of cluster groups and workshops to establish the best practice within any given field; thereby ensuring that the design, construction and ongoing maintenance and operation of the completed facility is efficient and meets the needs expressed.

The co-ordination of the supply chain is the responsibility of the Core Team, who will ensure, through ongoing monitoring of the performance of each member, that the benefit to the Client is maximised.

The selection of the most appropriate team members is undertaken at the outset, based on the skills and expertise best suited to the particular scheme. Through workshops and meetings, the responsibilities of the parties are quickly established, to ensure full integration, whilst the use of electronic collaboration tools aids efficient and effective communication.

IHP CORE TEAM MEMBERS

Framework Board

- Graham Cocking
- Colin Weekley
- Mike Collard
- Paul Tuplin

Framework Team

- Neil Campbell - Framework Director
- Mike Wallace - Commercial Director
- Tim Peters - Design Manager
- Chris Goss - Framework Manager
- Jim Barrack - Framework Manager

ARCHITECTURAL DESIGN

Aedas AHR

Aedas was formed in 2002, following the merger of Abbey Holford Rowe, TCN (Birmingham) and Liang Peddle Thorpe in Hong Kong. In the UK, the company operates from 9 offices with a total staff complement of over 450.

Aedas has been involved with a wide variety of health schemes, ranging in size and complexity, since the inception of the NHS. Experience has been gained in many methods of procurement, working both directly for end users and contracting organisations with established supply chains.

The Company has also developed a keen understanding of contemporary service provision requirements and their effect on design solutions, through working relationships with other professionals both in the UK and overseas. More recently, sustainability and energy conservation have been placed high on briefing agendas for new works.

Keppie Design

Keppie Design has a proven track record in the successful design and delivery of all types of healthcare buildings for more than 50 years. Over the last 10 years it has developed partnering skills relating to post Egan procurement strategies and has worked with supply chains containing other designers, including its own architectural one called The ProAct Group.

Seymour Harris Keppie operates from bases in London, Birmingham, Leeds and Cardiff, providing national coverage. These supplement the major project healthcare expertise in Glasgow. The Keppie Group is committed to excellence in healthcare design delivered through long-term supply chain and client relationships.

Nightingale Associates

With 170 staff based in 5 offices, Nightingale Associates is amongst the UK's top 10 architectural practices and Europe's largest practice specialising in healthcare facilities design. It aims to be recognised as the leading international healthcare practice and to this end, is at the forefront of worldwide developments in patient care.

The practice is involved in healthcare projects ranging in value from £50k to £350m and is a key member of the Norwest Holst

Percy Thomas Partnership

Design quality is central to the service offered by Percy Thomas Partnership and the quality of its architecture has been recognised by over seventy architectural awards for a variety of projects.

The company has a substantial track record in masterplanning healthcare work, including a number of major hospital master plans and comprehensive redevelopments. Experience has

Sheppard Robson

Modern hospital design must create an ambience which satisfies the patient's need for physical comfort and provide a balance between privacy and the clinical need for observation.

Hospitals are complex buildings and Sheppard Robson bring their expertise and experience to help the client to conceptualise and communicate their present and future needs in terms of activities and functions as well as the built form. Close interaction with our clients, a disciplined design method and the deployment of specialist architectural staff are the foundation for excellence and lasting value for money. The

COST MANAGEMENT

Currie & Brown

Operating in over 50 countries, Currie & Brown manages risk and maximises value for clients in the design, construction, operation and maintenance of the built environment.

As a market leader in the healthcare sector, the company provides added value and integrated services which cover the life of buildings and related facilities, from original concept through construction, operation, management and maintenance to ultimate, environmentally considered, demolition.

Davis Langdon & Everest

Davis Langdon & Everest (DLE) has a network of 20 offices throughout the UK with a staff of over 1100, supported by sophisticated IT systems underwritten by systems of best practice, certified to BS EN ISO:9001.

supply chain for the ProCure 21 pilot area. Teams in its Rochdale and Brighton offices are working on seven ProCure 21 projects with construction values ranging from £1m to £55m, with projects on site developments in Milton Keynes, Birmingham and Liverpool.

been gained in working on key specialities - including DTCs, oncology and coronary care. Much of the work undertaken by the practice in recent years has been as an integral part of teams - for either PFI projects, Prime Contracts for MoD or as a key member of a partnering arrangement. PTP has a technical information and quality control facility covering all aspects of procurement in healthcare.

practice has a base of healthcare design specialists, around which a team is assembled for the needs of each project. Sheppard Robson's experience across most market sectors allows us to draw on expertise and ideas from other fields such as science, commercial, lifestyle and hotel design.

We have an established reputation for design excellence. The practice has actively positioned itself to deliver this quality in the healthcare sector through experience, resources, organisation and design flair.

New techniques are continually pioneered, including the development of more effective specialist software and implementing innovative ideas in practice.

The Currie & Brown name delivers teams of experts hand-picked for their technical and business expertise and extensive local knowledge.

The firm has a large and diverse client base and operates across a wide spectrum of industry sectors, being prominent in healthcare.

DLE manages client requirements, controls risk, manages cost and maximises value for money. The firm also provides specialist advice and services in construction tax consultancy, specification writing, Planning Supervisor, fire insurance assessment, whole life costing, legal support services and industry research and analysis.

Franklin + Andrews

Franklin + Andrews is a major international group providing quantity surveying, cost management, contract administration and project management services.

Major involvement in the healthcare sector includes work, at all stages, on some 60 projects, both new and refurbishment, in the last 5 years alone. Personnel have a thorough knowledge of NHS Initiatives and Procedures (CIM, DCAGs,

James Nisbet & Partners

James Nisbet and Partners is a firm of Chartered Quantity Surveyors established in 1964. Offices in London, Leamington Spa, Southampton, Poole, Bath, Exeter and Plymouth, with a total staff complement of 90, provide a wide ranging service.

This is one of the foremost Quantity Surveying practices in the UK healthcare market. Health currently accounts for approximately 60% of turnover and has consistently accounted

FACILITIES MANAGEMENT

INVIRON LIMITED

Inviron Limited - Facilities Management & Service offers facilities management solutions from six principal office locations - London, Birmingham, Ipswich, Manchester, Sunderland and Glasgow. The company employs over eight hundred people including over five hundred skilled operatives. It has experience of delivering both operations and maintenance solutions on mechanical and electrical installations and full scale facilities management solutions on

EMCOR FACILITIES SERVICES

As a market leader for both public and private sector customers in the UK, EMCOR Facilities Services manages and adds value to customers' support services enabling them to concentrate on core business.

A fully comprehensive range of both hard and soft facilities services is provided, from mechanical and electrical maintenance to a selection of business support activities.

SERCO FACILITIES MANAGEMENT

The principal strength of Serco Facilities Management is its ability to deliver complex change programmes within critical operational environments.

Serco will provide a range of Facilities Management services in support of the ProCure 21 programme.

DLE has been in the top three of the Building Awards since 1995 - achieving first place five times.

MIPS etc) together with a full understanding of construction operations in a working hospital environment. Experience covers all major specialist hospital departments.

A thorough knowledge of ProCure 21 has been developed as a member of the Norwest Holst Principal Supply Chain for the Pilot regions, having worked on several projects ranging in value from £2m to £55m.

for 30 - 60% for the last 25 years. In the last 5 years alone over 200 conventionally funded healthcare projects have been undertaken with an aggregate value of over £600m.

Conventionally funded projects range from £200k refurbishment schemes to £130m new build developments with experience covering all departmental types and specialisms.

single and multiple sites in many business sectors including healthcare, commercial, government and transport.

The primary focus is on bringing added value to customers through environmental compliance, energy saving and extending capital plant life. The company has the resources, capability and experience to deliver life cycle solutions for the NHS.

By managing and adding value to customers' support services a seamless solution is provided as a single source provider. Customers benefit from dealing with one point of contact, common systems, increased operational efficiency and reduced costs. A true business partnership is created, which is reflected by a commitment to sustainable delivery and related key indicators of customer satisfaction.

These services may include:

- Facilities and service planning
- Through life asset management
- Supply chain rationalisation and management
- Strategic health consultancy
- Operational integration and service assurance
- Management of operational, culture and technical changes

In providing these services the focus will be on embedding innovative design solutions into projects to provide the best whole life values to customers.

HEALTH PLANNING

Directions Consultancy

Based on an objective approach to the analysis, design and development of healthcare delivery systems, the Directions Consultancy approach to health planning for capital projects takes account of service strategies, care models, and functional relationships. As a result, a clear understanding of a Trust's needs is established to lead design.

By working with clinicians and service managers in order to identify current and future patterns of service delivery, a basis

is established for the development of focused operational policies, service delivery criteria and appropriate schedules of accommodation. A strategic overview is also produced which sets the context for the development and addresses hospital wide issues. The benefits include clarity of client brief and thus design requirements, agreed service and corporate level requirements and a reduction in project delays.

Leach Lovegrove

Leach Lovegrove is a specialised health service consultancy undertaking studies in the planning of health services and the facilities needed to deliver them.

In the context of ProCure21, Leach Lovegrove will identify the healthcare trends in relation to each Trust's clinical policies and models, and coordinate with the Trust on all clinical issues.

The practice will provide advice to the Trust and the PSCP on health planning matters appropriate to each stage of the

project, including feasibility studies, option appraisals and business case submissions to government.

Services provided will also include assistance to planning and design teams in the development of facility proposals, including the preparation of tailored briefing material to inform the design of individual health service buildings.

Martin James Medical

Martin James Medical has been providing healthcare consultancy services in the UK and overseas since 1987. These include health planning, equipment planning and procurement services to support project development from concept to commissioning and beyond.

MJM health planning expertise enables interpretation of a brief into an integrated design, taking account of interdepartmental relationships, healthcare delivery expectancies and client preferences.

In support of project implementation, expertise is provided in equipment provision. An established database provides Equipment Schedules, Bills of Quantities, Cost Estimates, Life Cycle and Maintenance information. This data is used to procure the equipment to programme, within budget and allows timely commissioning. After capital procurement, ongoing equipment maintenance and life cycle replacement services are provided.

Meredith-Windle Associates

Meredith-Windle Associates is an independent health planning consultancy soundly based on over 20 years of extensive experience within healthcare professions and pioneering work on new healthcare concepts such as the Patient Focused and Planetree paradigms.

Following NHS nursing experience, Glynis Meredith-Windle provided consultancy services in management, facility planning, operational re-structuring and equipping on an

international basis. She is an executive nurse consultant to NHS Estates and a member of their Editorial Advisory Board. Her experience in projects includes acting as health planner for the South Tees Acute Hospital Trust (James Cook Hospital), Walsgrave and Coventry and Roehampton Hospital Trust. She also has extensive experience at evaluating PFI schemes through her work with NHS Estates and DEG.

M&E SERVICES DESIGN

Couch Perry & Wilkes

Set up in 1978 specifically to work within health service construction, this is now one of the largest independent consulting engineers in the UK, fully committed to delivering innovative solutions in the health sector. Project experience, including for both public and private clients, has created an unrivalled knowledge of traditional, PFI, LIFT and ProCure 21 strategies and related working relationships.

Hoare Lea

Hoare Lea is one of the largest bespoke mechanical and electrical consultancies, operating from nine regional offices throughout the UK with wide experience of successfully delivering sustainable healthcare projects.

The practice endorses, and is fully committed to, the principles of partnering and has consistently demonstrated an ability to deliver timely, quality and affordable products.

Hulley and Kirkwood

One of the largest independent building services consultants, Hulley and Kirkwood has 50 years experience in healthcare projects. Offices are located across the UK providing local design support to both clients and professional colleagues.

The aim is to provide a high quality professional service, creating and maintaining strong partnering relationships leading to repeat business. In-house design capabilities are complemented by divisions providing thermodynamic

WSP

With a network of 19 regional offices, WSP has over 40 years experience in the development and design of healthcare projects in the UK and overseas, from small works to major acute hospitals. Some 6000 have successfully been completed for the NHS.

The company is active in all healthcare sectors (traditional, PFI, LIFT, DTCs and ProCure 21 in the Midlands and North West pilot regions) having engineers fully conversant with NHS issues

M&E SERVICES INSTALLATION

INVIRON LIMITED

Inviron Limited - Building Systems offers mechanical and electrical solutions from six principal office locations London, Birmingham, Ipswich, Manchester, Sunderland and Glasgow. Over five hundred skilled operatives are included in eight hundred employees. A history of delivering first class healthcare projects ranges from acting as principal contractor on turnkey retrofit and refurbishment projects to being engaged as a specialist mechanical and electrical subcontractor on PFI healthcare projects. The company has

The practice now works in other business sectors for clients who are both end users and builders. Experience in both traditional and supply chain related procurement and cross fertilisation of ideas from these other projects means that unparalleled added value and quality continues to be provided within designs.

Hoare Lea prides itself in the quality of its staff and the benefits that its training programmes achieve. The result is a high calibre, enthusiastic innovative and creative workforce, committed to team-working and having the desire, vision and commitment to enable an ever-improving service to be delivered to the NHS.

modelling along with strategic FM and life cycle costing analyses.

Hulley and Kirkwood has delivered services to a series of new District General Hospitals plus small scale extension and refurbishment works throughout the NHS and private hospital estates. A number of ProCure 21 pilot projects are in hand, including Broadgreen and the Milton Keynes DTC, as well as a strong presence in the PFI and LIFT development programs.

including energy conservation, sustainability, consumerism and Framework Agreements with NHS Trusts.

They are familiar with the demands of using NHS guidance such as Standard Specifications and HTMs/HBNs, as well as being commercially aware of the implications of standard NHS guidance such as AEDET, design development protocol and sustainable development.

in-house specialist teams with design and build skills in the many specialist areas - voice and data, building management and control systems including fire, security and access along with ventilation systems including ultra clean spaces.

Inviron Limited - Building Systems has the resources, capability and experience to deliver projects for the NHS to the right quality, on time and to budget.

EMCOR Drake & Skull

EMCOR Drake & Skull has more than 100 years of experience in specialist mechanical and electrical services design and installation. The company operates nationally from three divisional centres - Manchester (North), Birmingham (Midlands) and London (South). These centres are supported by a number of geographically spread local branch offices throughout the UK.

By considering the whole life cycle of services installations including design, installation, commissioning and operating

Haden Young

One of the UK's leading building services contractors employing some 1700 people, Haden Young provides expertise in mechanical and electrical services, fire protection, energy conservation and whole lifecycle solutions through its office network which provides national coverage.

The company, with an extensive track record of successful healthcare projects and involvement in several schemes in the

NG Bailey

NG Bailey is one of Europe's leading independent mechanical, electrical and general building services contractors with an annual turnover in excess of £300m.

The company provides mechanical and electrical engineering and contracting services for public and private sector customers in the healthcare, commercial, defence, education, industrial, infrastructure, public building, retail, scientific, sport and leisure markets.

Rosser & Russell

The name of Rosser & Russell first appeared in the early 1860's and has, over the last 150 years, become synonymous with excellence and technical innovation within the building services industry.

Today, using the latest advances in information technology, Rosser & Russell are associated with some of the landmark projects within the construction industry.

SPECIALISTS

BPB British Gypsum

Whilst a pre-requisite in planning any healthcare building is that it should meet its current requirements, it is also important that flexibility is in-built to cope with future challenges and that the facility has a well-designed internal environment to motivate and uplift staff and patients alike.

As a market leader and innovator in the industry, British Gypsum partition, fire protection and ceiling systems can greatly assist in meeting these criteria and at the same time

stages, EMCOR Drake & Skull is able to provide a 'one stop shop' for mechanical and electrical services to meet client requirements.

Wide experience has been gained in the healthcare sector from the delivery of traditionally procured services contracts, a number of ProCure 21 pilot scheme projects and also PFI.

ProCure 21 Pilot regions, uses its supply chain to deliver "best in class" solutions and to provide value for money.

The Haden Young culture is based on the concept of "Built to Last" which represents both the projects undertaken and the relationships developed with colleagues and customers.

Services provided include project management, design, supply, installation, testing, commissioning and maintenance of all types of building services.

NG Bailey became a private company in 1938 and is headquartered at Ilkley in West Yorkshire. Today the company employs over 3,000 staff and operates through a network of offices based at 22 locations throughout the UK.

Offering a total package from initial design through high quality installation to planned preventative maintenance, at Rosser & Russell we pride ourselves on delivering an engineering service second to none.

address the key issues of achieving sustainable development and improved whole-life building costs.

British Gypsum products and systems have been fully tested against relevant British and European standards, measuring parameters such as structural performance, fire resistance, acoustics, thermal insulation, impact resistance, moisture resistance and condensation control.

BRE

BRE provides independent consultancy, advice and tools to allow clients to maximise the performance of their constructed assets. Originally set up to give advice to government departments on construction and implementing research into practice, BRE was privatised in 2000 and has developed a commercial role providing best practice input to assist the construction industry in achieving better value for money.

Technical input on key government policy and legislative development covers subjects ranging from building regulations

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MTECH Group

Mtech provides services in support of implementing innovative off-site construction techniques from feasibility and concept stages, working with supply chains in the delivery of integrated solutions. Services include project management, risk mitigation, supply chain integration and logistics management.

The company supplies independent advice on best practice in procurement for specialist construction systems and techniques, ensuring that the overall procurement process is

Terrapin - Buildings for Healthcare

Using pre-engineered methods of construction, Terrapin provides buildings for clinics, operating theatres and ward blocks, plus smaller requirements for administration offices, canteens and nurseries.

Ward buildings for Russell's Hall Hospital, Dudley, and Nottingham City Hospital, were achieved by Terrapin within a short construction programme using their M2 steel frame building system, which provides fast construction with a considerable degree of internal planning flexibility, with their Design & Build service providing full technical support.

SME's

IHP recognise that longstanding relationships may already exist between individual Clients and 'SME' organisations, who may have provided an excellent, local service for many years. We will seek to identify where such relationships would be of benefit and utilise their expertise within our supply chain where practical and appropriate.

to the assessment of such as environmental impacts, use of particular materials and the investigation of health & safety issues. International links offer insight into wider ranging best practice.

All of this stimulates an environment of culture change and innovation with the associated benefits available.

In support of project implementation, expertise is provided in equipment provision. An established database provides Equipment Schedules, Bills of Quantities, Cost Estimates, Life Cycle and Maintenance information. This data is used to procure the equipment to programme, within budget and allows timely commissioning. After capital procurement, ongoing equipment maintenance and life cycle replacement services are provided.

integrated into projects to meet requirements. The focus is placed on product/system evaluation, supply assessment, supplier audit, procurement planning and supply logistics.

Added value comes from design optimisation, standardisation, design for manufacturing and managing the interface between on and off site.

Terrapin can be relied upon for single point responsibility with an in-house team of architects, engineers, quantity surveyors, technicians and contractors who have first hand experience of pre-engineering and design and build techniques. Equally, Terrapin can provide a full service and advise on planning, Building Regulation concerns, CDM (Construction Design and Management) and Health and Safety requirements.

We already have agreements with the following contractors with whom we intend to work on a local basis, where this suits the situation and the parties involved:

R G Carter
Crispin & Borst
Clugston
Shaylor

PROCURE 21 PROJECTS

The NHS ProCure 21 initiative was set up in response to the Egan Report "Rethinking Construction" and the Government's response "Achieving Excellence". The pilot regions for the scheme cover the North West and the West Midlands. Norwest Holst and Sir Robert McAlpine have many years' experience and excellent reputations for the provision of healthcare facilities. A number of the current projects undertaken by Norwest Holst in the pilot regions are illustrated here.

ROYAL LIVERPOOL AND BROADGREEN UNIVERSITY HOSPITAL

This 29,500 square metre scheme consists of a Diagnostic and Treatment Centre together with a Cardiothoracic Centre and is to date the largest of the facilities procured under the ProCure 21 Initiative in the Pilot Regions.

The accommodation for the DTC includes for 9 Operating Theatre Suites, 8 Ultra-Clean, 4 of which will be in 'barn' configuration, as well as departments for Urology, Orthopaedics and General Surgery.

The CTC accommodation includes Surgical Intensive Care, High Dependency and Coronary Care Units, Catheter Laboratory National Refractory Angina Service, Research Laboratory, Medical engineering and other associated facilities.

The scheme also includes a number of shared departments including Imaging, Pathology and Pharmacy.

Some areas of refurbishment to provide additional Adult Acute Wards are also included within the scheme.

The departments are linked together by a Hospital Street, which also links this development to the existing hospital.

A new main entrance facility, comprising Trust accommodation and retail outlets, will be funded, fitted out and managed by a Private Sector Developer.

NEW FRACTURE CLINIC, ARROWE PARK HOSPITAL, WIRRAL

Following the appointment of Norwest Holst Construction Ltd. as the Trust's Principal Supply Chain Partner, design work has been carried out on this 1250 square metre facility to provide a fracture clinic comprising examination and treatment rooms, plaster rooms, X-ray department and other associated accommodation.

The scheme is for a single storey facility but the design allows for the extension of the building, both horizontally and vertically, with the minimum disruption to the Clinic once it is operational. Initial design work is proceeding in respect of an

Full hospital services, including medical gases, general heating and ventilation and full air conditioning to certain areas are included as is the construction of a new energy centre and medical gas plant to serve the new development.

The early involvement of Norwest Holst and their Supply Chain with the scheme, working in partnership with the Trusts, has realised some demonstrable benefits
e.g: 10% reduction in the overall area originally anticipated.
Substantially reduced circulation space within departments.

Repositioning the building on the site has substantially reduced the amount of cut and fill and allowed costly retaining walls to be omitted.

A simple deck added to the existing on-grade car park has provided an affordable solution for the problem of car parking.

The Full Business Case has been approved and GMP agreed. Main construction works will commence in September 2003 with completion of the scheme in 2006.

additional two floors to be added and fitted out as an education centre for the hospital.

Discovery of rock over the site has caused the level of the building to be lifted to minimise the excavation necessary, and this has been able to be accommodated without a detrimental effect on the tie in with the existing facilities.

A GMP for the Project has been agreed with the Trust and work is due to commence in September 2003 for completion in Summer 2004.

UNIVERSITY HOSPITAL BIRMINGHAM NHS TRUST

Trust: University Hospital Birmingham NHS Trust

We were appointed as the Trust's Principal Supply Chain Partner in January 2003 for the design and construction of 3 Linear Accelerator Bunkers and associated accommodation. The £2.75m scheme will commence on site in October 2003 for completion in September 2004.

The Trust has also appointed Norwest Holst to carry out 2 further schemes:-

- i) A £2.3m scheme for two theatres and recovery wards at the Selly Oak Hospital, providing short-term facilities for elective surgery. A modular solution was implemented to meet the Trust's requirements for completion by October 2003.
- ii) The relocation of a Sterile Fluids Manufacturing Unit – a £3m scheme to relocate and up-grade the existing facilities. Design work has commenced with completion of the scheme planned for June 2004

MILTON KEYNES GENERAL HOSPITAL

Trust: Milton Keynes General Hospital NHS Trust

We are pleased to be the Principal Supply Chain Partner for this prestigious scheme, which the Trust requested to be included in the ProCure 21 Pilot. The project provides 4 Operating Theatres and a 60 bed Day Surgery Unit together with a Pre-Assessment Clinic, ENT Assessment / Treatment Rooms and Procedures Rooms, and has an overall budget of £12m.

The Trust has adopted a true partnering approach to the Project with their Team becoming completely integrated with the Norwest Holst Supply Chain team. This collaborative method of working has realised real benefits, not the least being the commencement of construction work within 6 months from the beginning of the design process.

The Project is currently on programme for completion in October 2004.

BENEFITS

IHP is a fully integrated joint venture dedicated to delivering to our customers:
Better value for money, including capital, operating and whole life issues
Improvement in:

- Predictability
- Quality
- Programme
- Cost
- Safety

Use of Best Practice techniques
Innovative solutions
Maximised benefits from supply chain integration

We will provide the flexibility to suit the changing needs and aspirations of our NHS Clients, in their drive to deliver a world class health service.

Our partnering culture

Working with our customers

IHP is able to respond to our customer's needs throughout the country, delivering flexible solutions to the aspirations of all the stakeholders. Our holistic, integrated approach ensures that all parties are involved in the decision making process and that maximum benefit is derived.

Collaborative working begins with our customers and continues through our supply chain to ensure that those best able to contribute do so, at the most appropriate stages of development. It extends beyond individual projects and ensures that we can contribute to improvement in the service provided by Clients through the whole of their estate.

Working with our supply chain

Through early involvement of our supply chain members, we are able to provide the solution which best fits the customer's needs. We have established cluster groups addressing the areas of:

- Architecture and health planning
- M&E Services
- Commercial issues
- Specialist advice

These groups drive forward innovative thinking and continuous improvement in their fields of expertise.

Working in the ProCure 21 Framework

IHP are committed to assisting the NHS in improving the delivery of healthcare facilities and are keen to collaborate with our colleagues within the ProCure 21 framework to achieve this end. Benefiting from our inclusion within the pilot framework, we understand the mechanisms which can be applied in order to best drive forward this initiative and we undertake to have a full and active role in developing the framework in this regard.

Adding Value

'Value' means different things to different people. IHP benefit from being closely aligned to the thinking of our NHS customers, such that we are able to quickly determine, with our Clients, the factors which are critical to the successful delivery of any project.

Our aim is to exceed the expectations of our customers and we achieve this through the application of established tools in a manner which best suits the customer and his scheme. Alongside AEDET and NEAT, the more generally used value, risk and change management techniques are applied through workshops attended by relevant stakeholders to ensure commitment and agreement to the solutions derived.

Project Delivery

Our involvement at the earliest stage will provide the opportunity to deliver the benefits of the expertise contained within IHP and our supply chain. At SOC our Health Planners are instrumental in ensuring efficient delivery of the service, whilst providing the brief which our designers require to bring the scheme to reality. Our holistic approach to design is aimed at providing a solution which:

- Meets the brief
- Provides the correct functional relationships
- Has architectural merit
- Is attractive and non-institutional
- Is energy efficient, economic and compact in layout
- Provides flexibility
- Delivers improved wayfinding and internal environment
- Enhances the external environment
- Provides quality and demonstrates a caring attitude

In construction, we recognise the sensitivities of working within healthcare environments and approach our projects in an appropriate manner. Utilising a "Right First Time" approach, our team is keen to provide efficient and economic solutions based on sound design and detailing. We use lean construction processes to ensure that the disruption to the neighbouring facilities is minimised, whilst the benefit to the project is maximised. Off-site fabrication forms one element of the whole process which is managed by our professional team.

Continuous Improvement

IHP is keen to provide and demonstrate continuing improvement of delivery of its services, through driving out waste in every area of the delivery process - be this by improved care models or new ways of constructing details.

We have connections with organisations across the U.K. and overseas and indeed are closely linked to French colleagues who are able to demonstrate significant savings in the construction of hospital projects. Such expertise is being harnessed and incorporated into our supply chain, to ensure that any innovation or best practice is captured and transferred to our customers. The IHP core team is responsible for ensuring the transfer of best practice across the supply chain.

Cross fertilisation across the whole framework of Principal Supply Chain Partners will provide further benefits and IHP are keen to be at the forefront of such exchange of knowledge. The

Our open book arrangements and collaborative working provide predictability at every stage of the project, enabling the team to evaluate each decision.

Value is added through the expertise of the full supply chain - from our specialist Health Planners through to the installation of the M&E services in an efficient manner. At each stage, best practice will be utilised and innovation evaluated to ensure best fit with the required solution. The lessons learned from one scheme will be transferred to our best practice database to ensure that the next scheme benefits from this experience.

opportunity provided by framework working is significant and will provide opportunities for improvement in all areas to the benefit of Trusts and NHS alike.

We are actively involved in research and development of new materials and products, including the adaptation of their use. Whilst standardisation is an aim, customisation is identified at other times where the maximum benefit can be derived for a particular use.

The measurement of such improvement is critical to ensuring it continues. We are therefore actively measuring our performance against Key Performance Indicators, which will form an integral part of the benchmarking process within the whole PSCP framework.

'Lean' Construction Processes

IHP is committed to meeting the unique requirements of the NHS Clients using the least time, resources, materials and space.

Lean construction comprises joined up construction activity and is more to do with the way the processes of construction are managed together rather than the individual elements of construction.

For the processes to be lean, they must be visible and the bottlenecks identified and adjustments made to enable the process to operate smoothly. To enable this, the individuals must be empowered and motivated.

Extending the benefits

Our holistic approach to the delivery of healthcare facilities involves us in looking at the full life cycle of the facility, through capital costs in the construction period, along with the operating costs and whole life costs of the fabric of the buildings.

We are assisted in this through our supply chain partners, including the BRE's Centre for Whole Life Performance, our M&E Services designers and installers and our Facilities Management partners. Incorporating their views from the outset ensures that our designers provide buildings which are energy efficient and recognise whole life and sustainability issues.

The ideal is one touch material handling throughout the construction process.

Thus, whilst IHP are actively involved in 'Lean Construction' through the use of modular theatres, pre-engineered services, prefabrication and the like, the greatest benefit will be derived from the holistic approach which can be applied to the project as a whole and which will involve the supply chain from the outset.

Integral to these issues is the input of the Health Planner and the Architect, both of whom have a significant impact on the way a building can be serviced in the long term and how the operational efficiency of the building can be improved, as service delivery methods develop. Flexibility is often a key element to be considered and our open-minded approach is critical in the early stages of development of the design.

Our equipment supply specialists can assist our customers in the procurement of medical equipment to suit the facility and will be integral to the specification of the fabric of the building to ensure the ultimate incorporation of the equipment.

EXPERIENCE

Guild Lodge Phase 2, Preston

Client: Lancashire Care NHS Trust

Value: £7 million

Construction Period: 15 months

The construction by Norwest Holst of three residential medium secure units, providing a total of 38 beds, together with a Vocational Therapy Unit, a Rehabilitation Management Centre and a Café/Social block. The buildings are of unusual format, being elliptical in plan.

This contract was conventionally procured, the tender documentation incorporating a full design to HTM standards, and undertaken on a traditional basis. We were not therefore

expected to contribute to design development nor was there any built-in mechanism to encourage innovation. Nonetheless, at the outset we carried out a value engineering exercise and identified cost savings that could be made by using an alternative supplier for fitted equipment and by changing the floor finishes. These were offered to the Client, together with supporting evidence to demonstrate the suitability of the alternatives, and were accepted with resultant cost benefit to the project.

Wishaw District General Hospital

Client: Lanarkshire Acute Hospitals NHS Trust

Project Value: £103 million

Construction Period: 32 months

The design, construction and operation of a major healthcare facility by Sir Robert McAlpine.

The team consisted of regular supply chain partners resulting in the benefits of established relationships from the start. Trust personnel were involved from early days with input of requirements based on best medical practice. This led to real ownership of the product and enthusiasm for its operation.

Clean conditions were achieved through best practice originally developed by Sir Robert McAlpine for microelectronics plants. Microbiological tests, undertaken in

operating theatres and similar critical areas, achieved the highest standards.

The layout, based on low-rise blocks around courtyards, provided maximum daylight and natural ventilation. Off-site prefabrication was used, particularly for wall and roof panels (achieving a very early watertight building) and plant room installations. Internally, wet trades were kept to an absolute minimum (eg no floor screeds as a result of high precision concrete floors). The 633-bed hospital was opened only 32 months after the start of the design and construct contract.

Haematology Department RVI Newcastle

Client: Newcastle upon Tyne Hospitals NHS Trust

Project Value: £3.2 million

Sir Robert McAlpine were responsible for the alteration, extension and refurbishment of laboratories and offices in the William Leech Building (Microbiology, Pathology, Immunology and Haematology Departments)

Work had to be phased into five sections in order to allow the various departments to function throughout the duration of the project. Very close liaison between all stakeholders was encouraged with particular emphasis on the Client's personnel for the avoidance of any interruption to their work. To facilitate this, two major decants of staff were implemented, coupled with sectional handovers. Supply chain

management, in both design and construction, required detailed induction, innovative ideas for objectives to be met and strict control on site in order to work successfully in a live environment.

This was the 6th consecutive project undertaken by Sir Robert McAlpine on the combined site of the Royal Victoria Infirmary and Newcastle University, with continuity of management and supply chain input producing real benefits in the form of continuous improvement in understanding, operation, delivery and relationships.

Dawlish Community Hospital**Client: South Devon Healthcare Trust****Project Value: £2.8 million**

The development, detailed design, construction and operation of this £2.8m Community Hospital was undertaken by Sir Robert McAlpine.

This was an important project for establishing new partnership arrangements within the local health community in South Devon, so integrated working with all stakeholders was implemented from the start with particular emphasis on engaging the Trust personnel.

Great Ormond Street 2000 & Beyond**Client: Great Ormond Street Hospital for Children NHS Trust****Project Value: £9.3 million****Construction Period: 16 months**

The design and construction of a 4,000m² facility, approximately two-thirds new build and one-third refurbishment. The new building, on 7 levels, will largely provide education and training facilities. The remaining levels will comprise 8 transitional care flats and 30 patient hotel accommodation suites, the latter being used for short stays, thus contributing to the NHS objective of increasing the amount of hospital activity that can be carried out under outpatient or day care.

New Hospital Facilities, Dudley**Client: Dudley Group of Hospitals NHS Trust****Project Value: £123 million**

Concept development, detailed design and construction of major hospital facilities is being undertaken by Sir Robert McAlpine.

The facilities will be operational in December 2004. Integrated working (concept, design, construction and operational FM) with all stakeholders has produced best practice including layout (eg nurse base stations) and services integration (eg environment control and nurse call systems). From the start,

Percy Thomas Partnership utilised their research into "how to make hospitals last longer" when compiling the specification for the project as a whole. This covered many issues including room sizes, materials and whole life cost issues. Sustainability and consideration of environmental matters were carefully reviewed and implemented where possible.

The site is in a terrace in a busy central London street. Thus being a "Considerate Contractor" is a prime requirement.

The design development is effectively complete. The works were started in December 2002 and are due for completion in May 2004. To date the value of work completed is approximately £3.0m.

regular workshops were used to facilitate this process. Plant room equipment was assembled and tested off site on pallets. Good supply chain management also reduced waste with detailed requirements for materials and deliveries co-ordinated with installation, a good example being dry lining by Lafarge. Performance is measured, managed and improved using KPIs. This is the third hospital sequentially developed with Percy Thomas and Leach Lovegrove producing real benefits in the form of continuous improvement.

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