

Milton Keynes General Hospital Treatment Centre



A Case Study

Introduction

When Milton Keynes General Hospital was given funding for a new Treatment Centre, they 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 certain areas within the
existing theatre suite, particularly in the area of
the linking in with the new facility theatres, 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 the 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 was 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 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.

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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 elevation are mainly of Kingspan composite cladding panels but panels of glass blocks to the west elevation ensures the “industrial” appearance does not dominate, whilst also ensuring natural lighting is 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 wherever possible has reduced to a minimum the amount of wall mounted radiators used 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.

Adopting 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 with the integrated teams working closely together to evaluate risk

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and identify ownership, work out an agreed strategy for managing the risk and implement these risk control measures.

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 IHP and the carried out regular joint reviews of the Project in an open and honest way.

This identifies the areas where things have gone well together with areas for improvement and importantly logged the lessons learnt for feedback to NHS Estates, IHP and its Supply Chain.



Conclusion

IHP handed over the Treatment Centre to the Trust on 30th November 2004, on time and within the GMP figure and following a period of equipping and commissioning, the facility opened on 4th January 2005 in accordance with the Trust's brief at the outset.

The Milton Keynes Treatment Centre has brought into reality the aims of the ProCure 21 initiative and demonstrates that a culture of collaborative working in an open and honest relationship will deliver first class healthcare facilities for NHS Trusts.

IHP is pleased to have been involved with this success in partnership with the Trust and that our relationship continues. We are currently carrying out further projects in partnership with the Trust including an Angiography Suite and a Mortuary. We are also partnering with Milton Keynes Primary Care Trust to design and construct a new Walk-in Centre at the Hospital site.