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**UNIVERSITY HOSPITALS BIRMINGHAM
NHS FOUNDATION TRUST**

BOARD OF DIRECTORS

TUESDAY 7 SEPTEMBER 2010

**EXTRACTS FROM BNHP MONTHLY PROGRAMME STATUS
REPORT**

PRESENTED BY THE NEW HOSPITALS PROJECT DIRECTOR

1. Summary of Progress

Phase 1 move to the QEHB was completed on 22 June 2010 and there have been a number of teething problems with the building since occupation. The main issues are with the lifts, the showers on the ward areas and with water leaks. Consort Healthcare have responded and are in the process of ensuring that all issues are resolved to the Trust's satisfaction. No patients have been harmed as a result of the incidents. As previously reported, there has also been an incident that has resulted in the HSE visiting the site. Two subcontractors were exposed to Chlorine Dioxide gas as a result of poor practices in carrying out the chlorination of the water systems for Legionella suppression. A full investigation is being carried out and the HSE have visited the site as a result of the incident. The Trust has requested a full report on the incident including the findings from the HSE. No patients, members of the public or staff were adversely affected by this chemical incident.

[Paragraphs redacted]

2. Technical Services and Construction

2.1 Progress on Ongoing Issues

2.1.1 Post Completion Works

All the approved post completion works are now complete including works that were to be carried in Phase 2 areas. No further works are anticipated post handover.

2.1.2 Patient Entertainment

The Patient Entertainment infrastructure works are now complete in all ward areas with the exception of the renal wards (303 and 305). Premier have now completed the process of migrating all the bed head units across from the Selly Oak site. Migration of the equipment at the old

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QE across to the Phase 2 wards will commence after the handover date of 16 September 2010.

2.1.3 Infrastructure Works

The planning work has commenced to complete the Plaza scheme in conjunction with BCC, and as an enabling scheme for the project the Trust has commenced design work to construct car park M adjacent to the new link road and the University railway station.

2.2 Technical Commissioning and Validation

2.2.1 Technical Commissioning and Testing

Commissioning for Phase 2 handover areas is nearing completion. Commissioning and quality checks have commenced for the highly serviced areas including the remaining operating theatres, the cardiac catheterisation suite and the decontamination suite.

2.2.2 Validation and Snagging Process

The validation process for the Phase 2 areas is nearing completion and the Trust team are now focussed on the final back checks. The team can also report that the vast majority of snagging items are now closed out for Phase 1 areas. The "Countdown" team meet weekly in order to monitor progress towards a successful handover of Phase 2 areas. Hand over is programmed for 16 September 2010. This countdown process is also focussing on ensuring that the problems encountered with, in particular, lifts, showers and water leaks, are not an issue for Phase 2.

2.3 Progress on Main Entrance, Roads

The new road system has been operational since 16 June 2010. Initial congestion caused by unfamiliarity was only evident in the first week. The external signage system has proved to be confusing or inadequate in some locations and the project team have now reviewed the signage scheme to initiate changes and improvements.

In particular, local residents have complained about the volume of traffic using the link road adjacent to the Learning Hub. This is designed for emergency vehicles and buses only. The signage is being improved to make this clear to car traffic and the Trust has applied to BCC to have an enforceable Traffic Regulation Order approved.

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Works to the permanent layout to the hospital loop road/Vincent Drive, which BCC are to complete as part of the HLR scheme, commence in mid August through to the end of February. This work is to be completed in a sequence of phases to minimise disruption to traffic.

3. Operational Commissioning

3.1 Lessons Learned from Phase 1 (see **Appendix**)

An exercise has been undertaken to gather all of the lessons learned from the transfer of services into Phase 1 of the new building. The lessons learned have been encapsulated in an Action Plan covering the following broad categories:

- Issues associated with the building structure, services and layout
- Communications
- Decommissioning of the vacated wards and departments
- Furniture and equipment
- ICT
- Logistics of the physical transfer process
- The patient transfer process
- Security
- Soft FM services
- Staffing matters
- Stocks, supplies and medication
- Volunteers

All required actions have a clearly defined responsible officer. This document will be shared with all wards and departments transferring in Move 2 to ensure that the lessons learned from Move 1 are consolidated into the planning for Move 2. All documentation and processes associated with Move 2 will also be updated to reflect the lessons learned.

3.2 Operational Commissioning – Phase 2

The first draft of the Operational Commissioning Programme, covering the period 16 September 2010 to 16 November 2010, has been developed and will be monitored on a weekly basis.

3.3 Physical Transfer - Move 2

The day-by-day physical transfer plan for Move 2 has now been developed and will continue to be reviewed and improved by a group chaired by the Chief Operating Officer.

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3.4 Risks

There are no new risks to report.

4. **Equipping**

Equipping for Move 1

A detailed procurement programme has been developed for Move 2 and procurement of the furniture and equipment will continue to be managed via the Star Chamber.

5. **Finance**

5.1 New Hospital Payments

Since the last Board of Directors, the following payments have been made to the PFI Operator in relation to the new hospital:

£2,556,502 (excluding VAT) monthly service payment for July 2010 and **£2,556,674** (excluding VAT) relating to August 2010.

This includes the Unitary payment for construction and financing the new building as well as payment for services received (e.g. car parking, estates, ICT and security).

Further invoices are outstanding in relation to June and July for variation works, early access costs and ICT works which are due to be paid by the Trust but have not yet been received.

5.2 Performance Management

As mentioned in paragraph 1, there have been a significant number of service failures since the hospital opened on 16 June 2010. The issues are being discussed with Consort under the terms of the contract. However, if not resolved the Trust plans to make a deduction of £158,052 from the next contract payment, to represent the Failure Events and Quality Failures that occurred to 30 June 2010. Consort have acknowledged deductions of £19,012 which leaves a disputed amount of £139,040.

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5.2 Variations Completed and Initiated

Since the last Board of Directors meeting, the following variations have been completed in line with the Post Contract Works report approved by the March 2010 Board of Directors:

Description	One-Off Cost	(£)
116	Works to staff restaurant & servery	360,366
130	Renal water purification	245,714
154	Burns shock room shower	6,669
181	DR Digital mobile points	10,811
190	A&E Tannoy works	11,240
TOTAL		634,800

Since the Post Completion Works report was approved in March 2010, works variations (including those listed above) have been completed with a one-off cost of £2.8 million. The on-going revenue implications (i.e. any additional lifecycle and maintenance costs) of variations completed by the Trust will be formalised in an update of the overall PFI financial model scheduled to be completed in September 2010.

6. **Communications**

6.1 Events

The plan for the Queen Elizabeth Hospital Goodbye event has been developed and approved. This will take place late October 2010. It will have an historical theme celebrating the history of the hospital.

6.2 Internal Communications

Staff room posters are being designed for move 2 and will be displayed in staff areas across the QEH site early in September. There will be a series of different departmental posters and a 'staff essentials' poster which will illustrate staff parking, eating and changing facilities in the new building.

The work for the Move 2 section of the staff handbook continues. The communications plan for move 2 is work in progress and will be ready for approval by the end of August.

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A group led by Communications is looking at updating the design and content of patient appointment letters in preparation for Move 2.

6.3 External Communications

Over 70 people attended the Residents Forum meeting in July and many issues were aired and discussed. We are now in the process of responding to feedback we received after the meeting and planning the next meeting for early September.

6.4 Media Plan – Move 2

Media planning for Move 2 is underway following a “lessons learned” session with the Communications team. Move 1 media has been collated, including print, broadcast and web, and has been edited into a DVD by Simon Edwards.

7. **Selly Oak Site**

The Supplementary Planning Guidance (SPG) has still not been signed off by Birmingham City Council. The Trust's CEO has written to Birmingham City Council Chief Executive to express the Trust's continued frustration with this process.

8. **Recommendations**

The Board of Directors is requested to:

Accept the progress reported in the New Hospitals Project Director's report.

Morag Jackson
New Hospitals Project Director
26 August 2010