

# BUILDING SUCCESS

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**Apprenticeship scheme:  
Real Estate Management  
(MSc) at the University  
College of Estates  
Management (UCEM)**



As Assistant Property Managers, we provide support on legal and operational aspects of effective property lease management, property negotiations, rent and service charge collection, rent reviews and lease renewals to the buildings where the Royal Free London occupies and delivers services.

On completion of the programme, we will achieve a Master's degree in Real Estate Management and gain chartered status under the accredited body, the Royal Institution of Chartered Surveyors (RICS). The key elements studied within the programme will provide a real advantage to the RFL and help the NHS deliver better services.

## Introduction to the second edition of the RFLPS Newsletter

**Jeremy Sharp**  
Facilities director



# WELCOME

Welcome to the second instalment of Building Success, the RFLPS Newsletter that shares all our teams' activity, developments and successes from all the services we deliver to the Royal Free London and beyond. The month of March also marks my eleven years here at the Royal Free and I couldn't be more proud of all our teams on delivering our services during the most challenging year in all of our careers.

When the first newsletter dropped in December '20, the second wave of Covid-19 was on the rise and no one could have predicted the extent to which the surge would hit, how intense this wave would be and how challenging the Christmas period and beyond would become. Many of you gave up planned holiday and time off to continue to deliver our services and we are hugely grateful for the effort that everyone put in to keep such essential services running and supporting the patients we serve. Certainly everyone's Christmas celebrations were curtailed and it was a seasonal holiday like no other. Please do, if you haven't already

done so, take some well-earned time out so that you rest up and recuperate.

What resonated with me throughout the second surge was the fact that as we had already delivered on the first wave and found our way by flexing our services and working at pace on service delivery. The benefit of this hindsight and forward planning helped us all get through the second surge and deliver as a much stronger team, anticipating what we needed to deliver differently and utilising all our resources in different ways. In addition, we have managed to continue to deliver some business as usual projects which are featured within this edition.

Pictured left to right: Rasheed Kanguapurath – catering administration Tracey Butcher – FM administration  
Steve Warby – decon driver – team leader Calvin Oummadi – decon production manager Teresita Dimla – domestic assistant



# RFL IMAGING UPGRADE PROJECT

**The RFL imaging upgrade project began in 2019, and included new MRI scanners, upgraded x-ray equipment, new nuclear medicine gamma cameras and replacing our interventional radiology and cardiac catheter labs. As well as procurement and installation of the equipment the 'behind the scenes' enabling work was also taking place to upgrade the building infrastructure and mechanical and electrical services to ensure that the new equipment with its latest technology could be supported.**

Two projects within the Imaging Replacement Programme - Nuclear Medicine and MRI were successfully handed over before Christmas and both facilities are now live to patients. Decanted lab space was refurbished to accommodate a new gamma camera and SPECT/CT on the Ground Floor at RFH and accommodation includes support functions such as control rooms, injection rooms, hot WC, patient sub-wait and bed bay. New fully HTM compliant mechanical and electrical infrastructure also supports these new facilities. This complex project involved phased work within the ceiling void of the busy canteen to install shielding and structural supports for the new equipment.

Two 1.5T MRI and one 3T MRI have also been installed as part of the programme. These machines bring us the latest, state-of-the-art technology, and will help to ensure that our patients

receive the best care possible. The 1.5T replaced existing MRI equipment and the 3T was a new installation involving the demolition of an existing building replaced with a complete new build giving an increase in floor area and better utilised clinical space. New fully HTM compliant mechanical and electrical infrastructure also supports the MRI's with a mechanical services gantry sitting on top of the new building. The gantry houses an N+1 back up chiller system for the MRI's providing a level of resilience to avoid clinical downtime.



**THESE MACHINES BRING US THE LATEST, STATE-OF-THE-ART TECHNOLOGY, AND WILL HELP TO ENSURE THAT OUR PATIENTS RECEIVE THE BEST CARE POSSIBLE.**



Pictured: RFL NM Team and new Gamma Camera

The new equipment brings a range of benefits to the department. We have replaced two older MRI machines with three new ones, increasing the department's scanning capacity and ensuring that patients can be seen in good time. The scanners themselves offer reduced scanning times, increased image quality, and a range of advanced scanning techniques.

Both schemes have been delivered on budget despite the challenges of COVID which caused some delay to the programme during the first lockdown. This unexpected setback meant that our project team had to adapt to a range of new challenges, including new infection control requirements and delays in the supply chain, as well as pressure from other areas of our hospital. Other non-COVID related issues have been managed and mitigated without causing delay.

IRCU Cath Labs 4 and 5 are also now complete and fully live and scanning patients. The labs now have the most advanced cardiac catheter lab in the UK and we are the first to install the new OPTIQ imaging technology. This technology transforms x-ray imaging with superior image quality, better patient access, faster movement and the potential for lower radiation doses and improved digital integration. The first Interventional Radiology Lab 3 is due to go-live in April and the remaining 2 labs are due to complete by late Summer 2021.

The project team are proud to have worked so closely with our clinical colleagues to deliver such an exciting project and are thankful for the support they were given to work within the clinical spaces during such a difficult time. The partnership working and regular communication was key to the success of the project.



Pictured: New gamma camera and SPECT/CT



# PORTERS AND THE IMPACT OF COVID

The Hampstead portering team consists of 49 substantive staff, supported by Bank, ABM Agency Porters, brought in from the airline industry to support the pandemic and more recently we have had the pleasure of the military support too! The team is led by four team leaders alongside the evening supervisor, who was instrumental during the first wave.

Portering is a patient focused role and contributes to a valuable element of the support services (facilities) function. The team provides portering for the Emergency Department, ED X-Ray and all wards throughout the tower. The team aim to respond promptly to requests, primarily to escort or convey patients between departments, collect and deliver specimens, operate lifts, distribute scrubs and much more to support the patient flow and experience.

Porters demonstrate customer care, the safe practice of health and safety at work, patient confidentiality and the world class care values. Many members of the team have worked for the department for over ten years, with its longest standing member working at the RFH for 32 years demonstrating a commitment to patient care.

When the pandemic was declared in March 2020, the porters continued to

deliver their service and although they were well versed in their knowledge and application of infection control, they had questions and wanted to ensure they were safe, for themselves and their families. The service director, Jeremy Sharp arranged for the team to be addressed directly by the Head of Infection Prevention & Control Nursing in order to inform and also provide reassurance around the provision and use of PPE. The team also attended Mask Fit Training. The head of service, Dave Reavy also personally ensured the team received the Covid Newsletter each day to ensure they were kept well informed. We have ensured focus has been placed on the team's well-being and have arranged psychological counselling sessions. Support services team leader - Steve Downer has been a constant source of direction and support for the team, alongside the other team leaders.

The patient services porters provide a valued service throughout the hospital and have worked tirelessly throughout the pandemic. The team truly contribute to the heartbeat of the hospital. No matter what the obstacles our role is made so much easier because porters always work together to get the job done and make a wonderful contribution to the patient experience.

## Porters Q&A's

**How has the pandemic impacted on your role as a porter?**

**Gerry Foster**

*"It's a totally different perspective on life. I have a high regard for hospital staff and held them in high regard anyway but now I have seen what dedicated people working together can achieve."*

**What are you doing more of in terms of portering duties?**

**Ebi Awusa**

*"Getting to know the different colour zones within A&E and the pre-precautions."*

**What are you doing less of?**

**Adam Korim**

*"Our normal duties slowed down because transporting patients from ICU to scan were taking a longer duration of time."*

**What lessons, if any, have you learned during the pandemic?**

**Jackie Summers**

*"Having a strong team is very important to follow the instructions rightly."*



## Welcome Tim Bensted

**New Accommodation Services Manager, Tim Bensted, joined RFL in December succeeding Sue Hathaway following her retirement. Tim formerly worked for Newlon Housing Trust managing key worker accommodation, including for RFL, and brings this valuable knowledge and experience to the role. Tim joined RFL at an exciting time and will be working with RFLPS on a number of new projects, including the new Pears Accommodation for patients and staff.**



One of the key achievements of the team has been to support staff with free accommodation during the latest covid-19 surge. Funded by the Charity, the team have been able to support staff by utilising local hotels and housing providers. The majority of these staff have been working in ITU, or are living with vulnerable relatives. Having this offer in place has been vital to support staff in continuing to come to work and protect their loved ones. The team have received over 280

requests from staff and have booked over 3,800 nights' accommodation. It has been a real team effort to overcome the challenge which has included operating additional hours during evenings and weekends. Tim said "I am privileged to have joined the NHS during this challenging time and to be able to see the amazing efforts of all the staff. I am proud to have been able to play a part in supporting our clinical colleagues in providing vital care to patients. I would like to express my sincere gratitude to the team and our colleagues in property services for all their support".

## Are you interested in joining our Staff Experience Improvement Group for staff in RFLPS and RFL Estates and Facilities.

We are establishing a Staff Experience Improvement Group to look at practical and local ways we can improve staff experiences at work.

We are looking for members from a range of teams in RFLPS and RFL Estates and Facilities to join the Group and to share experiences and good practice from their team.

### The commitment:

- One 2 hour meeting bi-monthly
- Engagement in relevant activities and initiatives

The Group will meet bi-monthly for no more than 2 hours and you will be given appropriate time off to attend this event, but also to speak to your colleagues in advance of the meeting.

This meeting does not replicate the work of the RFL Group Joint Negotiating and Consultative Committee (GJNCC) and therefore will not be used as a platform to negotiate pay and workforce policies.

### What attributes are needed for this role?

- A strong advocate of the Estates and Facilities charter.
- Good at building trust and rapport with colleagues with pace and authenticity.
- Confidence in sharing feedback and messages to colleagues in your area of work.
- An empathetic approach and ability to remain non-judgmental when presented with information.
- Knowledgeable about Staff Improvement and Experience Plans for your Service area.
- Good time management skills to balance this role with your existing role.

Membership of the Group will be voluntary. To ensure representation from all areas of Estates and Facilities we are seeking to include at least one person from each of the following teams:

- |   |                       |
|---|-----------------------|
| • Catering                              | • Estates Engineering |
| • Decontamination Services              | • Medical Electronics |
| • Domestic services                     | • Portering           |
| • Estates and Facilities Administration | • Property Services   |
| • Capital                               | • Security            |

This is an excellent opportunity to help ensure that your colleagues' feelings and ideas are heard and understood and that we create the best staff experience possible at RFL.

If you are interested in joining the group please discuss with your line manager in the first instance and then submit an email outlining the following:

Name:  
Department:  
Staff Group:  
Job Title:  
Line Manager:

**To [rf-tr.seig@nhs.net](mailto:rf-tr.seig@nhs.net) by Friday 30 April 2021.**

**Line managers** – you are asked to facilitate release to staff to be able to join the Staff Experience Improvement Group.

## Wellbeing tents

Throughout our collective responses to the covid pandemic, the challenge of creating functional and meaningful spaces for staff, both clinical and non-clinical, to use to decompress and grab a break from the travails of their day has been uppermost in our minds.

Working alongside temporary structures specialist Sherbet Ltd, our Projects team on site at Barnet led on developing the requirements, fit out options and whole site logistics, to really turn the dial on wellbeing space for all. The finished products are nothing short of phenomenal and once open will provide staff with much needed R&R space, including kitchen facilities, soft furnishings, changing rooms and full heating and air conditioning, allowing all year round use. The work to install these fully furnished spaces commenced on site on 22nd February with an official opening date of 7th April. To see the transformation from rigid marquee structure to fully fitted out game changing R&R space has been a testament to all involved. Pushing the boundaries and truly thinking innovatively has generated a product that will live long in the memory of all at the Royal Free Trust.



### During the Covid-19 Pandemic we delivered



**174,645**

PTS journeys undertaken to transport patients to and from their appointments



**1,400**

VHP specialist decontamination cleans in the Royal Free tower



**912,000**

pairs of scrubs were supplied to staff



We hope you have enjoyed reading this newsletter. If you have any stories you would like to share or comments about the Newsletter please email Sharon Sullivan at [sharon.sullivan1@nhs.net](mailto:sharon.sullivan1@nhs.net).