

BUILDING SUCCESS

CONNECTING PEOPLE WHO CARE THROUGH WORLD CLASS SPACES



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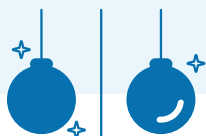
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Introduction to the tenth edition of the RFLPS Newsletter

DAVE REAVY

Head of Contracts & Performance



Welcome!



Welcome to the 10th edition of Building Success - the final (and festive) newsletter of 2023!

As 2023 draws to a close we can look back proudly and celebrate our successes of the past 12 months, building on them for a sustainable future into 2024 and beyond.

While we enjoyed a return to post-pandemic life and started to find our feet in the 'new normal', this year was not without its own challenges. A return to business as usual came with high expectations from our customers, providing high quality and value for money services. The NHS continued to experience strikes, operational and financial pressures, all while we had our own individual struggles with the cost-of-living crisis. Despite these challenges, RFLPS has continued to grow as a business with 11 employees in 2018 to 157 today, and the relocation to our new home at White Lion Street.

The timing of this newsletter coincides with the close of the COP28

conference - while commitments were made on a global stage in Dubai, we as an organisation have been considering how we can reduce our own environmental impact to help achieve a 'net zero' NHS by 2045. From re-writing procurement policies at a corporate level, to individuals who have set up volunteer-led kitchen gardens and educational projects, it has been heartening to see cross-team collaboration as we look to develop innovative ways of working to embed sustainability in all that we do.

You have all played a part in making this year a success. Thank You!

I would like to wish you all a Merry Christmas and Happy New Year and looking forward to seeing you back relaxed and refreshed, ready for the challenges 2024 has waiting for us.



RFLPS Head of People, Kelly Liu delivered our first in-house Leadership Development Programme at WLS (L-R Michelle Thiel, Mark Bateman, Kelly Liu, Phoebe Braidwood, Peter Martin, Julie Morris, Louise Jackson, Paul Keown & Laura Wilkes)

November saw celebrations held and presentations made to mark 25 years of continuous service at the Royal Free by Andy Pearce.

As a stalwart of the Capital & Estates team over his time with the Free, there isn't an inch of the Hampstead site that Andy doesn't know! As a true subject matter expert he is always willing to provide input and guidance on all things capital and estates having 'been there and done it' during his time with the Trust. His sage advice and knowledge on matters is always appreciated, the 'dad jokes' that invariably accompany that advice is a groaning price worth paying!

Congratulations and well done Andy!



THE HUB

Staff have been celebrating the opening of the Barnet Business Centre, now called the Hub. This significant project was led by Capital Projects Director Brian Pratt supported by Harley Lawrence.

Deborah Sanders, chief executive of Barnet Hospital, cut the ribbon to officially open the Hub after the new name was selected from more than 20 options put forward by colleagues.

The new building comprises three floors and is designed to accommodate more than 200 staff in purpose-built office accommodation close to the main hospital.

As well as general desk space there are also desks designed with privacy screening so that clinical staff can hold virtual consultations, as well as pod seating. There are also hot desking areas, several meeting rooms, training rooms, break-out spaces outside terraces and kitchens.

The build took five-and-a-half months and has been welcomed by staff from different divisions who were keen to move from buildings which were no longer fit

for purpose.

Some of the larger divisions who will be making use of the Hub include therapies, medicine and urgent care, surgery and associated services and women's and children. But smaller teams such as legal and quality improvement will also be working out of the new building.

Deborah Sanders said: "I know how necessary this new building was and what a difference it will make to staff. I want to take this opportunity to thank everyone moving in for their patience coping with the upheaval of the relocation.

"I'd also like to thank the colleagues who helped us to deliver this building for our staff. This new administration space is all part of the jigsaw helping us deliver outstanding care for our patients."





Away day

In September 2023, the RFLPS consultancy team held their first away day which brought together colleagues from Property, Transformation and Capital Projects. The aims of the day were to cement a 'one team' mindset, supporting the journey towards even more collaboration and innovation across functional specialisms and recognising that there is value and strength in our diverse multi-disciplined team to overcome challenges and deliver optimum results for our clients. We covered a lot of ground with a mixture a team building activities, reviewing our portfolio approach to commissions and working through mission, vision and objective setting. The feedback from the day was unanimously positive. A highlight was the lego bridge building challenge and with a range of built environment professionals in the room it will come as no surprise that there were some very creative and impressive structures.

A GLIMPSE INTO THE ROYAL FREE HOSPITAL CENTRE OF CATERING EXCELLENCE

In an exclusive feature, **Hospital Food + Service Magazine** looks in more detail at the Royal Free Hospital catering service and how it has raised the bar for the customer experience - be that the patient or the staff.

Hospital Food + Service Magazine is the largest circulated catering magazine for patient and visitor feeding across UK hospitals and hospices. The publication is dedicated to food service excellence across the entire healthcare sector, including the NHS, private hospitals and hospices across the UK.

[To read the full article click here](#)



NEW VIRTUAL CLINIC PODS

Faced with the challenge of finding space for 8 private video/telephone consultation rooms space planning had to devise an innovative solution as there was no vacant space at the Royal Free Hospital to facilitate this request.

Olivera Katic-Kerzan, Space planning project manager, came up with the idea to use pods as an alternative and introduced Paula Moreira, the Assistant Operations Manager for out-patient services, and her team to the concept of virtual clinic pods.

On Monday 20th December 2023, 5 new virtual clinic pods were opened at the Royal Free Hospital providing a bespoke private space for around 600 remote consultations per week.

At the opening, Paula said: "Until now, virtual clinics have been carried out in clinic rooms, which isn't a good use of space. These new pods mean that clinic areas are freed up for face-to-face consultations."

John Connolly, Royal Free Hospital chief executive officially opened the telemedicine centre and said: "I would like to say a huge thank you to Paula and the team, who have worked so hard to get the telemedicine centre up and running. It's an incredible new space and frees up clinic space in other areas of the hospital. Congratulations on this wonderful achievement."

The pods make efficient use of space, are versatile, movable, and easily assembled and dismantled within hours, like an office in a box. They provide flexible rooms offering a sustainable solution that can be reused and repurposed in any location. Pods present a visually appealing and logistical solution, allowing medical staff to conduct confidential phone and video calls with patients and will significantly contribute to saving and optimizing valuable space at our hospital.



Phase 1 completed with the successful installation of MRI 3

At the Royal Free Hospital (RFH), Royal Free London Property Services (RFLPS) have officially completed and handed over Phase 1 of a 3-phase project, with the successful completion and installation of MRI 3, CT 3 and X-Ray 1.

Phase 1 was completed as of September with the successful installation of MRI 3. Installations of specialist equipment was undertaken by Siemens (X-Ray 1 and MRI 3) and Canon (CT 3). Due to ongoing clinical pressures, RFLPS' maintain an active relationship with the clinical team to alleviate any disruptions or impacts posed arising from construction activities through project interface meetings and weekly user group sessions.

Phase 2 has now kicked off with the penultimate set of Imaging Diagnosis Machines of X-Ray 2 and CT 2. X-Ray 2 has successfully been delivered with Siemens currently completing commissioning within the refurbished room and ancillary spaces.

Forecast completion remains on track with practical completion on Q2 2024.



A NEW MAGGIE'S CENTRE



A new Maggie's centre has been constructed and recently opened in the South West corner of the RFH campus, adjacent to South carpark.

This has been the culmination of many years of work with RFLPS at the forefront of discussions between Maggie's and the Royal Free Group. From finding a suitable space on site, through supporting the process to gain planning approval and construct the building, RFLPS teams worked tirelessly in the background to help turn a concept into reality.

People living with cancer, their family and friends, and staff can now visit the new Maggie's centre within the grounds of the Royal Free Hospital.

The centre, which opened today, provides a space for patients to go for advice and support away from a hospital environment. It is a place to learn new skills and ways to cope and meet people experiencing similar challenges.

Designed by renowned architect Daniel Libeskind, the centre is split over three floors. It has nine rooms including a kitchen, library, private benefits room, counselling room and a large multipurpose room for group and exercise sessions.

The Maggie's centre is nestled into a planted garden designed by Martha Schwartz Partners to provide an intimate and soothing outdoor space. There is also a roof garden which creates a calm enclosure for visitors.

John Connolly, chief executive of the Royal Free Hospital, said: 'The Royal Free London and Maggie's are at the heart of delivering the very best

cancer care and support for patients. I am delighted to see this incredible new building open and look forward to seeing what the next chapter of our partnership with Maggie's brings'.

The centre aligns with our clinical strategy, which focuses on three areas for the future, including cancer. We are one of the largest providers of cancer care in the UK, receiving the most referrals for suspected cancer in London and the fifth highest in England.

Robyn Volkers, Maggie's centre head, said: 'We are so pleased to be supporting people with cancer and those close to them from our new centre.

'Designed to feel more like a home than a hospital the new space is flooded with natural light, has communal spaces to bring people together to share stories and support one another, as well as small, intimate rooms for privacy and one-to-one sessions with our professional team.

'We are open Monday to Friday 9am to 5pm, no referral or appointment is needed, and the team will be there with help and information, support

groups and activities and benefits advice all designed to make coping with cancer easier. Remember we are here for staff too.'

Maggie's is a charity with more than 25 years of experience providing free cancer support and information in centres across the UK. Built in the grounds of NHS cancer hospitals, the centres are warm and welcoming spaces run by expert staff who help people live well with cancer.

If you would like to visit the centre, please contact the team via email: royalfree@maggies.org





SPOTLIGHT ON NEW STARTERS

A VERY WARM WELCOME TO ALL OF OUR NEW STAFF

Mans Ruda
Interim MiCAD systems manager

"I am the Interim MiCAD Systems Manager working within the Space Planning team. I have more than 30 years of experience in CAD, CAFM, Space Planning, Move Management & Surveying. I have worked in multiple industry sectors. I like problem solving with CAD, CAFM and space management to provide solutions that add value to an organisation and its people. I am keen sunny day social golfer. Nickname the Indian Mexican."



Steve Last
Deputy director of estates and facilities, RFH

"I have over two decades of experience in the NHS serving at various prominent London Trusts. I believe in a hands-on approach, preferring a back-to-the-floor working style to understand and address challenges directly. I'm an avid cyclist often exploring the scenic routes of the Essex and Suffolk countryside and otherwise perusing Autotrader, scouting for my next car!"



Louise Jackson
Deputy director of estates and facilities, Barnet

"I have spent the last 15 years working in the PFI world as a Hard / Soft FM Provider in both the Healthcare & Education sectors. I wanted to progress my career as well as use the knowledge and experience I have gained over the years and was thrilled to join RFLS in September as the Deputy Director of Estates and Facilities at Barnet Hospital. I am looking forward to starting a new chapter with RFLPS and seeing what challenges come my way. Away from work I love nothing more than spending time with my family, I have two amazing boys who are 11 and 2 and the light if my life"



Chandra Banerjee
Senior project manager, transformation

"Having a keen interest in medicine and technology, I entered the NHS through the Graduate Management Training Scheme scheme. This allowed me to explore the realms of policy at a national level and work on transformation programmes at the local level focusing on implementing EPR systems and developing strategic approach to community care. I aim to further my transformation work as Senior Project Manager with RFLPS and continue to add value to the wider healthcare ecosystem. When I'm not traversing through the complexities of the healthcare system, you can find me in the woods, hiking in the countryside."



Festive jumper day

On Friday 15th December 2023 the RFH Estates & Facilities Department took part in a festive jumper day in the office. All was in aid of the RFH Specialist Baby Care Unit. First prize was won by Matt Scannell with his blue Father Christmas jumper. Over £50 was raised for the Charity. If anyone would like to donate further, please utilise the following [JustGiving link](#).



INTRODUCING FORMUS PRO:

Revolutionizing Project Management and Business Reporting

In the dynamic landscape of project management, the business has embarked on a transformative journey with Formus Pro, a cutting-edge app designed to streamline project operations and elevate business reporting.

The collaborative effort aims to orchestrate a seamless integration of the company's business performance tool from SharePoint to Formus Pro, marking a significant leap towards enhanced document management, improved operational efficiency, and optimized administrative structures.

Project Management Redefined

Formus Pro is set to redefine project management by providing a centralized hub for key project information. The app facilitates efficient project tracking, allowing the team to proactively monitor progress, identify potential issues, and execute corrective actions promptly. With a unified platform, team members can easily access and share critical project details, fostering collaboration and transparency.

Business Reporting at Your Fingertips

On the business reporting front, Formus Pro offers a revolutionary approach. The app consolidates essential project data, providing a comprehensive overview of ongoing projects, resource allocation, and upcoming initiatives. This

centralized repository enables the team to identify focus areas and make informed strategic decisions, ultimately enhancing overall business performance.

Smart App for Smart Results

As we enter this new phase with Formus Pro, it is crucial to actively engage with the app as a smart tool. The more information we input, the more valuable insights we can derive. Phase two will focus on capturing additional requirements and addressing any gaps identified during usage. Therefore, feedback from every user is encouraged to contribute to the ongoing development and refinement of the app.

Immediate Changes and Training Sessions

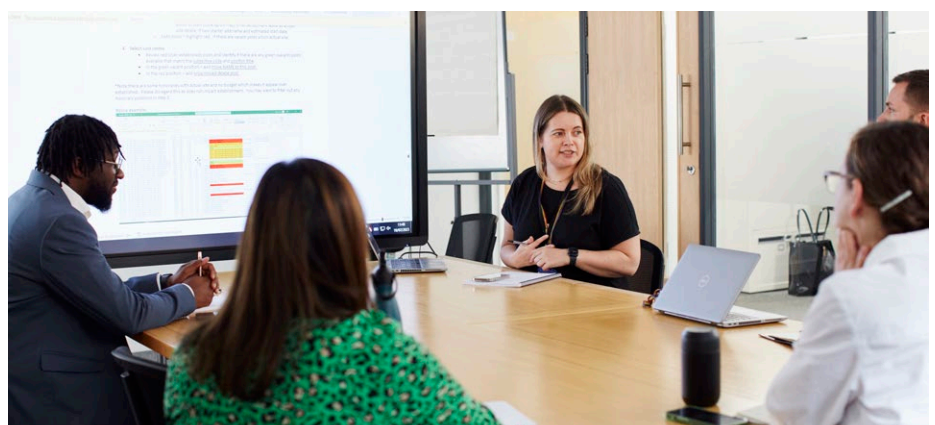
Starting from the 4 December 2023, timesheets will be completed weekly via the app. The user-friendly interface ensures accessibility for all team members. Training sessions have been implemented, and additional sessions can be arranged through line managers for those seeking further guidance.



Embracing Change for Collective Success

This new business acquisition represents a significant achievement for our organization. It positions us to align with market trends and implement better ways of working for all staff members. Embracing Formus Pro signifies our commitment to staying at the forefront of technology, fostering collaboration, and ensuring the continued success of our projects and business operations.

In conclusion, Formus Pro is not just an app; it's a strategic asset that empowers us to navigate the complexities of modern project management and business reporting with precision and ease. Let's embark on this journey together and propel our organization towards new heights of success.



ESTATES AND FACILITIES MANAGEMENT NHP PROGRAMME

Introduction:

As part of the Government's Health Infrastructure Plan, the New Hospital Programme (NHP) is a multi-billion-pound investment, to deliver a national healthcare infrastructure programme across the NHS. Each of the 48 committed new hospital schemes will deliver brand new, state-of-the-art facilities to ensure world-class provision of healthcare for NHS patients and hospital staff.

Aim:

To support the ambitious NHP programme, RFLPS has been commissioned by NHS England to work in partnership to devise a standardised approach towards the estates and facilities management (EFM) offering across all proposed new hospitals of the future, providing a transformational way on how EFM services will be delivered by the NHS.



The EFM strategic objectives are to:

1. Develop Expertise:

- Build the next generation EFM workforce e.g. train hybrid tech-EFM specialists,
- Invest in training and upskilling workforce
- Develop an ambition for understanding true 'lifetime' costs,
- Identify early adopters who can help to grow the EFM capacity and capability

2. Reduce Outsourcing:

- Consider a blended model of outsource versus in-house, leveraging a once in a generational opportunity to invest in the EFM delivery and glean the wholesale benefits of this approach.

3. Challenge

- Challenge the status quo and change the narrative, recognising that EFM is integral to positive patient outcomes by continuously improving standards.

4. Realign expectations:

- Realignment of expectations and behaviors across internal and external stakeholders e.g., Architecture, Engineering Community, Contractor and the wider NHS

5. Concept Utilisation:

- Utilise the concept of a "Smart Building" from the use of innovation and technology to achieve digital integration to improve service up time, more efficient use of the available workforce along with enhanced supplier performance management.

Activities/Milestones:

- Collaborating, supporting, testing, and challenging the production of design standards and compliance information into the development and delivery of standardised hospital design
- Production and sign off of a high-level draft of the Target Operating Model (TOM) – Final draft of TOM currently in progress
- Supporting and providing input into the SOC - (complete), OBC and future FBC workstreams from an EFM perspective
- Supporting and facilitating the connection of the emerging EFM strategy with digital, clinical and workforce.
- Providing input into EFM clinical adjacencies review
- Supporting proof of concept for the Innovation and Research workstreams
- Providing PMO programme management support to the EFM workstream
- Supporting Trust deep dives, and providing technical support to the broader team on EFM guidance and relevant legislation and best practice
- Providing technical support and guidance to a number of key groups to include but not limited to; Ventilation Safety Group, Water Safety and Smart Buildings, Future Standards, NHS Estates/ NHP Strategic Alignment, NHP Operational Alignment Group working groups, and design reviews.

