

# BUILDING SUCCESS

CONNECTING PEOPLE WHO CARE THROUGH WORLD CLASS SPACES



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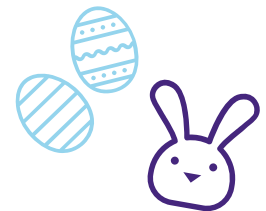
## Introduction to the eleventh edition of the RFLPS Newsletter

**PATRICK MASON**

Assistant Catering Manager



# Welcome!



Welcome to the 11th edition of Building Success Happy Easter and Eid Mubarak!

I'm Patrick Mason, Assistant Catering Manager at Royal Free Hospital, starting my journey with RFL Property Services Limited in August 2018, transitioning from OCS through a TUPE transfer. Initially assigned as a patient feeding coordinator, my potential was spotted by Larry Rosenthal, our catering manager, who became my mentor, shaping my career trajectory.

In my role, I oversee the smooth operation of catering services across various units, ensuring high standards of food quality, service, and hygiene. Daily tasks include reviewing staffing, menus, and addressing any issues to maintain seamless operations and compliance with health and safety regulations. Collaborating closely with Larry, we continually innovate, researching current trends and technologies to enhance our offerings.

A significant milestone in my career was becoming the first ethnic Chairman of the Hospital Catering Association London and Southeast Branch in January 2023. Initially facing challenges due to unfamiliar jargon and a sense of isolation, I persevered,

gaining respect and transforming my position into one where Larry and I are valued resources.

As Chairman, I provide leadership, ensure legal compliance, and foster relationships with stakeholders. My responsibilities include influencing external agencies, communicating with National Officers, and promoting the Association's standards. Networking with catering professionals keeps us updated on practices and legislation, vital for driving innovation and maintaining food safety standards.

My dedication, coupled with Larry's mentorship, has led to significant achievements. In January 2021, our catering service attained exemplar status, showcasing our team's commitment and passion. Additionally, winning the Royal Free NHS Foundation Trust Oscar for non-clinical team of the year twice, in 2018 and 2023, highlights our hard work and Larry's unwavering support. These accomplishments are a testament to our team's dedication and drive for excellence.

## HIGHLIGHTS 2023/24



Patient Journeys



300,000

Instruments Decontaminated



6,800,000

Number of patient meals served



1,942,700

Waste Disposed of (tonnes)



4,237

# KEY ACHIEVEMENTS 2023/24

**As we come to the close of the 2023/24 Financial Year, RFLPS have had a number of major successes across our Operational and Consulting businesses.**

We are rightly proud of the outstanding work that our teams do and the way in which they strive for excellence in all their endeavours.

Here is a snapshot of some of the ways in which we have helped our clients and customers on their journeys to transform the built

environment for the benefits of their patients and staff.

Well done to all of our staff and teams who have been involved in these and all the other successful projects across the business this year. We will continue to build on this success as we move into 2024/25.



## Operational

- RFL model site for infrastructure reporting NCL.
- Whittington Health surveys.
- Tendering for site Decarbonisation.
- Consistent performance & compliance reporting.
- Workforce analysis for Facilities resources at RFL.
- Estates Asset/workforce analysis, completion by April 2024.

## Community Diagnostic Centres

CDC Accreditation Management developed for Finchley Memorial Hospital Trans-Nasal Endoscopy construction workstream mobilised to deliver new TNE facility. Nominated for a SHJ award.

## New Hospital Programme Estates Leadership

Supported the central NHP team in designing the hospitals of the future. Developing the Target Operating Model and estates case for change.

## PET CT Quadra & Vision

Delivery of complex enabling and decant program for RFL Charity-funded PET CT Quadra, with works for PET CT Vision, ready for early 2024 installation.

## 7 South

Delivery of new 32-bed Day Surgery facility through ProCure 23 Framework.

## St Pancras Moorfields

Successfully delivered Vacant Possession to allow enablement of Project Oriel on the St Pancras site, as well overseeing construction and opening of 2 new Mental Health facilities (Highgate East and Lowther Road).

## RFL Hybrid Theatres

PMO and program management for RIBA 1 and 2 design stages and business case for 2 Hybrid Theatres at RFH site. Appointment extends to finalize Planning and RIBA 2+ and 3 design in 24/25.

## Barnet ED

Programme and construction management of ED reconfiguration from RIBA 1 to tender. Phase 1 groundwork and structural complete, Woodlands decant finished, refurbishment halfway done. Project extends into 24/25.

## RFL Radiotherapy

RIBA 1 and 2 designs and cost plan for replacing Radiotherapy Planning CT and potential 3rd Linac, supporting D2 OBC.

## Hinchingsbrooke Theatres

Design, construction, and opening of 7 new theatres at Hinchingsbrooke Hospital.



# SAFE SPACE ON 8 NORTH

**The Capital Team were tasked with creating a patient 'Safe Space' on 8 North for patients that have mental difficulties and medical needs. This was to be created to improve the safety and wellbeing of staff and patients on the ward. The ward was refurbished with all anti-ligature furniture, fixtures and fitting.**

8 North is an unplanned care ward, where patients are sent from A&E should they need to be admitted, therefore the ward already faces challenges, so creating a safe space for mental health patients they receive on the ward was paramount

Due to the use of this room, we were unable to get into the space and carry out any surveys ahead of taking possession, which was always a risk. Many challenges were faced during the 4 week programme, but with one of our preferred contractors, LPL and our Estates team both on side, we got the project overline. There was absolutely no room to be delayed due to the hospital pressures we were already facing, so having a bed down for any longer was not an option

Communication with the clinical team was extremely important during the project, keeping them in the loop, getting decisions signed off and cooperating through 2 medical gas shutdowns to the ward

We faced several challenges with the procuring of some fixtures and fittings, where companies would not sell 1 single item and only sell 10 or 20 at a time. This was no challenge for LPL, as they were straight back out looking for other suppliers

The clinical team, along with the executive team, are extremely happy with the space that has been created for them and look forward to creating more of these around the trust.



**HSJ** PARTNERSHIP AWARDS 2024

**Congratulations on being named a "Bronze" runner-up at the 2024 HSJ Partnership Awards!**

The Finchley Memorial Hospital Community Diagnostic Centre project team comprising of: RFL Property Services, North Central London ICS, Community Health Partnerships, Royal Free London NHS Trust, gbpartnerships, North London Estate Partnerships and Turner & Townsend, are delighted to announce that their multi-modality CDC project has achieved Bronze for Healthcare Infrastructure Project of the Year at the HSJ Partnership Awards.

Finchley Memorial Hospital Community Diagnostic Centre is a leading example of estates driving service transformation, embedding significant change as 'business as usual'. The programme, rapidly grew from a single mobile CT scanner to a multi-modality site which includes multiple MRI scanners, X-ray, a further CT scanner, Ultrasound, Respiratory services, Microvascular, Ophthalmology and Cardiology services.

The project transformed unused inpatient facilities to a successful outpatients' diagnostics centre, bringing care closer to home for local residents. Over 140,000 tests have been carried out since the CDC opened in August 2021.

Alex Pinches (NHS England, Head of CDC Programme) commented: "As one of the first NHS specialist CDCs to open in England following the pandemic, the learning from this project has been incredibly important and shared widely, both nationally and regionally, so that future CDC projects can benefit from the learnings and build on them."

We would like to congratulate the following team members of our Consultancy team for this fantastic achievement: Rachel Kane, Harley Lawrence, Tom Bunting, Franca Oluwatoyin Bamisaiye and Laura Wilkes.



# ROYAL FREE HOSPITAL CATERING SHORTLISTED FOR PUBLIC SECTOR CATERING AWARD 2024

**The Public Sector Catering Awards, which aim to celebrate individuals and teams that work within the industry.**

Royal Free Hospital Property Services Catering, has been shortlisted in the

Hospital Caterer Award category of the Public Sector Catering Awards 2024.

The Awards will take place on Thursday 4th April at the Hilton London Metropole.

[The full shortlist of finalists has announced and you can see it here.](#)



## Pet Quadra Scanner for cancer treatment

March 2024 was a landmark month for cancer treatment at the Royal Free London (RFH). An £8m, Royal Free Charity funded, PET Quadra scanner was installed as part of an on-going imaging replacement programme across the Trust. RFL Property Services (RFLPS) provided a wide range of consultancy services managing business case production through to completion.

The £3.5m construction programme was delivered in line with contract programme. This was achieved through extensive stakeholder management to ensure live hospital

operations were not impacted as a result of the construction works.

The project included a significant amount of decant works which were required to enable the project through the installation of structural steelwork due to additional loading (lead and equipment). Throughout the project additional decants were identified due to unforeseen challenges within the existing building, RFLPS Property Space Planning team were able to navigate the team through these challenges swiftly finding both practical and commercially viable decant solutions.

When working within a live operational healthcare environment, notwithstanding 50-year-old infrastructure, close liaison with RFH Estates team is essential. Through collaboration and exercising the brilliant basics, both parties worked effectively to deliver this

prestigious project.

Phase two of the project is due to commence in March 2024 with the removal of the existing MCT PET Scanner, this is to be replaced with a Vision 600 scanner and refurbished patient bays and ancillary areas. Practical completion of the construction works is to align with the delivery of the Vision 600 in July 2024.



# RFLPS TEAM SUCCESSFULLY DELIVERS THE NEW NHS MENTAL HEALTH INPATIENT BUILDING IN HIGHGATE EAST

**The RFLPS team, were commissioned by C&I to deliver operationally ready clinical facilities in Highgate East, a brand-new NHS mental health inpatient building covering Camden, Haringey and Islington boroughs. This truly multi disciplinary commission required construction, commercial, transformational, finance and PMO support.**

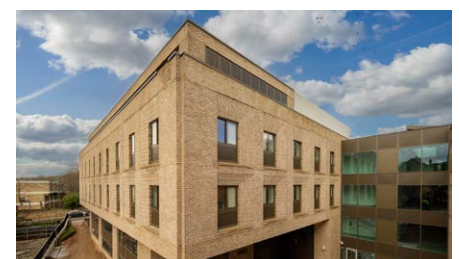
The new hospital's cutting-edge design provides 78 all single en-suite rooms, replacing ageing inpatient facilities at St Pancras Hospital in Camden and providing a purpose-built environment which will support the recovery of service users and significantly improve the working lives of staff. The new building has outdoor space from each ward, therapy spaces, plus a sports hall and a new community café.

Over the past year, the RFLPS team has demonstrated unwavering commitment and collaboration, working closely with clinical and operational teams to bring this vision to life. Today, we are delighted to announce that RFLPS has met a major milestone in the delivery of the programme. The Highgate East clinical facilities, meticulously designed to meet the operational needs of providers and patients, are now fully functional. This marks a pivotal moment in the programme's timeline, as we begin welcoming patients to these state-of-the-art facilities as of March 2024.

In addition, the team also supported delivery of a brand new community facility in Islington Improving the quality of community facilities with 50 plus consulting rooms, office space and community facilities all of which is central to plans to help people with mental health problems to live well, closer to their homes and places of work.

We would like to congratulate the following team members for this monumental achievement: Annie

O'Sullivan, Sam Ekundayo, Naila Carvalho, Xristina Klimchuk, Kerry Dixon, Dragomir Ralev, Nick Ball and Malcolm Mullins.



## 6 Critical Practices of Leading a Team

Kelly Liu, Head of People and Julie Morris, People and Resourcing Specialist delivered the 6 Critical Practices of Leading a Team, a specifically crafted leadership development programme to empower our managers with essential tools and skills for cultivating effective leadership habits. (L-R Chandraroop Banerjee, Nisha Plaha, Sherwin Lopez, Julie Morris, Oluchi Uduku, Kelly Liu, Peter Morris)

# RFLPS JOURNEY TO ISO ACREDITATION

**ISO 45001:2018 commenced July 2023, where a 'Gap Analysis' was undertaken by Shirley Allen-Fletcher (Safety and Compliance Manager). The analysis highlighted oppertunities where the organisation needed to focus on key health and safety compliance.**

Using the ISO 45001:2018 standard provides a suitable framework for managing Occupational Health and Safety (OH&S) and meets legal requirements for workplace health and safety, in our sector and industry. Its focus is on risk management and leadership.

## ISO 45001 Clauses and Main Requirements

ISO 45001:2018 commonly follows the ten-clause format.

It is designed to give organisations a clear and defined set of requirements for implementing the OH&S standard into their management systems. It is aligned to the Health and Safety at Work etc. Act 1974 and other applicable legislation related to the act.

## What are the key benefits?

There are so many benefits for RFLPS to use the management standard ISO 45001:2018 in providing a clear and structured framework to OH&S for the organisation.

There is the obvious, and very intended benefit of improving the OH&S performance following the 'Gap Analysis' this will demonstrate a clear commitment to workplace safety for staff and clients alike.

Implementing ISO45001 promotes internal communication across all levels within the organisation, encouraging collaboration in the pursuit of providing safe and healthy working conditions, of all involved.

Improving OH&S performance can also help to lower costs such as insurance premiums, as well as those

associated with the disruption and downtime that workplace hazards can bring. The reduction of workplace accidents, injuries, and illnesses, this in turn can lead to lower the absenteeism rates, by increasing productivity, and better delivery of our services. ISO45001:2018 will aid in helping RFLPS comply with their legal requirements and demonstrate our commitment to health and safety to our customers and stakeholders on a whole.

These are exciting times for RFLPS to be awarded this ISO 45001:2018 standard. The key benefits of embedding this into our current systems is to:

- A commitment from top management to health and safety
- The identification of hazards and assessment of risks
- The implementation of control measures to management all risks
- The provision of training and awareness to employees
- To have a working system for monitoring and continuous improvement which will benefit not only our staff, but our stakeholders too.

ISO 45001:2018 aligns itself with other OH&S management systems, such as ISO 9001 and ISO 14001, it allows RFLPS to look to the future and build an effective and efficient management system for workplace health and safety, that is tailored to risk types and specific organisational needs for long-term collaboration.

Andrew Panniker, RFLPS Managing



director said, "What a great achievement well done! This always involves a huge amount of work, that is often underestimated, and success is reliant on commitment and obsession to getting the job done."

Our organisation has always thrived on excellence, and ISO 9000 and ISO 14001 accreditation represents the next milestone. It is not just a certificate; it is a testament to our unwavering commitment to quality, consistency, integrity, and continuous improvement.

Andrew also said, "I believe in the power of our team. Your dedication, resilience, and passion for excellence have brought us this far, and together, we are more than capable of achieving this prestigious accreditation.

Remember, this journey is not just about ticking boxes or meeting standards; it's about ensuring that we provide the best for our customers and partners."

We plan to secure these milestone achievements in autumn 2024.



# NEW THEATRE BLOCK AT HINCHINBROOKE HOSPITAL

**Royal Free London Property Services (RFLPS) are working with North West Anglian NHS Foundation Trust at Hinchinbrooke Hospital in Huntingdon, Cambridgeshire, providing project and programme management expertise for the development of a new theatre block.**

The theatre block is located between the existing Main Hospital and PFI Treatment Centre to facilitate collaboration with existing services as well as enable future development due to RAAC.

RFLPS are supporting with the Construction and Design Lead for the new theatres project which includes 7 New theatres on the site, Recovery, and staff facilities in a newly built facility. The PFI Treatment centre are the fixed points / site anchors that the following phases of the estate's development will need

to gravitate around.

The new Theatre block is circa. 4800m2 over two storeys with theatres occupying the first floor.

RFLPS are also providing NEC3 Supervision services, giving Technical & Building Fabric assurance on the construction delivery. The PMO team have provided significant support throughout the project, regularly providing updates on programme milestones, expenditure review against budget and proactive planning.

The approach to sustainability at Hinchinbrooke Hospital has considered a range of aspects to deliver a net zero carbon and BREEAM Excellent facility, which delivers world leading patient care.

RFLPS have been working closely with the Estates & Facilities Sub-Groups, Authoring Engineers, Stakeholders and contractors to deliver a world class facility.

Due to some on site challenges with the contractor the programme has been delayed, however is due to go live in June 2024.



## THE ROYAL FREE CHOIR!

**Thanks to the Royal Free Choir for their wonderful performance at our Christmas party.**

Come along one Thursday and meet them! For further information – visit their website: [royalfreemusicociety.org.uk](http://royalfreemusicociety.org.uk)



**Every Thursday from 7pm to 8.30pm in the Atrium** (near the main entrance)

Close to Hampstead Heath Overground, Belsize Park tube, buses 24, 46, 1, 268, C11

They are a very friendly, non-auditioning four-voice choir, which takes music seriously but has a lot of fun in the process.

You don't need to work in the hospital - all welcome!

Ability to read music not essential but you must be able to sing in tune.



**Special offer** first term subs at **50% discount!**

# SPOTLIGHT ON NEW STARTERS

## A VERY WARM WELCOME TO ALL OF OUR NEW STAFF



### **Martyn Guyver** Estates & Facilities Contract Manager

"I have recently joined RFLPS as an Estates & Facilities Contract Manager. I have worked in Facilities Management for the last 27 years, the majority of this time spent managing sites and soft FM services within a local council setting. Outside of work I enjoy travelling and have recently visited Malaysia, Australia and New Zealand."



### **Stuart Gordon** Head of Facilities - Barnet

"I joined the NHS 16 years ago. I started in supplies, moved into procurement, and obtained my chartered qualification. I've worked in HR, finance across different sectors of the NHS. Recently, I've applied my procurement skills to business change in estates and soft services. Outside of work, I'm passionate about making a difference for patients and enjoy daily gym sessions, mountain climbing (Kilimanjaro this year!), and supporting Spurs (although not always enjoyable)."



### **Yoryd Khatri** Commercial Contracts Manager (Clinical Engineering)

"I first started my journey in medical technology management in 2004 as a junior engineer at my local NHS hospital. I worked up through more senior engineering, management, and commercial roles. I have been fortunate to work across both the NHS and private sector. I am very excited about taking up this new role with the RFL and hope to make a positive contribution to the team, organisation, and our patients. In my spare time I enjoy spending time with my wife and two young sons and love an excuse to BBQ when I can."



### **David Tropman** Medical Electronics

"I have worked for over 20 years in Clinical Engineering departments, both in the NHS and private sector, working in equipment management, project management and medical device design. I love problem solving and working with my team to provide an excellent service to our clinical colleagues and therefore to our patients. When not working, I'm Technical Manager for my local amateur theatre group and am often found singing in a cappella choirs as well as my most important roles as husband and Dad."



### **Martina Franco** Estates & Facilities Contract Manager

"Since I moved to the UK 8 years ago, I've always been focused on my career. I've always had an interest in facilities management, working in operations and managing sites and staff. This job is a perfect opportunity to learn more about contracts & performances. I'm also a part-time yoga teacher and cat sitter."



### **Mohammed Miah** Parking Administrator

I am very pleased to join the Royal Free as a car parking administrator. With a customer service background, I value helping others and believe it's crucial for both individuals and the company. Working alongside diverse, talented colleagues, I aim to enhance the experience for both patients and staff. The trust's values align closely with my own, enabling me to excel and deliver exceptional service to all.



We hope you have enjoyed reading this newsletter. We wish you all a lovely easter holidays and a happy Eid. Eid Mubarak! 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).