

# BUILDING SUCCESS

CONNECTING PEOPLE WHO CARE THROUGH WORLD CLASS SPACES



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## Introduction to the eighth edition of the RFLPS Newsletter

**MAGGIE ROBINSON**

Director of Property



# Welcome!

**This year is the 5th anniversary since RFLPS was formed and we take the opportunity to look back in celebration of how far we have come as well as looking forward with excitement to where we are heading. A huge thank you to everyone, our success is down to you all. As we approach a Bank Holiday weekend, if you are not working we hope you take the time to recharge your batteries, and if you are, a very big thank you from the bottom of our hearts.**

RFLPS has come a long way in the 5 years since we were set up in 2018 and this newsletter contains information on that journey, our achievements and our plans for the future. During that period we have come through very challenging Covid times and we are proud of the contribution estates and facilities have made. Whilst it has been very difficult and we are still supporting the recovery, a positive outcome of the pandemic has been the abiding recognition of the value, criticality and importance of the services you deliver.

Delivering our services to the NHS and supporting the Royal Free Group remains a top priority. In 2022/23 we have successfully delivered against our financial targets and generated income for reinvestment. This has kept us all very busy and the workload whilst tough is rewarding. Please take some time to reflect on how we can look after each other and bring compassion, patience and kindness into our work life – this comes through in our services and patients will feel the benefit. Thank you again for all your hard work which will continue to underpin the continued success of RFLPS.

## New office in White Lion Street

**The time was right for RFLPS to rent offices to provide an HQ and base for our increasing numbers of staff, and as a location to welcome our colleagues, partners and clients.**

94 White Lion Street is located in Islington just a couple of minutes' walk from Angel tube station and ideally positioned to reach all of the RFL and partner sites. The space is light and airy and we even have the shared use of a rooftop terrace. Please do come to use the space or just for a visit – you may think you are beside the seaside as the meeting rooms have a fun beach hut vibe! Everyone is welcome.



# THE JOURNEY SO FAR

RFLPS have gone from strength to strength since we formed in 2018. Our considerable achievements have been against the backdrop of operating in an extremely challenging political and economic environment. It is a testament to you all that we have achieved this growth and these outstanding results - and most importantly have supported all our hospitals and customers to deliver expert care to our patients.



£9.6m FIP delivered against a target of £5.8m

## Supporting and delivering



across RFL Group & customer sites

## Spotlight on Estates & Facilities

In addition to managing huge E&F budgets and delivering outstanding services to the RFL hospital sites, RFLPS have taken on two new E&F management contracts at North Middlesex University Hospital and Whittington Hospital. To support this growth and ensure continued high performing delivery the management structures have been reinforced and a Contracts and Performance function has been stood up.



Estates & Facilities Team of the Year 2019 award

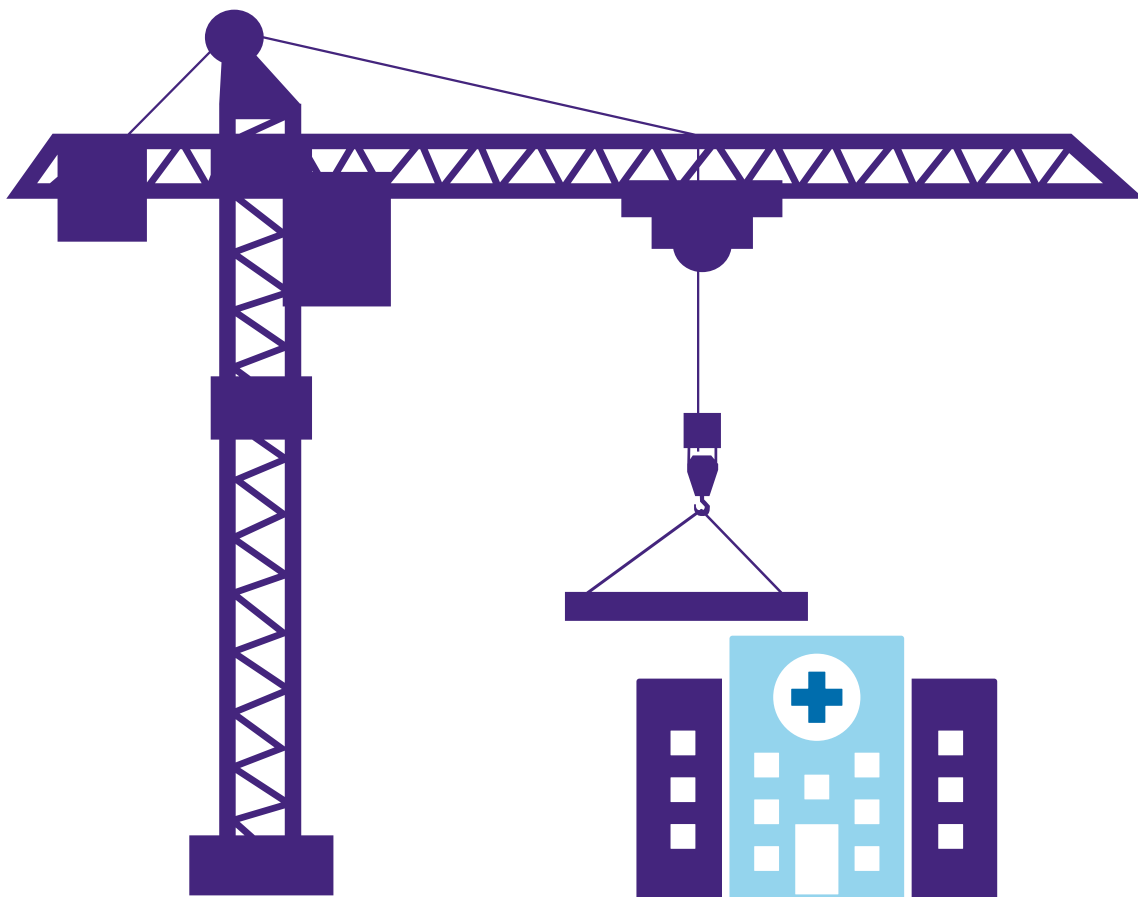


**RFLPS continue to support the RFL Group with their strategic priorities, delivering capability that the Group would otherwise have to purchase from the private sector - securing a better value and quality service from healthcare estates' experts. The external customer base has grown significantly - taking on new customer commissions, expanding existing relationships to drive additional revenue into the business and delivering surplus for reinvestment into the RFL Group. More about the RFLPS Strategic Consultancy coming up in the next edition of Building Success Newsletter.**

As we head into the new financial year, RFLPS are rolling out a number of plans to support continued growth within our business and to develop our valued workforce. These include a focus on:

- Developing our external business, closely working with our integrated care system and supporting national programmes
- Improving systems and customer reporting across our operational services
- Empowering our people, putting them at the heart of everything we do, to help us to overcome challenges
- Putting sustainability at the top of the agenda to deliver green solutions and carbon reduction projects for our clients

**We are proud of all of you who have worked tirelessly to support and enable RFLPS achievements in just 5 short years. We look forward with excitement of where RFLPS will be in the next 5 years.**



# EVERGREEN AND FOREST ROAD PRIMARY CARE CENTRES: VISIONING STUDY

**RFLPS recently partnered with gbpartnerships consult to deliver a study focussed on the use of the Evergreen and Forest Road primary care centres, which currently provide GP and community services (dentistry, phlebotomy, district nursing and musculo-skeletal clinics) to North Enfield.**

The study was commissioned by North Central London Community Integration Programme (NCLIP). Led by Maggie Robinson, Director of Property at RFLPS, with the help of strategic estates consultants from gbpartnerships consult, a project team of Laura Wilkes, Chia Ndika, Rachel Ellis and Xristina Klymchuk designed and delivered extensive stakeholder engagement. This included surveys, focussed estates and services research, interviews and workshops as well as a 2-stage report which included a baseline study of the buildings; our research findings; zonal block drawings; orders of cost and an options appraisal.



Forest Primary Care Centre



Evergreen Primary Care Centre

The overall objective of our review was to assess and report on opportunities for potential consolidation and estate rationalisation at the two centres, which would realise some or all of the following benefits:

1. **service efficiencies to enhance integration and maximise clinical and non-clinical capacity**
2. **increase utilisation and optimisation**
3. **improve user experience for both sites**
4. **explore and encompass opportunities for wider Estate consolidation**
5. **consider strategic options for lease ownership post-March 2025 (for Evergreen) and at a later date for Forest Road**



# HINCHINGBROOKE HOSPITAL

**RFLPS are supporting North West Anglian NHS Foundation Trust with their sire redevelopment of Hinchingsbrooke Hospital and for the Trust to vacate their RAAC buildings by 2030.**

They currently have an in-flight project, which is the construction of 7 new theatres. The works are progressing well on site and are due for completion at the end of this year. The works were procured through P22 and are being constructed by Graham Construction, and current activities include mechanical, electrical and plumbing work and connecting into the existing building.

The 7 new theatres, which are a mix of general and hybrid theatres, will replace existing theatres within the RAAC buildings and the next key milestone is topping out the construction and making the building watertight.

# ST PANCRAS HOSPITAL

**RFLPS are supporting Camden and Islington NHS Foundation Trust (C&I) on their St Pancras Hospital transformation programme.**

This extensive commission includes supporting PMO activities and providing technical support and interface with the up-and-coming Project Oriel construction activities, being progressed on part of the site by Moorfields Eye Hospital. C&I have sold part of the St Pancras site to Moorfields Eye Hospital, for them to develop their Project Oriel facility. RFLPS input centred around providing a technical review of the construction activities on the site and minimising impact to existing stakeholders and services remaining on the St Pancras Hospital site.



# A Day in the Life of an Estates Engineer: Ensuring Smooth Operations and Safety

**Every day as an estates engineer is a whirlwind of excitement and challenges. The bustling day begins promptly at 7 am, as our team of dedicated engineers prepares to tackle a wide array of tasks that come their way. The estate receives an average of 80 to 100 jobs per day, ranging from minor inconveniences like blocked sinks and broken soap dispensers to more critical issues like floods and power outages.**

As the building ages, the complexity of our work increases. What used to be a simple repair job can now become a day-long endeavour involving multiple engineers. For instance, a blocked toilet may take only a few minutes to fix, but if it involves the main stack pipe, it could potentially flood the area and jeopardize the safety of the bed bays below. In such situations, our estates team collaborates closely with the domestic department to swiftly resolve the issue. The strong working relationship between the two departments ensures a smooth operation even during challenging times.

Throughout the day, our engineers constantly strive to provide an efficient service. After a quick morning tea break, they replenish their materials and set off on their tasks. Our team comprises skilled professionals in various areas, including plumbers, specialist engineers, electricians, fabrics experts, and apprentices, ensuring that all jobs are handled with expertise and precision.

Equipped with tablets, our engineers receive work orders in real-time as they are reported, saving valuable time, and allowing them to prioritize and manage their workload effectively. While radios serve as a primary means of communication, we often resort to modern tools like WhatsApp for seamless coordination between team members.



You might not often encounter our specialist engineers, as they mainly work in the plant rooms, where they utilize the building management system (BMS). Through the BMS, they can monitor temperatures and make necessary adjustments in the wards and offices to ensure optimal conditions. They typically emerge from their hidden realm when there is a need to inspect ceiling spaces.

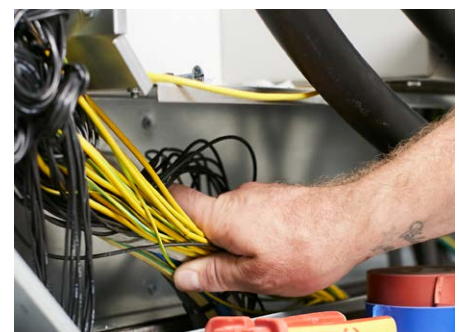
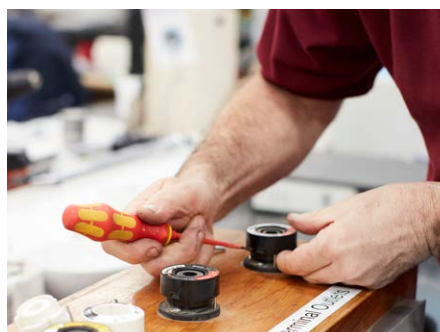
Estates work tirelessly behind the scenes, often braving unpleasant conditions. Plumbers might come back soaked and smelling due to the nature of their work, but their efforts are vital for maintaining proper sanitation in the hospital. Without them, the hospital's functioning would be compromised.

After a well-deserved lunch break, our engineers return to the "shop-floor," ready to face whatever the afternoon throws at them. The fabrics team is frequently seen tirelessly repairing doors, shower screens, soap

dispensers, and floors, ensuring the security of the wards and the overall safety of the building. They are also responsible for maintaining fire doors and signs, ensuring they are in place and functional. Additionally, they play a crucial role in restoring ceiling tiles to their proper position, securing the safety of the offices.

The electricians' tasks vary, ranging from conducting the weekly fire alarm tests, ensuring that call points are functioning correctly, to addressing power outages in offices. They are also responsible for servicing nurse call points, guaranteeing that patients can be heard if they require assistance. Furthermore, they meticulously test the emergency lighting, a crucial aspect of maintaining a safe environment.

The dedication and hard work of the team, plays a vital role in maintaining the hospital's operations and fostering a secure environment for everyone within its walls.



# 7 SOUTH PROJECT

Turning clinical support offices back into a much needed day surgery ward to support covid backlog and recovery



This important scheme commenced in November 2022 to convert the space from clinical support offices into clinical use. The new ward will see the first patients through the door in Summer 2023. The optimised ward design will facilitate a new workforce model improving flows and patient pathways. The project has been a triumph in multi-disciplined collaborative working across our teams from space planning, capital, estates and transformation.

We couldn't have delivered this complex scheme without the understanding and support of the 250 people that had to be moved to free-up the space. Multiple moves have been undertaken: initially with corporate teams temporarily full time working from home before being relocated into a new agile working hub at the Roy Shaw building in Cressy Roar, a stone's throw from the main Hampstead hospital site. The 7S occupiers then moved into the vacated space freed up by the corporate teams, allowing the clinical teams to remain as close to the clinical service as possible.

**A final big thank-you to all the teams for their dedication, energy and support to allow this much needed development to happen.**



## WELCOME TO OUR NEW STAFF

# Shirley Allen-Fletcher

## Safety & Compliance Manager

RFLPS are delighted to announce the appointment of Shirley Allen-Fletcher to the role of Safety & Compliance Manager.



As Safety and Compliance Manager, in this specialist industry, the ability to offer a dedicated, experienced resource across all areas of the Royal Free London Estate is crucial. This new role will drive the company's philosophy through its Health and Safety policy, whilst embedding its safety culture across all sites, demonstrating the importance of the safety of our patients, staff and visitors.

In this key role, Shirley will be responsible for promoting and driving a positive safety compliance culture across the business, whilst supporting our employees through day-to-day advice on all Safety compliance matters. She will be accountable for business-wide safety compliance-related policies and procedures, ensuring we are delivering the best

service and advice to employees and our patient groups. She will also support strategic activities within all sites and contractors.

Shirley has a wealth of experience working in a number of industry sectors for over 20 years, undertaking key roles which have held responsibility for Health and Safety. Having spent eleven years at London Borough Brent Council within health and safety enforcement, where she undertook work for Wembley Stadium and Arena, she has also previously worked within education and consultancy, where she undertook work for 'Formula 1 Racing', construction and other sectors.

Outside of work, Shirley enjoys most sports, cooking and experimenting with new recipes and foreign travel.

Concludes Shirley,

**"I am extremely pleased to working for the Royal Free London Trust in this new role. People are at the heart of everything I do, so I have a safety strategy with people at its core, which I will continue to drive forward, embedding compliance and a safe working culture for the trust for years to come."**

**Have a great bank holiday and a big thank you for all your hard work.**



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).