NHS Greater Glasgow and Clyde

DESIGN ACTION PLAN

SUMMARY OF PROGRESS ON OBSTETRICS, NEONATAL AND FETAL MEDICINE FACILITY, SOUTHERN GENERAL HOSPITAL

This brief review highlights the progress of the Obstetrics, Neonatal & Fetal Medicine Facility at Southern General Hospital and compares this against the Design Action Plan produced by NHS Greater Glasgow and Clyde in October 2007. Since much of the development has taken place before the DAP was produced it offers a useful comparison between aspects of current practice and the steps laid out in the plan.

1.0 Context

The Calder Group reported to the Minister in March 2006, and recommended that the New Children's Hospital (NCH) should be based on the SGH campus. In addition, a NHSGGC maternity strategy document was finalised which provided a strategic direction for modernisation and redesign of maternity services. The planned programme of refurbishment and new build works included a major extension to the existing Maternity Building which is the main focus of this paper.

The agreed brief was to provide a 5662m2 new build extension to the existing maternity which should have the facility for a future link to the NCH.

Services

This development will bring together, for the first time in Glasgow, Neonatal, Medical and Surgical Intensive Care services which are currently provided in The Queen Mother's Hospital and the Royal Hospital for Sick Children on the Yorkhill site. The facility will include a new state-of-the-art labour suite and two obstetric theatres plus a separate Fetal Medicine department, providing specialist diagnostic facilities and treatment to unborn babies. Alongside this major extension will be built the NCH, which will have a physical link to this facility.

Timescale

A brief timescale of the project is as follows:

Endorse Strategy	January	2007
Capital investment Group OBC approval	March	2007
Design Team Appointed	March	2007
Tender Documents issued	January	2008
Tender Returns	February	2008
NHS Board Performance Review Group Approval	March	2008
Capital Investment Group Approval	April	2008
Award Contract	April	2008
Construction Start	April	2008
Completion Date	September	2009
Commissioning Complete	November	2009
Service Relocation into New Build	December	2009
Overall Completion (incl. refurbishment)	December	2010

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2.0 Progress

To date the development has been progressed under the management of the Maternity Strategy Implementation Steering Group (MSISG) and its sub group the Capital & Finance Project Board. In addition to these, various other sub groups were set up to deal with specific service delivery issues.

Under these groups the briefing documents were created, the Outline Business Case was produced, the services of a Design Team were procured and the design options developed.

Due to the major development of the SGH site a Campus Development Plan was progressed in conjunction with Glasgow City Council (GCC) Planning Authority and was submitted in December 2006 to GCC. An Outline Planning application was lodged in March 2007 highlighting all key developments on the SGH Site. As part of this process a full Traffic Impact Assessment, a Framework Green Travel Plan and a full Environmental Impact Assessment were carried out. This project formed part of the overall development plan.

Prior to the appointment of the Design Team a substantial amount of work was carried out through these Groups around the schedule of accommodation and key adjacencies. This meant that on appointment of the Design Team the Project Team were able to advise on key requirements such as, the number of floors, which specific department should be on each floor and the required links to the existing Maternity building and to the NCH.

Since appointment the Design Team developed the design in liaison with the various individual User Groups, the NCH Project Team as well as GCC Planning to ensure that the requirements of the Campus Development Plan are fully met.

Design

Two of the key design aspects were the services delivery system to each cot (ceiling mounted pendants) and the method of screening the patients from sun light within Intensive Care & Special Care. Through the Neonatal subgroup a number of visits were arranged to view the options available for these pendants i.e. fixed or fully articulated. The team visited Crosshouse Hospital & Great Ormond Street Hospital prior to selecting the preferred option of a fixed system. In relation to the screening the Design Team came up with a solution of a stainless steel 'weave' screen which is fitted in front of the windows but proud of the elevation to allow access for window maintenance & cleaning. This will significantly reduce the amount of sun light entering the rooms without the need for tinted glass. The sub group visited newly completed buildings in Newcastle & Dundee to view this system both internally & externally prior to agreeing this as a suitable solution.

RVI Pharmacy Newcastle

Through the design process the Users suggested that as some babies can be within the Special Care Baby Unit (SCBU) for some weeks, they and their families would benefit from the landscaping of the roof area on the top floor, either by means of partial access on to the roof or simply by improving the outlook. Although this was not within the cost plan it dovetailed with a planning wish to have a 'green' roof on the building and the outcome of the various discussions was that within the project an area for a roof garden would be identified both in terms of the building structure & the planning application.

Impression of the roof garden

Through the MSISG, a Maternity Art and Design Sub Group will been established to look at what can be added to the design to improve the building. A Public Art Project Manager who will be employed to look at the entire site development will be a key member of this group. Specific areas will be identified (including the roof garden) for the group to address in conjunction with the Design Team. Additional funding will be sought for this by the Group.

Community Engagement

A community engagement strategy was established to maximise the opportunities for interested communities to review and comment on the plans for the capital development at the SGH and to ensure that the information gathered from users and external interests was fed into the appropriate decision-making processes of the MSISG.
The following programmes of work were undertaken:-

- outreach work in the community to provide the opportunity for the public to be informed of and contribute to discussions around the principles of the Maternity Strategy and its implications for buildings, facilities and service design.
- engagement of service users in shaping and providing detailed feedback on the plans for the capital development at the SGH.

These provided an early opportunity for a wide range of stakeholders to review the Maternity Strategy and to outline broad principles in relation to the planned developments in buildings and facilities at the SGH and across the city.
In addition this highlighted the importance to maternity service users of design that supports:

- Ease of access
- Wayfinding
- Quality of care
- Family-friendly facilities
- Infection control issues

As the plans for the development moved forward the second programme of work commenced to provide more detailed scrutiny and feedback for the Design Team. This addressed the interests of maternity users within South Glasgow in the physical environment and facilities of the new capital development at the SGH.
This included:-

- group meetings for community projects working with women's, children's or mother's issues to discuss the development of the new facilities
- a survey of SGH maternity service users, partners, families and visitors on their views of the design for the new facilities
- interviews conducted within the wards and outpatient departments of the current SGH maternity department

128 users were involved in focus groups, interviews and questionnaires, these included patients, partners and visitors.

This research was fed back to the Design Team through the Capital & Finance Project Board.

In addition to the above internal liaison was carried out with other Departments including Infection Control, Facilities, Operational Estates, Health &Safety, IT & the Local Fire Officer.

Planning

A planning application was submitted during September 2007 and approval was received in February 2008.

New Obstetrics, Neonatal & Fetal Medicine Facility at Southern General Hospital

3.0 Process

The critical aspect of progress in relation to the Design Action Plan however is the process outlined within Appendix 3 (below), which offers a concise sequence of stages.
In review of this project it is clear that all aspects have been captured, although possibly not in the correct sequence.

Preparatory Stage:
- Ensure fit with corporate objectives & policy i.e. Capital Plan, Design Action Plan
- Ensure strategic fit with local plans / strategies i.e. City Plan / Development strategies
- Put in place project team with appropriate skills mix and experience
- Engage with stakeholders in articulating core objectives / vision
- Agree core objectives and vision
- Agree broader strategies, structures and resources to deliver wider objectives i.e. Engagement, Communication, Transport Assessment

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Feasibility Stage:
- Option appraisal
- Agree preferred option against agreed criteria
- Appoint feasibility study design team within context of core objectives / vision
- Undertake supporting analysis i.e. Health Impact Assessment
- Engage with partners in formulating Outline Business Case
- Engage with clinical groups in formulating Outline Business Case
- Initiate early actions on agreed broader objectives i.e. communication
- Initial engagement with planning authority
- Test against agreed core objectives / vision

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Design Brief:
- Ensure fit with corporate objectives & policy i.e. Capital Plan, Design Action Plan
- Ensure strategic fit with local plans/ strategies i.e. City Plan / Development strategies
- Ensure fit with NHS standards and accommodation schedules
- Stakeholders engaged appropriately in formulating brief
- Brief agreed and signed off by Board / Scottish Executive
- Design brief agreed in line with core objectives / vision
- Design team appointed in line with agreed criteria
- Design Brief measured against core objectives / vision and broader strategic objectives

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Design Development Review:
- Review final scheme design against agreed criteria
- Facilitate feedback process
- Final scheme design agreed
- Full Business Case Agreed
- Full Planning Application

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Project Implementation Plan:
- Ensure effective communication with stakeholders
- Ensure ongoing engagement with key stakeholders
- Appropriate resources in place to support delivery of core objectives / vision and broader

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Completion:
- Evaluation of process
- Evaluation of completed scheme (Post Occupancy Evaluation)
- Evaluation of impact and outcomes in relation to brief

4.0 Summary

The Design Action Plan offers the prospect of clear guidance and support on a subject that is embedded in every development but is much more subjective and difficult to measure than other project objectives e.g. cost, programme etc.

By looking at the processes outlined in this paper it's clear that many of the Design Action Plan objectives are reflected in current practice.

View from North

View from East

Site Plan

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