Redevelopment Scheme
Scarborough General Hospital

Background
The Scarborough and North East Yorkshire Healthcare NHS Trust, established in 1992, covers one of the largest geographical areas in England providing acute services to approximately 225,000 people over 2,000 square miles, with the complexity of contrasting populated and isolated geographical areas.

The Trust aims to be among the top district general hospitals in the country. To help realise this goal, the Trust embarked on a project to upgrade its facilities and increase its ability to provide services from Scarborough General Hospital.

In 2004, the Redevelopment Scheme was registered with the ProCure21 Framework. The scheme was to consist of an extension to the Hull & York Medical School (HYMS) teaching facility, a new suite of theatres including MRI facilities and an endoscopy unit. This would be the biggest single development in the area’s health economy for a number of years.

The Project
Interserve Health were appointed in June 2004 to help deliver the Trust’s vision.

At the inception of the project, Interserve Health received the Trust’s brief for the proposed facilities. The Trust had prepared their concepts on the basis of building three new buildings located around the site. Early option studies developed by Interserve Health in collaboration with the Trust, allowed the scheme to be rationalised with the new build bringing all the new facilities together under one roof and a new stand alone building for the HYMS extension to the existing Post Graduate Education Centre.

This process helped to reduce the overall capital cost of the scheme with savings in the region of £5m. The rationalisation helped to improve the functionality of the building making it more efficient.

The new building, which specialises in major orthopaedic and day care surgery, has a four storey layout and separate plant room, all of which was integrated with the existing theatre block. This required working in a restricted area adjacent to a live theatre suite.

The building consists of two UVC operating suites, three new endoscopy suites together with recovery wards, preoperative assessment clinics, consulting rooms and associated staff administration, reception and rest rooms.

The design optimises patient flow and staff access in and around the critical areas of theatres and endoscopy suites.

For the extension of the HYMS building, an innovative approach was undertaken by the Trust.
Following a collaborative approach in the detailed design phase, the option of a modular solution was chosen. This allowed Interserve Health to complete the build in time for student arrivals, whilst providing all the facilities required for the block.

Other aspects of the scheme included the implementation of new MRI scanning facilities on the hospital site, a clean and dirty theatre block and two new DDA complaint lifts, which have increased the Hospital’s accessibility for staff and patients alike.

The scheme started on site in October 2004 and was completed on time and under budget in April 2007. The success of the scheme not only allowed the Trust to implement other improvements across the site due to the benefits of the pain-gain mechanism, but the partnership has been furthered through a minor works contract on the site. This comprises of 15 smaller schemes which will equate to approximately £3m in total.

A Team Approach
Key to the success of the scheme at Scarborough was the development of an open partnering relationship between the Trust and Interserve Health. By breaking down sector barriers, there was the opportunity to engage in a team approach to all aspects of the project.

From the outset the aim was that the new buildings would be designed around the needs of the patients, healthcare professionals and support staff. By bringing lessons learned from previous ProCure 21 projects, the Interserve Health team ensured that the project evolved through close stakeholder and end user consultations.

Fully understanding the Trust’s needs, both clinically and operationally, resulted in a building with a layout and flow which was ‘right first time’. This allowed the Trust to test the design earlier than planned against its strategic objectives, improving access, reducing waiting times, developing new roles and ways of working and most importantly, improving patient experience and the environment.

“Interserve has delivered some superb new facilities for the people of Scarborough. Their hard work and professionalism has helped us to continue to care for our patients without interruption throughout the build period”.

Keith Beverley Trust Director of Estates
Redevelopment Scheme
Scarborough General Hospital

Case Study

Key Benefits to the Trust

- New MRI facilities – previously not available as a diagnostic tool.
- Brand new, state of the art, ultra clean theatres.
- Increased capacity for both theatres and endoscopy.
- A ‘spare floor’ allowing for creation of further facilities as part of strategic plan.
- HYMS building providing upgraded postgraduate teaching facilities
- Hospital facilities improved - including 2 new DDA compliant lifts.
- Build allowed facilitation of infrastructure for new PACS digital imaging which has proved a huge success.
- Minimal disruption to day to day work in live hospital environment.
- Design development led to increased savings allowing for additional works within budget.
- Partnership has proved effective and led to minor works project on the same site.

Healthcare NHS Trust has realised many tangible benefits.

Not only does the Trust now have modern Endoscopy suites and state of the art Theatres with ultraclean ventilation but they have significantly increased capacity. This means that the Hospital is now achieving its 18 week targets.

The ‘spare’ fourth floor in the new building has allowed the Trust to continue developing its strategic goals. Plans are now proceeding to create a ‘birthing unit’, which will be a midwife lead facility, centralising the birth activity in the area.

The new build has also facilitated the infrastructure required to implement a digital imaging system for the Radiology department. The Picture Archiving and Communications System (PACS) has been a huge success and allows staff to access images almost immediately.

Through extension of the HYMS building, an increased number of students are brought onto the hospital site. This allows the Trust to involve itself further with the HYMS Partnership. The Postgraduate building has provided a positive environment for learning, which is appreciated by both students and teaching staff.

The Redevelopment Scheme was also shortlisted in two categories in the Building Better Healthcare Awards 2007.

Key Learning Points

- Working as a team is essential to ensure a successful project
- Establish good communication with end users and stakeholders
- Early involvement in project helps to focus objectives and requirements
- Use of innovation and new ideas can prove cost effective and time saving
- Engage skills, knowledge and expertise of the supply chain

Outcomes

Through using the ProCure21 Framework and as the result of the partnering ethos on the project, Scarborough & North East Yorkshire

The Team

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Scarborough & North East Yorkshire Healthcare NHS Trust

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Cost Consultant:
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