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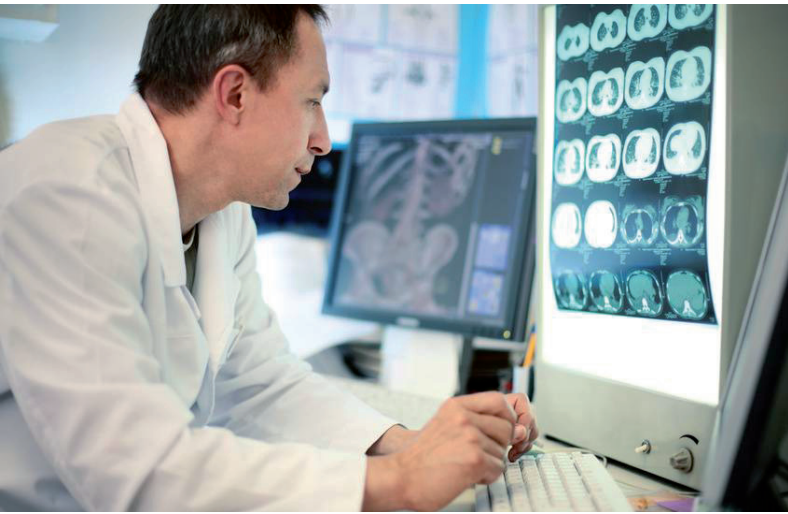
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Real success is the success you share



St Helens and Knowsley NHS Trust - Case Study



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St Helens and Knowsley NHS Trust

“To get this hospital completed on time and within budget is a fantastic achievement. The staff are using world class facilities and equipment. St Helens hospital is a flagship project really leading the way”

Phil Hope, MP

Case Study, St Helens and Knowsley NHS Trust

St Helens and Knowsley NHS Trust (SHKT) provides patient care to a population of 350,000 people across St Helens, Knowsley, Halton, South Liverpool and beyond.

The Trust manages an annual budget of approximately £230m and employs over 4,000 members of staff.

“We have had excellent feedback over the year from external validators and this is a testament to all your staff and partnership working. It is good to know that we can work together to obtain such success”

Nick Crowther – Chairman (NewHospitals (St Helens and Knowsley Ltd)

Customers Challenge

Healthcare, like most public services has undergone a significant degree of modernisation, in both working practice and in the hospital environment.

In 2003, as part of a strategic review, St Helens and Knowsley NHS Trust accepted that its existing hospital estate originally built in the early part of the 20th century was not meeting the clinical and holistic needs of its patients.

To address this issue the Trust appointed The New Hospital Consortium, lead by VINCI Construction to design, build and operate two new hospitals which would be able to meet patient needs in the immediate, medium and longer term.

The rebuild of St Helens hospital was completed in September 2008 and the second, Whiston Hospital, was completed in December 2009, both of which were handed over to VINCI Facilities and their consortium members to manage over the 40 years.

The FM requirement was to:

- Transfer both hard and soft services from the Trust to VINCI Facilities and its consortium members;

- Manage the TUPE transfer of circa 47 employees with the application of the retention of employee model
- Bring together a number of support functions related to the physical assets of the estate
- Bring greater management and control to the estate services
- Deliver an estate and maintenance service which puts patient and visitor care at its heart

People and Passion

Managing the TUPE process was our biggest challenge with the transfer of 47 employees. We managed this process with careful planning, continuous and active consultation and above all honesty and integrity.

The result of this was a 97% retention rate, with 98% of respondents stating that they felt positively about the way we managed the process.



“Naturally I was nervous about the transfer to VINCI Facilities and I’d heard a lot of negative rumours which caused me some concern.

VINCI Facilities worked really hard to show me that there were opportunities for me if I worked hard.

When the transfer happened, they did a lot to make me feel welcome. The Directors personally welcomed everyone, what a great start! It made me feel wanted again, part of the VINCI Facilities team”

VINCI Facilities also undertook retaining of a number of the maintenance personnel, multi skilling them to undertake a number of activities.

This ensured that not only did they feel that the company had invested in their future, but ensured that works were undertaken more competitively.

Completion of over 95% of work orders within 2 days



Innovation

The introduction of the CAFM system ensured that performance could be managed and costs controlled. Prior to our involvement, the Trust managed its spend and work orders manually controlled by a site based FM manager.

As part of the budget control mechanism, the CAFM system was introduced to monitor spend, control costs and ensure that there was management information to support any variations in spend.

As a result, budgets are tightly controlled, saving the Trust over 15% on maintenance costs.

Prior to service transfer and the implementation of the CAFM system, the Trust often had up to a thousand incomplete work orders per month with no monitoring of response and rectification times.

Within 6 months we had reduced this down to less than 150 and demonstrated month on month improvements to the service levels regularly achieving the completion of over 95% of work orders within 2 days.

Partnership

Partnership has been an essential ingredient to ensuring the delivery of the project, which puts patient care at the centre of the service.

Typical inter-supplier lack of cooperation has been replaced by an integrated and harmonised approach under a partnered approach to FM.

This is demonstrated by flexibility in contractual terms by all parties as noted by the National Audit Office:

"Discussions are preferred to constant reference to the contract. All parties are aware that the contract cannot cover every aspect of every service, and are willing to discuss things not covered in the contract to help achieve better performance and patient experience"

National Audit Office - August 2009

Strength, Diversity and Dependability

VINCI's diversity in the built environment has empowered us with the expertise to design, build and operate two new hospitals whilst the old hospital remained operational.

Our operational and commercial approaches combined with our market diversity is a key strength and source of innovative thinking.

The hospitals were built on time and on budget with 0 defects. The design input from the FM team ensured that engineers and cleaners were already familiar with the environment and able to respond to issues quickly and efficiently.

The Trust rated Estates maintenance as excellent. These scores were the highest scores in the country from our survey. There is a general consensus at all levels that the sub-contractors [VINCI Facilities] are delivering an excellent service which is centred on putting the patient first"

National Audit Office – August 2009

Outcome

- Best Offsite Health Project Award – Offsite Construction Awards 2007
- Rated Excellent 5 times in Patient Environment Action Team assessment
- 97% TUPE retention rate and 98% of positive responses to the management process
- 98% of calls answered within 4 seconds
- 95% customer satisfaction
- 95% of work orders completed within 2 days

Scope of service:

- Contract Management
- 24/7 helpdesk
- Caretaking
- Catering
- Cleaning/Window Cleaning
- Consumable/Furniture supplies
- Waste Disposal
- Pest Control
- Grounds Maintenance
- Mechanical/Electrical
- Fabric Maintenance
- Space planning/Churn

98% of calls answered within 4 seconds