



# CASE STUDY – Queen Elizabeth Hospital

## Providing FM and construction works for Queen Elizabeth Hospital in Woolwich, London

### Challenge

Run by Meridian Hospital Company, Queen Elizabeth Hospital caters for patients across South-East London. Keen to improve and expand its operations, 2012 saw it seek a new contracting partner capable of delivering the necessary FM and construction works.

### Solution

VINCI Facilities was selected as the partner of choice thanks to its long-standing track record of success with Meridian’s owners – Innisfree Ltd and Laing Investments. The contract sees VINCI Facilities work in partnership with its construction arm, ‘Building Solutions’, to deliver FM services along with c.£1.5m-£5m of capital works and life-cycle works per annum. The following has proven vital to the contract’s ongoing success:

**Challenging the brief:** Building Solutions challenges the brief when appropriate to provide cost-efficiencies. For example, a £600k project to refurbish the Ambulatory Care department saw the firm deliver substantial savings by self-delivery and through value-engineering M&E and Fabric specifications in order to deliver the project within a strict client budget.

**Flexibility/rapid mobilisation:** As part of the Government’s ‘Winter Pressures’ initiative, Building Solutions conducted a £2.4m project to improve the efficiency of the A&E department in readiness for winter, when flu and norovirus are prevalent. With a strict time frame of just 18 weeks, Building Solutions rapidly mobilised and worked 24/7 via rotating 8-hour shifts to ensure the project was completed on time.

**Health and safety:** A strong focus is placed on off-site manufacturing to control noise and dust on the premises, as well as to minimise the time frame of works on site. For example, the Ambulatory Care refurbishment project saw bespoke desks, benches and nursing stations created off-site. In addition, all active work areas were hoarded, locked and sealed with dust screens to provide 100% isolation from the hospital environment.

**Efficient logistics:** Innovative solutions have been developed to improve the logistical operations of an upcoming £4.2m project to refurbish the Endoscopy department and construct a new internal facility. As the department is located in the centre of the hospital, Building Solutions will dig down to an underground service tunnel to create an access route for materials and waste. This creative approach will both remove disruptive operations within the hospital and negate the requirement for expensive scaffolding and craneage over occupied departments.

**Strong supply chain management:** Building Solutions manages a network of trusted contractors from its approved contractor list, along with a selection of firms specified by the client for specialist works, such as the installation of anti-ligature windows. All of the contractors are DBS checked and receive an induction that’s tailored specifically to ensure safe and hygienic operations. In addition, they receive regular vaccinations as well as ongoing best practice training via e-learning modules.

**Corporate social responsibility:** The Building Solutions team volunteered their time to redecorate the children’s ward, covering all costs and even purchasing new toys.

### Impact

**Project delivery:** 400+ jobs completed; 90%+ delivered on time and on budget.

**Health, Safety and Environment (HSE):** A strong culture of HSE has resulted in zero accidents and zero environmental incidents.

**Cost efficiencies:** A focus on value engineering and working closely with the client and design teams from project inception has delivered significant efficiencies and savings.

**Investment in local supply chain:** c.£3m per year has been spent with local SMEs.

### Contract information

- **Client:** Meridian Hospital Company
- **Customer:** Lewisham and Greenwich NHS Trust
- **Value:** £30m-£50m over ten years
- **Time frame:** 2012-2022
- **Contract:** Bespoke FM Contract and JCT
- **Scope of works:**
  - » Planned and reactive maintenance
  - » Capital works
  - » Internal & external refurbs
  - » M&E works
  - » Structural surveys
  - » Glazed atriums
  - » Extensions
  - » Roof works
  - » Installation of BMS
  - » Minor demolition works

“I am delighted to advise that VINCI Facilities played a huge part in the success of the Winter Pressures project by employing and managing the design team and managing the delivery of the construction project. They were pro-active in responding to change and delivered the D&B elements of the work to a good standard, on time and within the Trust’s Capital Budget.”

Guy Pocock, Head of Capital Planning and Development, Lewisham & Greenwich NHS Trust



VINCI Facilities is part of VINCI, a world leader in concessions and construction.

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