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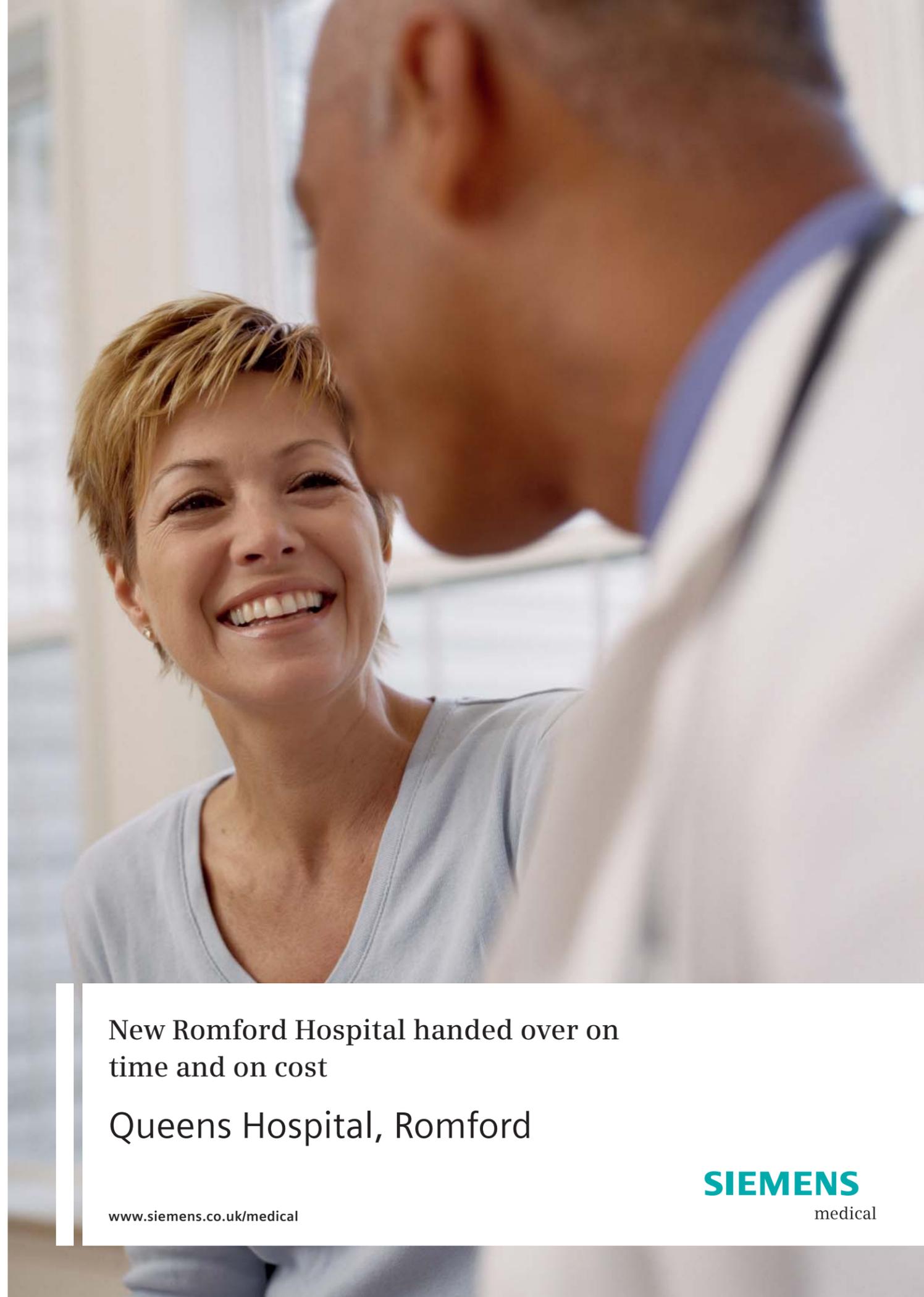
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New Romford Hospital handed over on
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New Romford Hospital Handed Over On Time and On Cost

The construction of a new 939-bed acute hospital for Barking, Havering and Redbridge Hospitals NHS Trust under the PFI initiative began in July 2003.

Siemens has a 33-year vendor independent managed equipment services agreement with Catalyst Healthcare, the consortium responsible for the project.

The Siemens contract, which is valued at £393 million, includes the supply, maintenance and management of all medical equipment, from MRI and CT scanners through to anaesthetic machines.

Fact file

- Sited in Romford, Queen's Hospital brings together on one site services previously provided at Harold Wood and Oldchurch hospitals.
- The 4,500 room building was handed over, on time and on cost, in October 2006. The hospital became fully operational in December 2006.
- Under its vendor independent contract, Siemens is responsible for supplying and maintaining 4,000 major items of equipment.
- The Catalyst Healthcare consortium includes Bovis Lease Lend, Bank of Scotland and Sodexo.
- Supply, installation and support of telecommunications through a subcontract with Siemens Enterprise Communications. System includes for Dual HiPath 4000 PABX with 2200 desktop phones and 750 DECT mobile phones with site wide coverage through 194 strategically located base stations.

Case Study Queens Hospital, Romford

"It's vital to have the right people on board at every stage. The implementation and operational team Siemens put in place has been outstanding."
Bill Mesquitta, former Project Director, Havering & Redbridge Hospitals NHS Trust



Siemens Expertise

Strong at every stage

Having a proactive MES partner who shows unwavering commitment throughout all phases of the project is seen as all-important by Bill Mesquitta, the Trust's former PFI project director and director of estates and support services. "You need a strong partner from the bid stage right through to construction and operation," said Bill. "It's vital to have the right people on board throughout and the implementation and operational team Siemens put in place has been outstanding."

Specialist knowledge

His view is echoed by Tony Velupillai, general manager of Catalyst Healthcare. "We want to work with people who have a real in-depth knowledge of their subject, whether they're project managers or technical equipment specialists. Overall the quality of the Siemens people and the teamwork has been fantastic."

Flexibility and responsiveness

One of the biggest challenges Siemens faced at Romford was the evolving list of medical equipment. "The original bill of quantities provided by the Trust changed dramatically during the construction phase," explained Bill Mesquitta. "That's not unusual in PFI projects and Trusts need to work with an MES partner that can make the transition from what's written in the contract to what's needed in reality."

Catalyst's Tony Velupillai agreed. "The number of changes over the course of the project – to the building and to the equipment, which went up in volume by 50 per cent – put Siemens under a lot of pressure but they responded very well and were very flexible. There is also an honesty in Siemens that impressed me. They were very straight about the cost of the changes and didn't exploit the situation."

Meeting deadlines

Despite the fact the Trust cut from six weeks to three the period for moving staff, patients and departments to the new hospital – halving the time Siemens had to transfer most of the legacy equipment – the team met the revised target and at no extra cost. "Flexibility is important and naturally we want the relationship to get off to a good start," said Philip Peace, MES business manager at Siemens. "We're going to be working together for the next 30 plus years."

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Tony Velupillai, General Manager of Catalyst Healthcare

The Benefits of a Managed Equipment Service

Transferring risk

Bill Mesquitta has worked "on both sides of the fence" – for the NHS and the private sector. "The great appeal of an MES is that the NHS transfers all the risk associated with maintaining and renewing major items of equipment to the MES provider," he said, "leaving the NHS to concentrate on providing first class patient care."

Keeping pace with technology

One valuable role of the MES provider, said Bill, is keeping NHS staff in touch with developing technology. "This is a very fast-moving industry and we rely on them to keep us at the leading edge," he explained. "They're the equipment experts."

Right equipment, right time

A managed equipment service gives the Trust far more flexibility than it would otherwise have had, believes Bill Mesquitta. "Making dramatic changes to the original bill of quantities would have been a nightmare if we had been procuring equipment through the traditional contracting route," he said. "An MES means we've ended up with the right equipment at the right time in the right place."

Working as one team

Bill Mesquitta and Tony Velupillai both agreed that with such a new way of working, it takes a while for trust to develop.

"One thing I'm especially proud of is the communication between all the parties – it's not quite perfect, but it's pretty close," said Tony. "The positive way they've worked together has led to the creation of a marvellous building."

"Our aim has been to have everyone working together as a seamless team," added Bill. "It shouldn't be possible to tell who works for the Trust and who doesn't; we want everyone to roll up their sleeves and put patient care first."

He found the Siemens people knowledgeable and responsive – "I was confident that if there was a problem they would come and talk me about it" – and like Tony he was very pleased with the way the team gelled. As he said simply: "They've delivered, on time, the best quality hospital I've ever seen."