

Meeting:	NHS Grampian Board Meeting
Meeting date:	13th June 2024
Item Number:	8
Title:	Baird and ANCHOR Project Update
Responsible Executive/Non-Executive:	Dr Nick Fluck – Medical Director and Senior Responsible Officer (SRO)
Report Author:	Colin Adam, Project Director

1.0 Purpose

This is presented to the Board for:

Assurance

The Board is asked:

- To note progress with the Baird & ANCHOR project comprising an update on key quality matters including the recent Baird Family Hospital Construction Key Stage Assurance Review (KSAR), and update on the development of instructed Healthcare Associated Infection (HAI) mitigation feasibility studies.
- To note the current project cost, programme and risk management.

This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective
- Person Centred

2.0 Report summary

2.1 Situation

The construction programme for The Baird Family Hospital and The ANCHOR Centre commenced in January 2021. The project is at an important stage with construction works to the ANCHOR Centre paused but nearing completion, and works to the Baird Family Hospital progressing well.

Previous updates to the Board have highlighted significant areas of risk affecting delivery of the project:

- Following a design review process focused on Healthcare Acquired Infection (HAI), several design issues within the buildings have been identified as requiring amendment.
- Project costs continue to rise and have been affected by market pressures, design changes and the pausing of work.

Progress since the last meeting is summarised below:

2.2 Background

2.2.1 Quality Matters

HAI Review

The project is now benefitting from additional dedicated IPC Doctor and Nursing time, and elements of the design for the new Baird Family Hospital and ANCHOR Centre are being revisited to provide assurance that up to date learning is incorporated, and that both buildings will be operated to the highest standards of quality and safety.

As confirmed to the Board in March 2024, following a comprehensive HAI review in late 2023, the Project Board had agreed in principle to a series of actions including physical design changes and operational measures within the new buildings. These measures were to ensure that services would operate in a safe and effective environment whilst minimising further delay in their completion.

The actions included instructing the contractor, to undertake technical feasibility studies to establish the impact of physical changes to the existing internal configuration and servicing of the buildings, all without impacting existing mechanical, electrical and plumbing services.

A design programme was developed by the contractor and agreed in conjunction with the project team, involving an assessment of the layout/component changes, design calculations, thermal modelling and statutory and regulatory approvals. Quotations for this work was agreed and works are now ongoing.

The outcome of the studies will be provided in a formal report from the contractor confirming outline cost and programme implications for consideration by the Project Board in June and July 2024, and implementation if agreed. The commissioning of the water system in the Anchor Centre remains on hold pending agreement on any further design changes.

The project team including Infection Prevention and Control and technical experts and relevant clinicians responsible for the affected services, continue to jointly work through any arising HAI issues to confirm the existing design or to instruct a changed design, where this is considered appropriate.

Key Stage Assurance Reviews

In 2020, prior to the entering into the formal agreement to move to the construction phase, an independent design assurance was commissioned by NHS Scotland Assure (NHSSA). This comprehensive review covered the key design elements of the project and was in addition to the existing NHS Scotland National Design Assessment Process and Gateway Reviews undertaken on major projects within NHS Scotland.

In late 2021, NHSSA moved to a Key Stage Assurance Review (KSAR) process which is intended to deliver an independent peer review at each of the key gateway stages of the project. Given the Baird & ANCHOR project had progressed beyond the design stages by this date, it was agreed that the KSAR process for the project would commence at the construction stage.

The Board were previously provided with an update following completion of the ANCHOR Construction KSAR in April 2023. During April 2024, the Baird Family Hospital Construction KSAR was carried out by NHSSA following a site visit and series of workshops with the Project Team and contractor. A report and action plan is due to be shared with NHS Grampian late June 2024 for implementation of recommendations provided by NHSSA.

NHS Grampian have now submitted information required in support of the ANCHOR Construction KSAR, for review by NHSSA. The aim remains to reach a position whereby the NHSSA can consider moving to a supported status for both the Baird Family Hospital and The ANCHOR Centre before progression of the commissioning stage KSAR in the coming months.

2.2.2 Cost

The capital investment requirement for the Baird and ANCHOR project is funded by an additional capital allocation agreed by the Scottish Government. The most recent budget forecast of £261.1m previously agreed by the Board is under pressure as challenges in relation to market forces i.e. material shortages, price increases and labour shortages as well as anticipated costs associated with known design changes are addressed.

As explained in section 2.2.1 above, the designs for both buildings are currently being revisited to address concerns highlighted by the project's IPC experts and the findings of the Construction KSAR reports. This process is likely to require further investment.

In addition, a number of areas of cost pressure remain under negotiation with the contractor who continues to highlight significant pressures on project costs associated with increasing labour costs and supply chain availability.

2.2.3 Programme

The provisional programme dates for functional occupation of the buildings have now been set as winter 2024 for the ANCHOR Centre and summer 2025 for the Baird Family Hospital. Dates will be crystallised when the outcome of the HAI feasibility studies and the need to instruct any changes to the design resulting from the current KSAR are complete. The master programme is updated regularly and current ‘functional occupation’ dates are set out in Table 1 below

Table 1 – Programme Update

Functional Occupation	Current estimate
The ANCHOR Centre	Winter 2024
The Baird Family Hospital	Summer 2025
Aberdeen Maternity Hospital demolition	Winter 2025

3.0 Risk Assessment and management

Risk management procedures are an integral feature of the project with a comprehensive risk register maintained monthly by all parties, weekly risk reduction meetings and regular reporting of key risks to the Project Board and the Performance Assurance, Finance and Infrastructure Committee (PAFIC).

4.0 Equality and Diversity, including health inequalities

The project undertook a Health Inequalities Impact Checklist in February 2018 as part of the Outline Business Case. This piece of work was commended by the Public Health Team.

This work demonstrated that these new facilities will provide opportunities to engage more with vulnerable or disadvantaged groups than is the case in existing facilities e.g. single room accommodation; increased space for families to be together; Transitional Care in the Baird which will help support vulnerable families, teenager and young adult provision in The ANCHOR Centre etc.

5.0 Other impacts

No other relevant impacts to note at this stage.

6.0 Communication, involvement, engagement and consultation

The project continues to have an active communication and engagement strategy that is reviewed yearly to reflect the stage of the project. The team continue to have dedicated resource that leads on this work. Along with communication being a significant feature for senior and other project team members.

Following on from previous years and due to programme delays we have taken stock of our communications strategy and have had a more targeted approach while ensuring we communicate and continue to meet key stakeholders on a regular basis. The key features of our current strategy are:

Communication Tools

We continue to use as appropriate our well established communication channels - project website, social media channels and project newsletter to keep stakeholders up to date with the project.

Key Stakeholders

We continue to meet with key stakeholders on a regular basis. And the offer continues to be there to go and meet with any interested community group.

Staff continue to be a focus of our communication strategy with regular project meetings and drop in sessions being arranged with services that will move to Baird and ANCHOR.

Continued communication with and participation from charity and third sector partners continues to be an important focus for the team. Patient input from the start of the project has influenced and strengthened the design of the facilities and we continue to engage on areas that stakeholders can still influence.

Proactive Media Plan

We continue to promote the features of both facilities and the difference these buildings will make to patients, families and staff once open.

8.0 Route to the Meeting

Project performance is reported regularly at the monthly Project Board and Asset Management Group meetings. A report from the Project Director and Senior Responsible Officer is provided as appropriate to the Performance Assurance, Finance and Infrastructure Committee (PAFIC).

9.0 Recommendation

The Board is asked:

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