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PROJECT UPDATE

By Jackie Bremner, Project Director



Welcome to the September 2022 newsletter. Construction work on both developments continues to make good progress with the cladding, window, render, roof works, internal partitioning and mechanical and electrical installation well underway at The ANCHOR Centre.

At The Baird Family Hospital the concrete works are almost complete. The window installation, cladding and internal

partitioning work is now underway with the mechanical and electrical installation scheduled to commence in the autumn.

If you are on the campus and adjacent to The ANCHOR Centre you will see there is a one way traffic system in place to allow a range of construction works to be progressed safely. These arrangements will be in place until approximately the end of October. During 2023 there will be a number of traffic control systems in place for periods of time at different locations in and around both sites, in order to facilitate safe construction works. We are already working to confirm these arrangements and put plans in place to communicate them to staff, patients, visitors, the emergency services and general public. Look for updates on social media, in the Daily Brief etc. later this year and into next year as we

share more regarding these temporary arrangements.

The construction programme continues to make good progress despite the challenges of COVID restrictions, the well-rehearsed impact of global and UK specific market forces issues, Brexit and, more recently, the impact of sanctions and war in Ukraine. These have affect materials availability, lead times, costs and staff availability. These impacts remain under constant review with our construction partner, GRAHAM Construction and will continue to put pressure on the project.

Going forward a main focus for the project team is the technical and functional commissioning of both facilities, with The ANCHOR Centre now one year from opening in 2023 and thereafter The Baird Family Hospital in 2024.

Both technical and functional commissioning are critical activities that take many months of planning, preparation and execution to make sure both buildings are brought safely into use for patients, staff and visitors.

Technical Commissioning

Our technical colleagues working with estates and construction colleagues have already embarked on a comprehensive programme of activities to make sure that all systems that allow each building to operate safely are being progressed and closed out in line with the construction programme. This is a vast programme and spans aspects including; ventilation systems, water management, medical gases, electrical installation, plumbing, CCTV, key medical equipment, nurse call and health acquired infection to name just a few.

Functional Commissioning

This programme of works is equally significant and will take many months to plan, involving both the project team and operational colleagues from all specialties and teams moving to the new facilities, including clinical teams, wards, theatres, out and day patient services but also domestic services, portering, laundry, pharmacy, central stores, medical physics and ambulance services.

A functional commissioning structure has been established and is currently being rolled out for The ANCHOR Centre. A similar structure is in development for The Baird Family Hospital. These works will include a number of key work streams for each facility, including:

Migration Planning

The process of physically moving patients, services, equipment and furnishings from location A to B. This needs careful planning and coordination to make sure it is executed safely for all patients and staff. Discussion with affected teams are already underway on this key issue. This is about making sure staff are orientated to their new workplace and have been trained to use any new systems and equipment.

Equipment Procurement and Transfer

Some equipment and furnishings will be transferring with services and some will be purchased new from the project's £15-£17M equipment budget. As you can imagine, specification and procurement of this amount of equipment and furnishings is no small undertaking, and is already well underway, led by the project commissioning team and supported by the Health Facilities Scotland equipment team.

Policy and Procedure Development

Required to prepare for implementation of redesigned services and new ways of

working in the new facilities, e.g. working in wards with 100% en-suite single rooms instead of a mix of single rooms and multi bedded bays.

Information Technology

Looking to make sure that all new and transferring systems and equipment operate optimally in the new facilities.

Communication

Making sure that we keep staff and patients updated on what is happening and when, preparing materials like patient letters and patient and staff information booklets and, in due course, open days before moving in.

Building Commissioning

Making sure that procedures and equipment for e.g. fire and security are in hand, creating a safe environment for patients and staff.

Soft Facilities Management Commissioning

Making sure the buildings are ready to operate and are clean, well equipped and ready to receive patients.

We'll bring you more detail of these operational work streams in future editions of this newsletter.

Please follow our project on Social Media for our latest news and opportunities to get involved – and invite your friends to like our pages too!



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@bairdANCHOR

Dedicated project website available at www.bairdanchor.org or email the team at gram.bairdanchor@nhs.scot

BAIRD AND ANCHOR SITE PROGRESS

Technical Team

The continued extended spell of favourable weather has allowed good progress to be made with construction of both The Baird Family Hospital and The ANCHOR Centre.

On **The Baird Family Hospital** the work to form the main concrete structure is nearing completion. The work to erect the steelwork at the uppermost floor which generally forms the plant rooms is ongoing with cladding work underway as well.



The Baird Family Hospital East Side

The third of the original four tower cranes has been removed, which is another milestone and a significant piece of work

using a very large self-erecting crane to help dismantle the main tower crane.

The preparation for fixing of the external finishes, known as “curtain walling” is well underway as is the installation of the windows. The inside of the building is also taking shape with some of the main partitions erected which means the layout of the various departments is now more visible.



The Baird Family Hospital showing the link bridge

The work on the link bridge joining The Baird to Aberdeen Royal Infirmary (ARI) and Royal Aberdeen Children’s Hospital (RACH) continues with the roof being formed and preparation underway for fitting the windows and external cladding. This has meant a need for continued close liaison between GRAHAM Construction and key NHS Grampian stakeholders to ensure work causes minimal disruption.



The ANCHOR Centre

Work on **The ANCHOR Centre** continues and it is now possible to see how the

finished building will look, particularly now that some of the external render has been applied to the walls. In the main, the external walls now have a significant thickness of insulation finished with a coloured render, providing a generally smooth finish. The external walls also incorporate a good amount of glazing to maximise natural daylight.

The significant retaining walls have been built on the east and west of the new building to reflect pre-existing ground levels. The west retaining wall is virtually complete and work to clad it with decorative facing brick is due to start shortly. Similarly, work to the east retaining wall is in progress following the successful diversion of a high voltage cable thanks to a combined effort between GRAHAM Construction and the NHS Grampian Estates team.

Internally, the work to the stud partitions continues and the general space forming the rooms can now be realised. The breakthrough from the ANCHOR building into the existing Radiotherapy Department will shortly be taken forward and temporary screen partitions will remain in place until the main work can be completed.

Construction work is commonly defined by reference to the status of “fix” where “1st fix” generally means the main structure and infrastructure installations e.g. main frames for partitioning and initial installations of mechanical and electrical services infrastructure and “2nd fix” means finishing wall construction and installing and connecting some of the final components, fittings and fixtures.

Within The ANCHOR Centre the 1st fix (services installations) is substantially complete and the 2nd fix (partitions and further services) is ongoing.



The ANCHOR Centre feature staircase

Other News

On the personnel front, Colin Gray who has been our Technical Supervisor on the project for Mechanical and Electrical elements since the outset has left to take up employment elsewhere within the NHS. Colin's input will be sorely missed and we wish Colin well in his new employment.

By way of finishing off this article, it is worth highlighting another feature of the construction which has been the need for continued liaison with the helicopter operators and relevant authorities due to the proximity of the construction site to the hospital helipad. This has been achieved through regular meetings and discussions with the relevant stakeholders, particularly where work involved the large site cranes. Since the helipad needs to remain available at all times, this close liaison will continue until all building operations are complete.

We hope you have enjoyed this extended article, which reflects the volume and complexity of work currently underway on site. The requirement for engagement with a variety of stakeholders remains in order to ensure the construction work is coordinated and can continue as planned with minimal disruption to a live hospital campus. This newsletter is an important part of that

engagement and will continue until both buildings are complete, handed over and fully operational.

THE ANCHOR CENTRE – A YEAR TO GO...

Professor Mike Greaves, Clinical Lead, ANCHOR Centre



There has been a long history at Aberdeen Royal Infirmary of delivery of patient-centred high quality clinical care to those in the North East of Scotland and beyond with haematological conditions and cancer under the Aberdeen and the North Centre for Haematology, Oncology and Radiotherapy (ANCHOR) banner. ANCHOR has been recognised as a regional centre in relation to its range of clinical expertise and also for teaching and research carried out in close collaboration with the University of Aberdeen. This has been achieved until now despite the clinical service being delivered in six or more discrete locations on the Foresterhill site. Against this background it is highly significant that it is now just 12 months to the scheduled opening of the new ANCHOR Centre. Construction continues apace, commissioning arrangements are being pursued energetically and plans for migration into the new building are already in development. Getting to this milestone has depended upon the enthusiastic and invaluable input from representatives of all staff groups who will work in the new facility. Many colleagues have expressed their eagerness to be involved in anticipation of working in a much-improved environment, something which has been

enormously appreciated by the ANCHOR team.

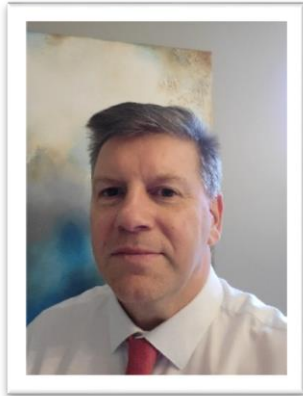
The new centre offers significant enhancement of haematology and oncology out-patient and day-patient investigation and treatment services through the co-location of much of the provision in a new, state-of-the-art building which furnishes further opportunities for integration and joint working across the relevant clinical specialties. The centre also includes pharmacy, research and teaching facilities and is physically linked to the Radiotherapy Centre which is itself a thoroughly modern clinical environment.

Throughout the design process the emphasis has been on maintaining patient comfort, dignity and privacy from first entering the facility and at all stages thereafter. It includes elements which have previously not been available including a dedicated waiting area for teenagers and young adults and a complementary therapies suite supported by Friends of ANCHOR.

There is still much work to be done to ensure the efficient and seamless operation of the centre from day one in around just 52 weeks from now. Further significant input will be required from colleagues, by the ANCHOR team, in the sure knowledge that this will result in a much-improved experience for patients and staff.

THE BAIRD FAMILY HOSPITAL – JOURNEY SO FAR...

Dr Mike Munro, Clinical Lead, The Baird Family Hospital



To date, my reflections on The Baird Family Hospital project are dominated by the frustration of delays in the completion date; but who could have predicted Brexit, a global pandemic followed by war in Europe. These were almost as improbable as Scotland, simultaneously, qualifying for the finals of a major football tournament for the first time in 22 years.

Never the less, the delays and challenges in building the Baird continue to be overcome one by one and it now dominates the south west end of the campus. I was lucky enough to get to clamber around the site recently. Even though I had seen endless paper plans, I was genuinely blown away by its scale and all it offers. I came to the realisation that we are building something special, that will revolutionise patient care for years to come. Please have a look at this link <https://vimeo.com/642826641/16ac9b0975> and you will see this feat of engineering happening before your eyes.

The Baird will bring together maternity, neonatal, reproductive, breast and

gynaecology services in one hospital for the first time in NHS Grampian's history and in a way never seen before in Scotland.

The Baird will promote ways of working that have never been able to operate before. Examples include a purpose built obstetric triage, a standalone midwife unit and neonatal transitional care unit; which are all unique in their design.

The Baird will have a suite of six operating theatres that will share obstetrics, gynaecology and breast surgery allowing hybrid staffing, yet still be able to separate patient flows when necessary. Again something that has never been done in Scotland before.

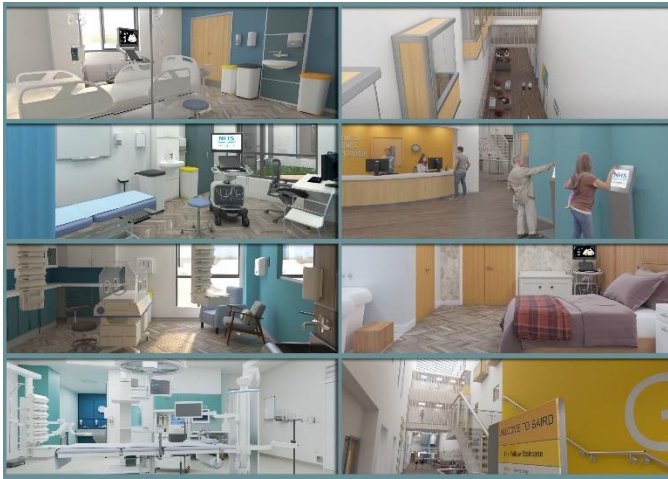
For the first time, NHS Grampian will be able to offer, not just a state of the art MRI scanner; but also the required associated facilities to make the process of undergoing MRI safe, comfortable and efficient as possible, regardless of the patient's age.

A hotel, on the top floor, will serve the needs of those travelling for elective procedures and, something that is very personal to me, provide accommodation for any parents who require rest but don't want to be far from their baby undergoing neonatal care; something that should be the norm, but is not in Scotland.

The Baird puts an end to the huge delays and risks of transferring, by ambulance, mothers for intensive care to ARI and babies to RACH for surgery. Instead they will be simply moved through internal corridors safely and directly via the link bridge.

Mothers to be and ambulant patients, can be dropped off in the underground car park and transported into the Baird by public lifts, instead of being dropped at a congested entrance in all types of weather.

Patients who are critically unwell will be moved horizontally along straight corridors and vertically via dedicated clinical lifts with sequences of doors programmed to open at the touch of one button.



Artist impression of areas in The Baird Family Hospital

I have only scratched the surface, with regards to the innovations and benefits the Baird will bring, so if you are interested in just exactly how your local clinical area will benefit, then please get involved. Speak to your local service lead; the leads all attend regular Baird project meetings and they can talk you through the facility and will welcome your views.

Indeed, the project group will shortly be providing accessible plans to all existing services moving to the Baird. At the same time, members of the project team will come to you and explain the relevant parts of the hospital and answer any questions you might have.

Whilst patient care is paramount, I realise that the Baird staff deserve facilities that both lend themselves to patient care, whilst also promoting their educational needs and own wellbeing. We have been previously asked to clarify what education and rest facilities there are for staff in the Baird and I thought sharing this would be of interest to everyone.

On the third floor there will be a dedicated teaching and research suite which will also be suitable for hosting conferences. Having stood on the top floor of the Baird the view will be magnificent.

The main staff rest area will be on the ground floor. This is a large area which will have kitchen and seating areas and also has access to a dedicated and private external space.

On the first floor theatres, birthing suite and the neonatal unit have access to dedicated staff rest rooms.

The office suite on the third floor also has rest areas, with food and drink preparation facilities. It is not just simply some desks grouped together, rather it has multiple break out rooms along with pantries and associated flexible break out spaces.

I know the move to open plan office working is one aspect of the project that has generated a lot of discussion. This is something that NHS Grampian is committed to, as is the Scottish Government. The plans are finalised but how we use the space is entirely up to us all. Through service design, everyone still has a chance to shape how the office space will work. If you will be working in the office suite, please work with the project group and make it a space that everyone will benefit from working in.

Everyone's input is also vital for equipping the Baird. Whilst there is an equipment budget, there is also a lot of existing equipment that will be moved from your department. Please take time to consider how existing equipment will work in the Baird, particularly if it requires renewal in the foreseeable future.

The last piece in the puzzle will be the commissioning of the Baird and planning for this has already begun with Louise Budge and Drew McDonald taking the lead. Making this go smoothly will take a monumental effort from everyone, so again please ask questions and get involved with your local service leads and you can influence and help plan for the day the Baird welcomes our first patient.

So I'll finish by thanking everyone that has already been involved in the project and those that will be involved in the run up to the Baird opening.

If you are fortunate enough, your efforts are going to be rewarded, through the privilege of working in The Baird Family Hospital.

If you would like to find out who your service lead is or have any other queries please email gram.bairdandanchor@nhs.scot

BAIRD AND ANCHOR ARTS PROJECT

By Tamsin Greenlaw, Project Manager and Alexandra McGregor, Project Assistant, GHAT



Since the last newsletter we have advertised all ten remaining arts commissions for both Baird and ANCHOR. Together with The Baird and ANCHOR Project Team all the commissions have been developed around each building and their Arts and Environment Strategies and have been supported by The Archie Foundation and Friends of ANCHOR.

In 2010 The Scottish Government published 'A Policy on Design Quality for NHS Scotland 2010' that includes recognition of the importance of embracing good design, the role of placemaking and the positive effects of the incorporation of artworks and therapeutic design on patient's wellbeing and staff retention. A wealth of evidence-based finding has demonstrated that good design adds value, not only from an economic perspective but also in terms of a range of social and environmental benefits. This capacity to add value is particularly important for healthcare environments, where the physical and psychological wellbeing of patients, staff and visitors is of paramount consideration.

"A well-designed building - inside and out - and the surrounding green space can make people feel calmer, and that means when they arrive for their appointment they're able to explain themselves better which means that medical staff can provide better and appropriate healthcare. Simply put if you're calm and the patients are calm then you're going to get much further." Chris McNeill, Head of Community Health and Care Services, West Dunbartonshire Council

There was a total of 95 applications for the art commissions coming from Scotland, the rest of the UK and internationally. GHAT and the Baird and ANCHOR Arts Project Group are currently shortlisting and interviewing candidates, with the assistance of external advisor Jackie Sands, Health Improvement and Public Health Senior: Arts and Health for NHS Greater Glasgow and Clyde. Jackie has over 20 years of experience of working on public art projects in hospitals.

The interviews will be completed in October, and we will be looking to start stakeholder engagement in November. Keep an eye on your emails for invites to pop up workshops in your department, online events and other activity developed by each of the commissioned artists. These sessions are your chance to have your say and will be tailored to accommodate everyone's busy schedules. Your input is a valuable part of this process.

WELCOME TO THE TEAM



My name is Tracey Shanks and I joined the Baird and ANCHOR project as the Equipment Commissioning Manager at the beginning of June. I bring 30 years of nursing experience to the project. My role is to manage the equipping of the new buildings, and ensuring what we have is suitable for service. We will also be ensuring that staff are trained appropriately and equipment is ready to use when Baird and ANCHOR open their doors to patients'. It has been a busy few months settling into this role but I am enjoying the new challenges that it brings.

I have been working alongside the team refining the equipment lists for the new buildings. We have already begun quality assessment of some of the proposed equipment to ensure services are happy with the items we plan to purchase. It's been great to meet many members of staff, from facilities through to clinical teams who will move their service to Baird and ANCHOR. We will be carrying out further equipment audits very soon, in preparation of the transfer of assets to the new buildings. The audits will be key to ensuring we have the current equipment lists to help with our procurement, transfer and commissioning strategies. It's a privilege and a pleasure to be part of such an exciting project which will make a huge difference to the people of Grampian.

Hello! My name is Mike Whyte. I joined the Baird and ANCHOR project team as Technical Supervisor (Building) at the end of May 2022.

I have taken over from Hammy who has been involved in the project since its inception some seven years ago and who has done a lot of hard work along the way with the rest of the team to get the project on site and under construction - well done Hammy! I am hoping to carry on the good work.

I joined the NHS in 2015 and have a career spanning almost 40 years in the construction sector initially as joiner on the tools and after obtaining a degree in Building Surveying gained experience in various design, project management and client advisory roles in the private sector and local authority.

My focus during the Baird and ANCHOR construction phase is establishing quality standards for workmanship and materials pertaining to the building structure and fabric and in conjunction with my team of Clerk of Works, will be responsible for monitoring quality and ensuring that the works are completed in accordance with the design drawings and specification.

Another significant part of my role is Soft Landings Champion which involves engaging closely with those who will maintain and work in the new facilities to assist in the smooth transition through handover and into operational use assisting them to understand the design of their buildings, and how to get the best out of them.

It's an honour and a pleasure to be part of such a stimulating project which will make a huge difference to the people of Grampian.



THE ANCHOR CENTRE – YEAR TO GO CAMPAIGN

By Lauren Tweedley, Communication and Engagement Lead, Baird and ANCHOR

I don't know if it is just me but as I am writing this article I am wondering how it can be the September edition already, where has this year gone?

As we enter into Autumn 2022 we are now on our year to go count down to The ANCHOR Centre opening its doors. As many of you know we have been speaking about and working on plans for The ANCHOR Centre for many years so now we only have a year to go many of us feel excited, still can't quite believe it is happening and hoping this next year doesn't pass as fast as there is still lots of work to do.

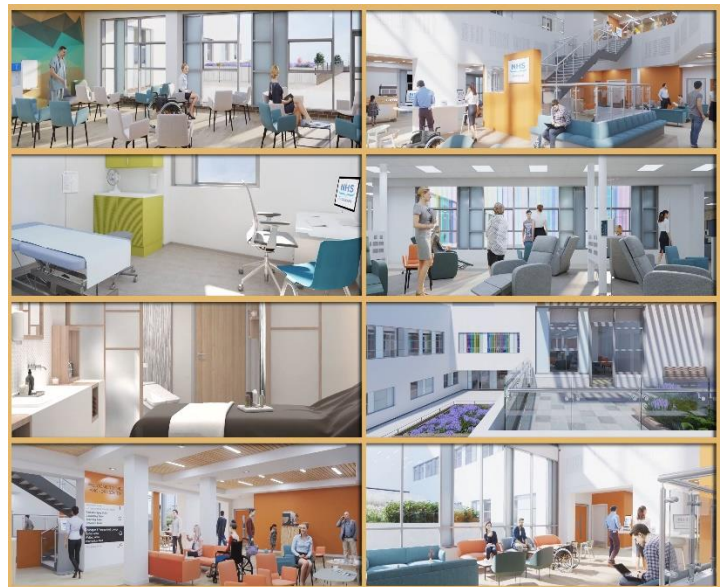
To celebrate a year to go to The ANCHOR Centre opening its doors we have been asking staff who will work in the new centre what they are most excited about. Look out for these videos on our social media channels.

We are also printing the building floor plans which will be available to all staff moving to The ANCHOR Centre as well as being displayed in existing wards and public areas. And last but not least we are planning drop in sessions where members of the project team will be available to talk through plans and answer any questions. Please look out for more information about these dates coming soon.

"I am most excited about having all the ANCHOR outpatient services in one specialised location. A specifically designed building that allows staff to work effectively and efficiently with the focus of our patient's needs at the forefront. The building will offer a modern and comfortable environment for patients to come for appointments and treatments with the inclusion of new facilities that will enhance their outpatient experience. The research and training facilities will offer designated space for teams to work collaboratively, continuing to engage in national clinical trials and advance service provision. The building will really bring us together"

Alison Taylor

Unit Support Manager



Artist impression of areas in The ANCHOR Centre

DELIVERING THE DIFFERENCE

By Lauren Tweedley, Communication and Engagement Lead, Baird and ANCHOR

Our charity partners gathered on site in June for site visits and to promote *Delivering the Difference*. As you will see from the photo below we met on Westburn Road to showcase the charities' latest *Delivering the Difference* advertising board. The partner charities' fundraising will enable extra special touches to be added to both the Baird and ANCHOR facilities. To support NHS Grampian The Archie Foundation and Friends of ANCHOR are fundraising to play their part in ensuring the facilities are welcoming to patients, staff and visitors. A big part of this will be funding art and environment enhancements, which we know make such a difference to patients and staff working in these areas. You may have seen on the project social media channels and as mentioned in the arts article the call for artists to apply for commissions for The ANCHOR Centre and for The Baird Family Hospital. This is a very exciting stage of the project and our charity partners have enjoyed the opportunity to be part of the interview process for appointing the artists.

The University of Aberdeen Development Trust continues to fundraise for research ensuring services provided in both buildings are at the forefront of research and teaching.

Paula Cormack, Chief Executive of The Archie Foundation said "Progress on the project is really impressive with both buildings rapidly taking shape. This next phase of appointing artists is a key milestone that gives our donors tangible and exciting opportunities to be part of delivering the difference at the Baird."

With The ANCHOR Centre set to open in September next year, Friends of

ANCHOR's fundraising endeavours are picking up pace to ensure the £2m target is reached in time for the centre opening.

With 250 patients expected to walk through the doors of the centre every day, the fundraising will bolster the environment to make it as positive and inviting a space as it can be.

Friends of ANCHOR are encouraging fundraisers wishing to support the effort to get in touch by emailing info@friendsofanchor.org, and a dedicated member of the team will be on hand to guide you through the fundraising, whether you organise a bake sale, head shave or race night, or take on a sponsored walk, run or cycle.



From left to right Jayne Forrest, Baird Project Midwife, Paula Cormack, The Archie Foundation, Kelly Anderson The University of Aberdeen, Sarah-Jane Hogg, Friends of ANCHOR, Carolyn Annand, ANCHOR Project Nurse