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Senior Responsible Officer Introduction

By Paul Allen, Senior Responsible Officer, Baird and ANCHOR and Director of Facilities & eHealth, NHS Grampian



As of 1st April 2022, I took over as Senior Responsible Officer (SRO) from Alan Gray for both the Baird and ANCHOR projects and it is an honour to have been asked to undertake this role on behalf NHS Grampian. I would like to thank Alan for his leadership and support around these key projects in his time as SRO and for his handover to me before heading to his new role at the Scottish Government.

I have been a member of the Baird and ANCHOR project board from the start, which I hope brings continuity around executive

support, oversight and interface with the NHS Grampian Board.

I joined NHS Grampian in 1983 and I have seen the construction and commissioning of many new facilities in that time. Both the Baird and ANCHOR facilities are progressing at pace, it is an exciting time for NHS Grampian, these buildings will provide first class leading healthcare facilities and services for our clinical teams, but importantly for the patients and families of Grampian.

We cannot forget we are constructing new buildings during an enduring pandemic and whilst this brings its own set of challenges, we have also had to overcome pressures in relation to labour, supply chain and inflationary costs. All this would not be possible without the hard work and dedication that goes into the planning of these facilities by our contractors, the project team, clinicians, our staff and wider stakeholders.

Finally, I would like to say just how much I am looking forward to working with everyone and playing my part in the deliver our new Baird and ANCHOR facilities.

PROJECT UPDATE

By Jackie Bremner, Project Director



Welcome to the June 2022 newsletter. As you will see from the photos later on in the newsletter construction on both developments continue to make good progress with the cladding, render and roof works well underway at The ANCHOR Centre, along with internal partitioning, window, mechanical and electrical installation.

At The Baird Family Hospital the concrete works are now nearing completion and work to commence the steel framing system to the perimeter walls and courtyards is now underway. Another major development since the last newsletter is the installation of the steelwork for the link bridge that will allow neonatal babies to be transferred directly from The Baird Family Hospital to Royal Aberdeen Children's Hospital (RACH) for urgent surgery and women, when required, to be transferred to Aberdeen Royal Infirmary (ARI) for e.g. intensive care and complex imaging. This is another milestone in the project that was achieved following careful planning and joint working involving contractor

colleagues, along with valued input from the Emergency Department, RACH, the car parking team and many other key stakeholders.

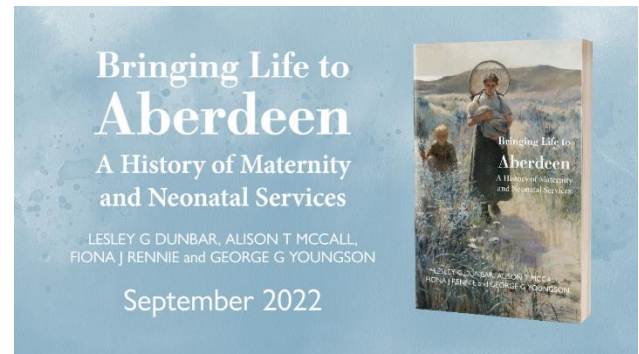
The construction programme continues to make good progress despite the challenges presented over the last 18 months, by COVID restrictions, the impact of global and UK specific market forces issues and more recently the impact of the Russian sanctions and war in Ukraine. This is affecting material availability, lead times, cost and staff availability. These issues continue to be kept under constant review with our Construction Partner, GRAHAM Construction and will continue to put pressure on the project in terms of potential cost and programme.

Since our last newsletter we have agreed with the Board of NHS Grampian revised dates for the opening of the new facilities, they are now scheduled to open in:

- The ANCHOR Centre - September 2023
- The Baird Family Hospital – March 2024
- Aberdeen Maternity Hospital (AMH) Demolition – August 2024

Another exciting development is a new book 'Bringing Life to Aberdeen'. Look out for this wonderful new publication about the history of Maternity and Neonatal Services in Aberdeen.

The Lord Provost hosted a Civic Reception on Thursday 28th April 2022 at the Beach Ballroom to launch the book 'Bringing Life to Aberdeen'. The book will go on sale in September 2022. Profits from sale of the books will go to The Archie Foundation and will support the Baird £2m fundraising campaign.



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!



@bairdanchor



@bairdANCHOR



@bairdANCHOR

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

BAIRD AND ANCHOR SITE PROGRESS

Technical Team

This article has been produced by a number of people following the formal retirement of our Technical Supervisor, Graham Davidson (or Hammy as he is better known to members of the team). We wish Hammy well in his retirement. Although not easily replaced, we have been fortunate enough to find a suitable replacement who is Mike Whyte. Mike has experience across a wide range of NHS roles and we will introduce Mike properly in one of our future newsletters.

The recent spell of favorable weather has seen good progress on both buildings. On **The Baird Family Hospital** the concrete work continues, although is now moving towards completion. The formation of the columns on the lower ground floor has still to be completed but the steelwork at the uppermost floor, which will form the plant

rooms, and create the highest point on the building, is now underway. This is now a very impressive sight when approaching the Campus from Westburn Road.



Formation of steelwork to create Engineering Plant Space on top floor of The Baird Family Hospital

The more observant will have noticed that two of the four tower cranes have now been removed, although there is still a large self-erecting crane that will be mobile across the

site for a number of months to facilitate the remaining work.



Activity to put the main framework for the external cladding in place is ongoing and the setting out of internal partitions has begun. This will shortly give a better indication of how the building will feel.

A significant milestone was achieved recently, through the placing of the link bridge which will join The Baird Family Hospital to ARI and RACH. This was a logistical challenge, however collaborative working between the GRAHAM Construction team and NHS Grampian team saw the structure lifted into place overnight with minimal disruption. There will continue to be a series of other short term traffic restrictions in place over further nights and early mornings until the link bridge is fully watertight, but these will be carefully planned to ensure minimal disruption.



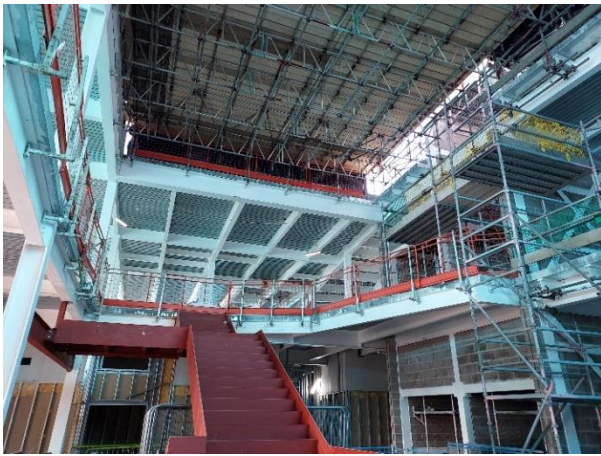
Work on **The ANCHOR Centre** continues and the majority of the exterior work on the building itself is now complete with watertight checks having been carried out on the roof and external walls. The building now looks more complete, with the cement boards approaching readiness for application of the render finish. The first coat of the render has already been applied to certain elevations and the windows are currently being installed. The temporary “crash deck” is also now in place over the open Atrium area helping ensure the building is fully wind and watertight during this stage.



East elevation ready for external render work

The bricklayers are continuing with work on the East and West elevations and the finishing touches are being applied to the fire protection on all of the structural steel columns and beams so that the system can be fully certified as complying with relevant standards before areas begin to be covered up with the internal finishes.

Internally, the work to the stud partitions continues and the general space forming the rooms can now be realised. The main stair within the central core of the Atrium has been installed, and once completed this will be one of the main features of the building.



As mentioned previously, planning is underway for the breakthrough from the ANCHOR building into the existing Radiotherapy Department. Investigative work is underway to assist with determining the final construction details. This work will need careful planning, involving multiple stakeholders.

Whilst the construction team have been busy working on site, there has also been a significant milestone reached with the start of installation of the mechanical and electrical services. As part of the Graham Construction approach to “lean construction”, the building services which run down the corridors at high level are being pre-fabricated at the sub-contractor, NG Bailey’s, off site facility. A site visit was undertaken by the project team to confirm their quality and identify any improvements before the modules were taken to site.

The first of the modules have been arriving on site over the last couple of weeks and they are being lifted into place with the linked connections and quality control inspections being carried out to ensure the installation meets the relevant standards.



Factory visit to inspect services modules

In ANCHOR works to the ventilation system and rainwater pipes from the roof drains are also underway.

All engineering work is currently being undertaken to high quality and the installation of the various services is beginning to turn the building from what has been an empty shell into something akin to what will ultimately be a living breathing healthcare facility.

So what have we learned?

By Sue Swift, Divisional General Manager, Women and Children's Services, NHS Grampian



It is rapidly becoming a reality that The Baird Family Hospital will open the front doors in less than two years' time. All of the hard work from the last seven years accompanied by a final push over the next 18 months should see us almost ready to take ownership of what has been an eagerly anticipated addition to the NHS Grampian Foresterhill Health Campus.

So what has it been like and what learning can I take that is worthy of sharing? First of all staying power is essential and so many staff involved in both Baird and ANCHOR have shown enormous resilience in staying with the project from the beginning. You are presented with ideas and plans and informed that you need to make service changes that will enhance patient care and flow through the system and will make working more effective as you enter into a world that is designed to be fit for the future.

Service redesign sounds so easy but fundamentally asking anyone to change always comes with anxiety and a certain degree of challenge. However it soon became apparent that if you have the right people leading groups and gently pushing and encouraging then great things can happen. The clinicians have done amazing things in changing the way they work such

as reducing the need for women to go to theatre, returning two or three times when everything can be done in one visit, expanding service delivery at home, introducing emergency clinics, enhancing triage, changing from parent craft to established transitional care models etc. There have been so many changes across all aspects that they are too numerous to mention.

We are now in that place whereby most service changes have been discussed and either fully implemented so that no "old systems" of practice go to the Baird or they are nearing completion. That may sound like we have left the service change too late but quite simply some parts of the service cannot change until we move, such as theatres, however we have a clear plan as a result of the work undertaken in all of the theatres in ARI, AMH and RACH that will see a fully functional team of staff who can support each other in all aspects of theatre care.

So the last push is here and we are now finalising some of the more tricky elements of the move, part of which of course is finance but thanks to all the hard work in the planning stages and the early redesign meetings most issues were highlighted and have been accounted for.

Staff are now beginning to become more aware and involved as they see the building grow and whilst that is fantastic it is also quite difficult as you suddenly find out what issues others are identifying but in essence the mood is one of positivity, until you mention offices and then..... let it be known to all, the office open plan design is one that has been led by Scottish

Government and is applied to all new healthcare building projects.

My advice to those who might have the opportunity to be involved in future projects is don't expect to understand all the

technical speak, the most important thing is that you are there to ensure the service needs are met and that you voice these needs in all early discussions, there is never too much information.

Baird and ANCHOR Arts Project

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

GRAMPIAN HOSPITALS ART TRUST

Over the next few months, you will start to see more activity around the arts project for both sites as Grampian Hospitals Art Trust (GHAT) starts the art commissioning process. The GHAT team leading on the Baird and ANCHOR Arts Project is Project Manager Tamsin Greenlaw and Project Assistant Alexandra McGregor who you will be seeing more of throughout the project.



Tamsin and Alexandra on a site visit to The ANCHOR Centre

Starting from July 2022 the first round of commissions will be put out to tender. We will be looking for artist's practices that range from sculpture to landscaping, and

fine art to design. Each commissioned artist will be required to engage with all stakeholders as part of the consultation process around the artwork which will be installed.

GHAT works hand-in-hand with NHS Grampian to commission local and national artists to work with staff, project teams and stakeholders to design environments that are both relevant and sympathetic to the context of each area, its users and day to day function. This can range from a very practical form of advising on colour selection or rethinking the wayfinding as a means of identifying a ward or clinic, to developing an arts strategy for an entire hospital.

We also are excited to announce they have commissioned Illustrator Adrian Reid (aka Orange-ade) to work on branding for The Baird and ANCHOR Arts Project, which will be launched later this month. As part of this commission, Adrian will also create a publication celebrating the project and documenting the final installed artworks and the process of how they were produced.

Adrian has worked with GHAT on previous projects including materials for the Creative

Mobile Unit, posters and a logo for the North of Scotland Brain and Spine Centre in ARI and the GHAT brand book all of which can be found on GHAT's website.

Adrian Reid has also got his own arts practice as an illustrator, graphic designer and printmaker based in Aberdeen, Scotland. He specialises in creating colourful, vibrant artwork with a quirky demeanour! You can see his work on his website here.

<https://cargocollective.com/orangeade>

If you have any questions for the GHAT team please contact us on:

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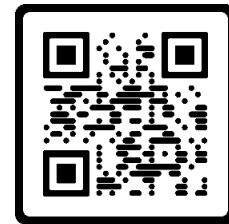
NHS Scotland Event - Virtual Launch Poster Shortlisted

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

The NHS Scotland Event is the leading health Event in Scotland. It continues to be the 'premier meeting place' for those committed to providing sustainable high quality health and social care services for the people of Scotland.

Every year, the event provides the opportunity for those working in and with the NHS in Scotland to come together to consider the challenges and to share best practice.

For the first time the event is being held in Aberdeen later this month. As part of the event there is an opportunity to submit abstracts to showcase areas of work and the Baird and ANCHOR virtual launch from last year has been shortlisted under the Responding to COVID category. The virtual launch platform is still live and can be accessed at the following link <http://bit.ly/BairdANCHORvirtuallaunch> or by scanning the QR code.



And here is a sneak peek at our final poster...wish us luck!

