Contractors are from Venus,
Clinicians are from Mars

Jill Baker
The value of a good project brief

I'm afraid this creative doesn't meet the brief

What brief? You sent a one-line text... from a bar

That's why it's called a "brief"

Guessing what the client wants is part of the creative process

Why even bother sending the brief?

So that we can blame you when you don't meet it
Clients view of a project

**Hill in the Park**

Iconic concept of the ‘HILL IN THE PARK’ which meets the Trust aspiration for a ‘hospital without precedent’ and has timeless and child-friendly appeal.
Architects view of a project
Contractors view of a project
Getting on the same road

- Produce a statement of need
- The project brief to include
  - Client information
  - Site information
  - Spatial requirements
  - Technical requirements
  - Component details
  - Timescales
  - BUDGET!
The benefits of a solid design brief-

- Gives clear outcomes for the design stages
- Builds trust between the client and potential building contractor
- Identifies project programme and key milestones
- The right stakeholders are involved from the start
- Change control can be managed from the end of the concept stage
And if you don’t ..... 

- No clear strategy to achieve goals
- Design team will struggle to deliver concepts
- Contractor budget will be subject to change
- Length of time to get through project stages may be protracted
- No change control mechanism
- Mis-Trust between the project teams
- You become the latest horror story!
Alleviating the issues

- Good communication
- A clear understanding of the outcomes and processes to achieve them
- Know your timescales and stick to them
- Manage the expectations of the stakeholders
- Agreed protocols and terms of reference
- A good brief isn’t set in stone it has the ability to develop throughout the process.
Building Trust

- Spend a day in my shoes- shadow a counterpart
- Get to know the people behind the roles- we’re all just people
- Begin to learn each others lingo- acronyms and slang
- Realise you need each other –someone has to see patients, someone has to get the building built, someone has to hang it all together!
- The power of Thank you-showing gratitude is a powerful leveller
Case Study – Alder Hey
Intensive care unit
The old PICU department

23 beds in a Victorian building
Low ceiling heights
Poor departmental layout

Poor layout of bays
No parent space on dept
Small or no windows
The old PICU department

Lots of equipment

Aging equipment

Fabulous Staff!
The old PICU department
What is it they needed?

- Adjacency to main theatres
- 43 beds including burns, cardiac PICU, isolation and HDU
- Larger bed spaces
- Natural light
- Adaptable bed spaces
- Bed spaces viewable from the staff base
- Space for parents to rest but near to patient
- Appropriate clinical equipment that allow a clutter free bed space
The New PICU
How did we go about it?

- Nominated clinical staff involved in design process
- Equipment specification written with clinical input
- Developed Operational policies
- Site visits to view clinical equipment
- Advice from manufacturers

Decided we needed help
Visit to the Clinical Design Centre

- Organised for a mixed staff group to come to Lubeck
- Given the opportunity to design their own pendants
- Shaky start keeping with traditional design “wet and dry”
- Challenged in their views - is it best practice or what they’ve always done?
- Queried the location of particular pieces of kit

Throw it in the air and start again!
Work in Progress
Outcomes

- Clinically challenged- think outside of the box
- Team building- everyone was equal all ideas counted
- New pendant design not wet and dry
- Better use of bed space
- Better use of staff time, improved patient care
- Pendant still within budget!
Proof is in the pudding....
New PICU Department
Isolation room
Waiting space
Staff Space
Summary

- Develop a shared vision
- Understand what is important in the short and long term
- Make compromises without changing what is important and allow progress towards the shared vision
- Communicate regularly and honestly
- Believe in each other as a team
The Importance of Equipment

The making or breaking of a good design
The importance of equipment
Start how you mean to go on

- Look very carefully at what equipment goes into which group before the contract is signed
- Major Medical - get specialist help - always
- Link with BME dept and FM leads – valuable resource
- Consult with infection control and H&S
- Use the 1:50 process to build a clear picture of requirements
- Limit the number of new codes that can be created
Planning

- **Budget** – a % of build initially, build a database of requirements by room

- **Selection** - clinical suitability, lead in time, Initial costs, warranty, maintenance and life-cycling

- **Schedule** - when to order, deliveries, installation, training
Procure

- Specification - clinical, non clinical,

- Tendering - frameworks, OJEU, waivers

- Purchasing - who will order? who will receipt? Contingency plan
Place

- Coordination- with construction team and their programme, Trust move plan, clinical cleans, IT!

- Delivery- agreed location, secure compound, single point of contact, insurance, no staff access!

- Installation- use database, strong team, keep it safe, mis-use of areas, flexibility if all else fails large G&T!
Transition

- Strategy-phased, one hit, enabling moves, dual running
- Facilitation and management-
- Training and Orientation
- Implementation- The Big Move!
Post Occupation

- Database updated - Warranties
- Planning for spares and replacement parts
- Equipment standardisation - catalogue from suppliers with purchased items, agreed costs
- Maintenance agreements
Summary

• Create a clinically appropriate Equipment Plan
• Develop and manage a comprehensive and competitive strategy to Procure the equipment within budget
• Managing the process to Place all equipment in the facility while avoiding delays and additional costs
• Transition plan-comprehensive move plan, focused on organization, communication, coordination
• Enjoy it- You’ve done something amazing!
Thank you for listening
Questions?