



# Badenoch & Strathspey. Skye, Lochalsh & South-West Ross.

Equipping of NHS Highland  
Community Hospitals, a case study.



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(Estates),

Badenoch & Strathspey Community Hospital

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Broadford Hospital

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# Badenoch & Strathspey Community Hospital

Cairnview Road, Aviemore

# Project Outline – Reason for Change

- **Centralise** services & co-locate teams throughout Badenoch & Strathspey.
  - Replace;
    - **Ian Charles Community Hospital (1885)**
    - **Saint Vincent's Community Hospital (1901)**
    - **Aviemore Health Centre**
    - **Rathven House (Lease)**
- **Modernise** & improve quality of care.
- Provide **compliant** buildings.
- Reduce backlog **maintenance** – approx. £11m.
- Additional services;
  - Modern & Operational X-Ray Department.
  - Inpatient & Outpatient Gyms.
  - Integrated Team Office.
  - Scottish Ambulance Service Centre.
- Provide sustainable buildings.

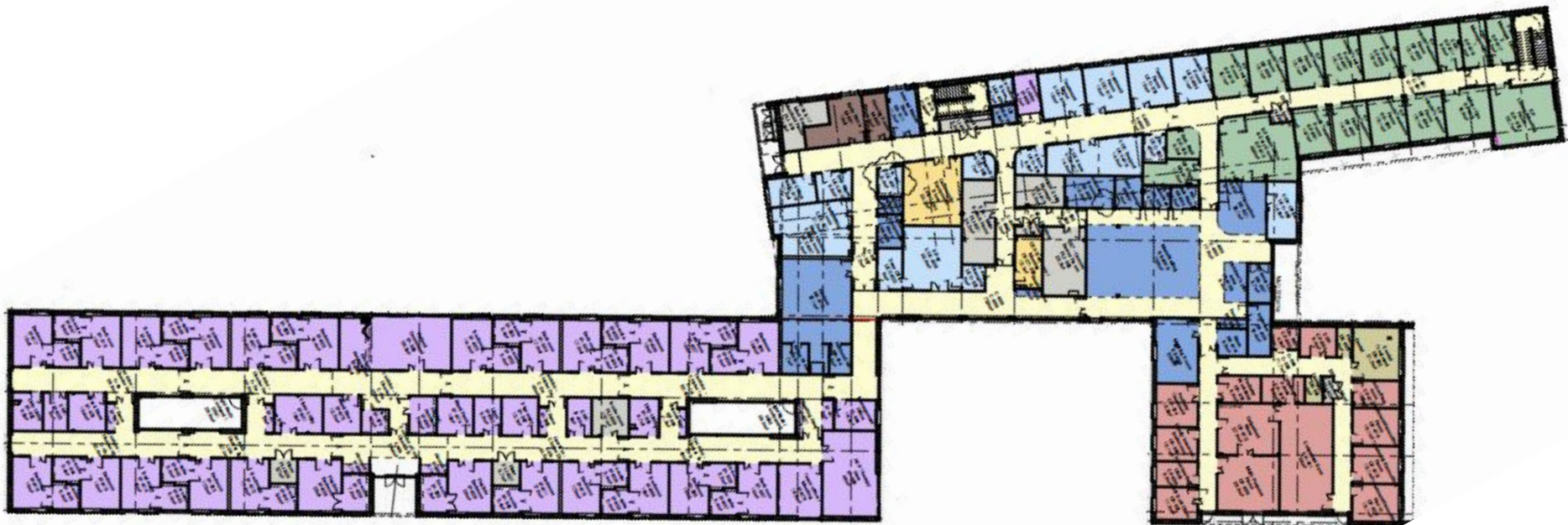


# Overview – Badenoch & Strathspey Community Hospital

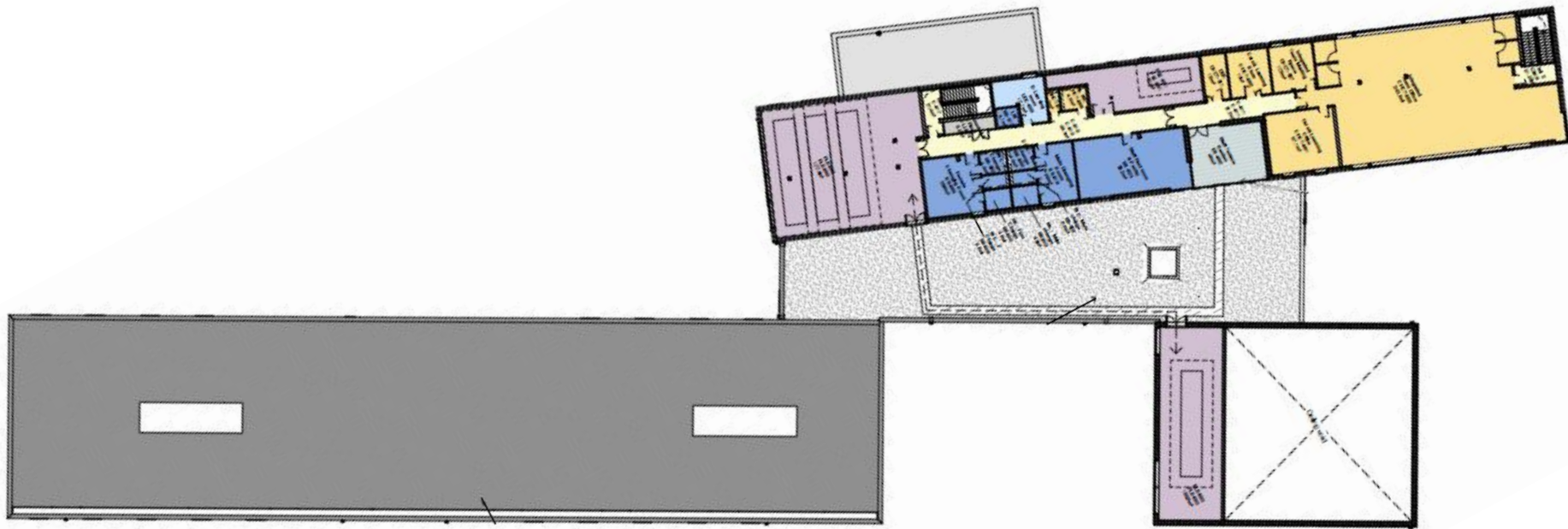
- Centralisation project combining four facilities into one **£20m** Community Hospital.
- Construction commenced July 2019.
- Handed over to NHS Highland in September 2021.
- Winner of the Scottish Property Awards **Healthcare Development of The Year 2022** award.
- **4,072m<sup>2</sup>** made up of:
  - 24 bed inpatient department,
  - GP medical practice,
  - Urgent Care Centre,
  - X-Ray Department,
  - Outpatients Department,
  - Open Plan Office,
  - Support Services & Facilities
- Main contractor – **Balfour Beatty**.
- Multiple sub-contractors.
- Equipping – Health Facilities Scotland, **£1.05m** budget.



# Building Layout – Ground Floor



# Building Layout – First Floor



# Equipping Process

- Engaged Health Facilities Scotland for budget cost at Business Case stage.
- Advised on equipment groupings & transfer items.
- Colour strategy agreed with architect & shared with HFS.
- Proposed furniture and equipment with agreed colour strategy in mind.
- Sign-off from service users.
- Purchase Authorisation & Order - NHS Highland PECOS.
- Delivery to site.
- Placement in designated area by supplier.
- Receipt by HFS.
- In use & defect period.







# What Went Well?

- User satisfaction: involvement and outcome.
- Under budget, constant monitoring and progress meetings.
- Equipment purchase sign-off procedures.
- On-site co-ordination between suppliers and contractors – close management.
- Involved Health Facilities Scotland early on.
- Trusted and helpful suppliers.
- All equipment traceable due to sign-off procedure.



# What Were The Challenges?

- Equipped during commissioning period due to delay.
- Contractors still on site, required regular liaising with contractor and sub-contractors.
- Movement of equipment to first floor without lift.
- Building location & deliveries.
- Equipment being relocated by users.
- Change of mind or personnel.
- TV procurement.
- COVID & Brexit.





# Broadford Hospital

Broadford, Isle Of Skye

# Project Outline- Reason for Change

- Mackinnon Memorial Hospital- Ageing building no longer fit for purpose.
- Compromised inpatient environment. Shared Rooms.
- No space for expansion within departments or on the overall site.
- High level of maintenance costs.

What were we looking to achieve when undertaking the project?

- Improved **patient experience** via a better care environment.
- Providing staff a better environment to **deliver care**.
- Delivery of services **closer to home** for patients in Skye and Lochalsh. Less travel to Inverness.
- A building which is **fully compliant** to current standards.
- Reduction in energy costs through **modernisation** of plant.
- Reduction in maintenance costs.



# Overview- Broadford Hospital

- Broadford Hospital is located 100 metres down the road from Mackinnon Memorial Hospital.
- Positioned next door to Broadford Health Centre.
- Start Date- **August 2019**
- Handover- **December 2021**
- Open to public- **March 2022**
- **3000m2** which includes:
  - 24 Single occupancy Inpatient Bedrooms (Currently 20)
  - 4 Renal Treatment Rooms
  - Infusion and Chemotherapy Suite
  - 24/7 Emergency Department
  - X-Ray & Ultrasound Department
  - Maternity Suite
  - SAS Base
  - 2 Outpatient Clinic rooms
  - Changing Places Toilet
- £537,000 Equipping Budget
- Main Contractor- Balfour Beatty



# Building Layouts- Ground and First Floor







# Equipping Process



## Across Aviemore and Skye:

- Engaged Health Facilities Scotland for budget cost at Business Case stage.
- Advised on equipment groupings & transfer items.
- Colour strategy agreed with architect & shared with HFS.
- Proposed furniture and equipment with agreed colour strategy in mind.
- Sign-off from service users.
- Purchase Authorisation & Order - NHS Highland PECOS.
- Delivery to site.
- Placement in designated area by supplier.
- Receipt by HFS.
- In use & defect period.

## Equipping items in Skye only:

- Construction and commissioning complete prior to HFS deliveries.
- HFS had a longer period of on-site time.
- More remote site added additional challenges with high delivery fee's and longer delivery times.



# What Went Well?

- Early project support.
- Bi-weekly catchup meetings to discuss outstanding actions.
- Regular contact between meetings.
- The HFS teams overall shared expertise.
- HFS involvement with local teams.
- Any issues were responded to and dealt with quickly.
- Regular budget updates.
- Teams channel.
- Building clear of contractors when deliveries were being received.
- HFS site presence with deliveries signed off and placed in correct rooms.
- Quality of final product.
- Louisa Jordan equipment repurposing.



# What Were the Challenges?

- Equipment went over budget. Renal and X-Ray.
- Last minute additions by stakeholders.
- Lead stakeholder changes.
- Location.
- Group 2 equipment being lost once signed for on site.
- Stakeholder disagreements. Shared Areas.
- Brexit and Covid.

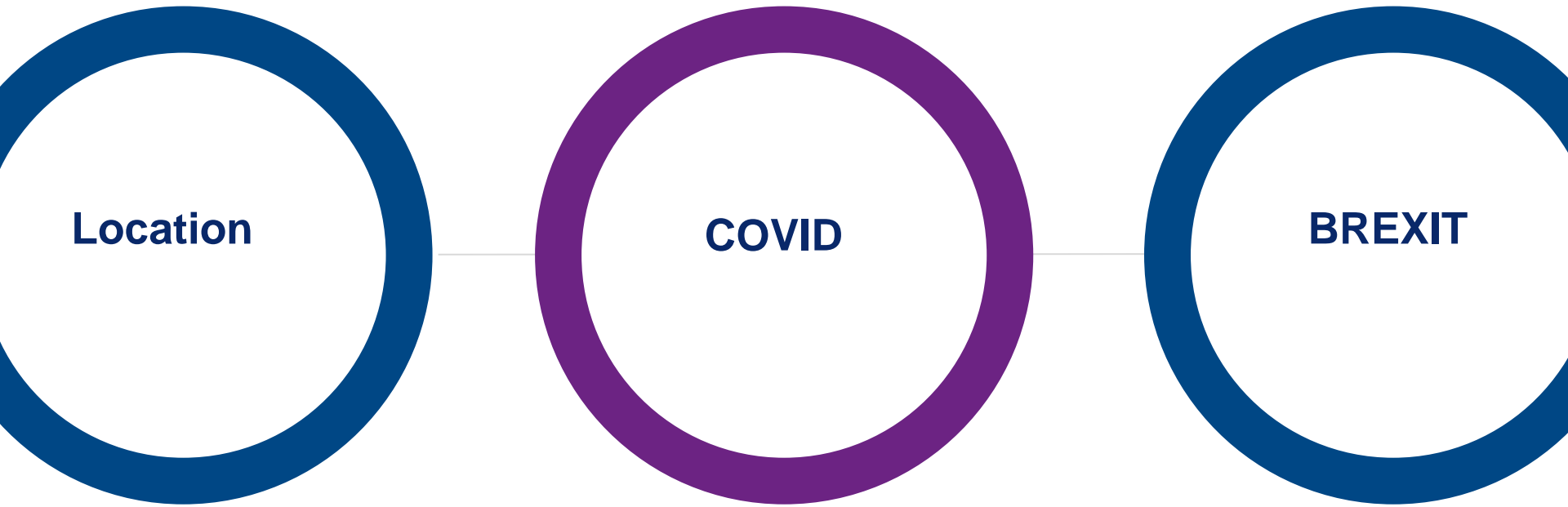


# Equipping remote projects

During Covid, Brexit & other  
complications

Rebecca  
Murray,  
Project  
Manager

# Challenges

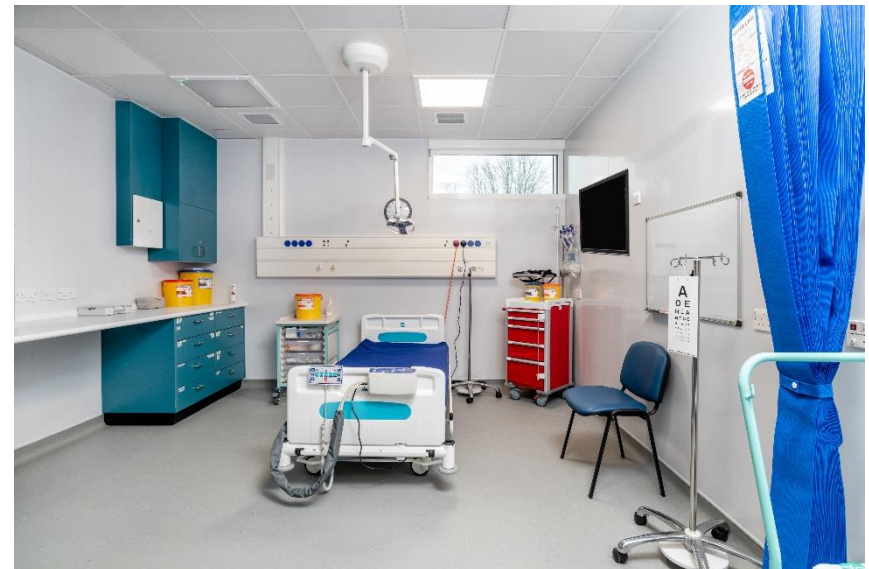


# Challenges facing the team - Location



# Challenges facing the team – COVID and BREXIT

- Availability of teams, even virtually
- Delays with suppliers - information return and manufacturing
- Availability of couriers/ delivery drivers
- Price increases across the board from suppliers
- Imported furniture delayed at borders
- Shipping costs from EU significant



## How did we overcome these?

- Clear and frequent communications with NHS Highland and suppliers
- Expected timescales agreed and any changes advised asap
- Pushed our suppliers to deliver on time
- Used knowledge from previous projects to advise
- Looked for other areas of support, such as NHS Louisa Jordan equipment





## Summary of key messages

- HFS are here to support Health Boards and proven track record
- Single point of contact to ensure consistency
- We want to ensure Health Boards maintain total control of projects
- HFS adhere to Health Boards SFIs & ensure best value for money
- Our team have wider NHS knowledge to advise and assist
- Product Specialists knowledge and expertise – provide impartial advice
- Working collaboratively and build positive relationships – we want to work as part of your team
- We offer a comprehensive and flexible service to meet the needs of the Health Boards



**Thank you – any  
questions?**



**NHS Highland &  
NHS Scotland  
Assure**