

**We are**  
**#TeamUHD**

## **Estates & Capital Development Quarterly Update**

July 2021

# Introduction

## Director of Estates & Capital Development, Edwin Davies

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We have taken the opportunity to keep Estates colleagues across UHD connected with this quarterly newsletter, each edition focusing on a different specialism.

Our aim is to provide updates from across the department and showcase work which Estates staff are proud of.

This edition will focus on Estates Operations, the next edition will focus on Site Services.

We will start with a brief introduction to the department...

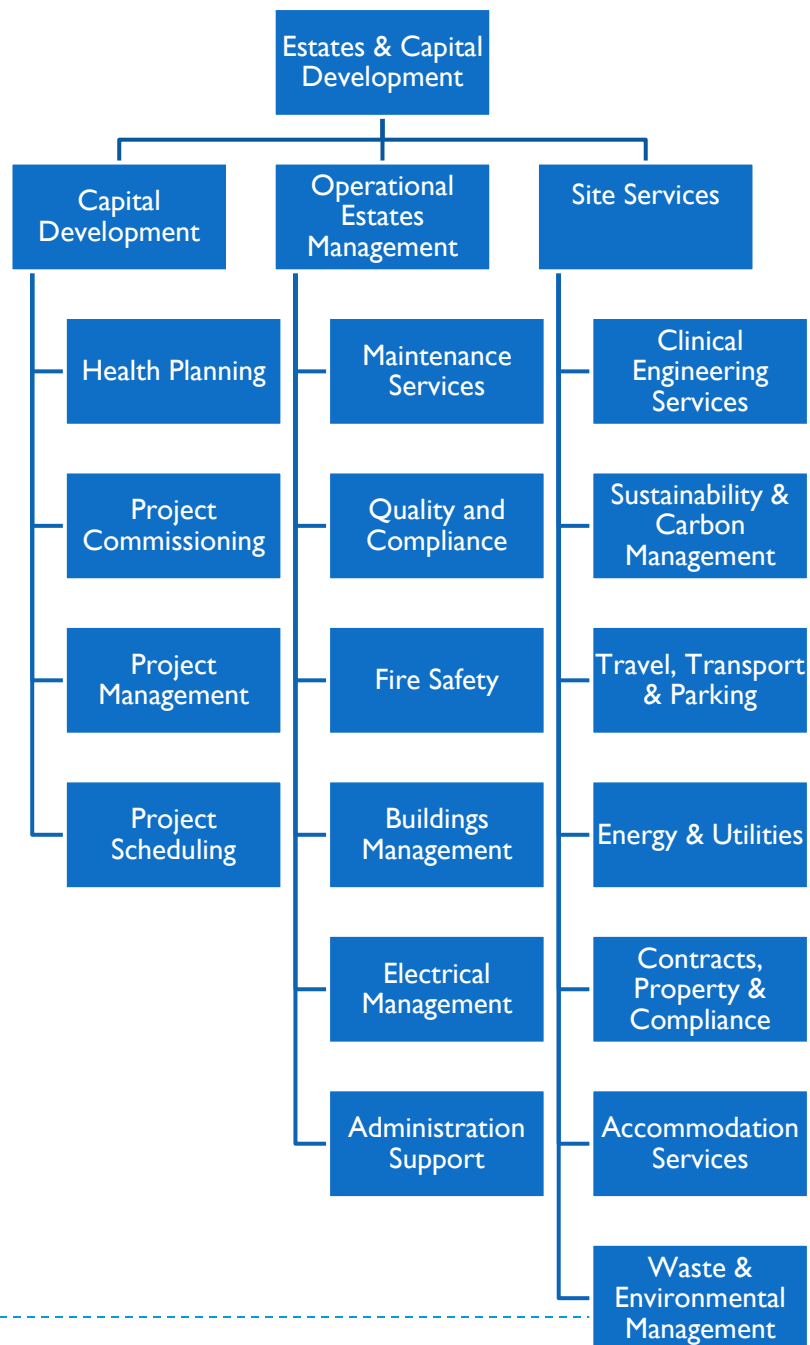
# RBCH Estates Team





# Poole Estates Team





# Who's Who?

## Estates

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- Director of Estates & Capital Development, Edwin Davies-  
Oversight and responsibility for all Estates and Capital Development activities.



# Who's Who?

## Capital Development

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- Head of Capital Estates Development, Richard Callaghan-  
Responsible for ensuring successful completion of major capital projects across the Trust.





# Who's Who?

## Site Services

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- Associate Director of Estates and Site Services, George Atkinson-

Responsible for the development and implementation of the Trust's key objectives to deliver efficient services and effective patient care, specifically Sustainability and Engineering.





# Who's Who?

## Estates Operations

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➤ Head of Operational Estates, Bernard Bhukal-

Responsible for the operational management of building and estates services for the Trust and for management of the organisation's estate, trade staff, appointed consultants and contractors.



# Who's Who?

## Estates Operations

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- Maintenance Manager, Peter Arnold- Responsible for maintenance services at RBCH, AP/Deputy RP Water, AP Lifts, Co-ordinating AP Mechanical Pressure Systems, Co-ordinating AP Medical Piped Gases & Co-ordinating AP Ventilation shutdowns and strategic support.
- Operations Manager, Ian Arnold- Responsible for maintenance services at PGH, AP/Deputy RP Water, AP Lifts, AP Mechanical Pressure Systems, AP Medical Piped Gases & AP Ventilation.
- Building Manager, Martin Lovell- Contracts, asbestos management, external works.
- Quality & Compliance Manager, Martin Nash- ISO9001, quality management system, developments and delivery, work management system oversight coordinating closely with Norman Gillespie on the Poole site - Collating data and information for reporting performance figures.
- Electrical Coordinator, *To be appointed- Interface between operational estates and contractors.*
- Mechanical Coordinator, *To be appointed- Interface between operational estates and contractors.*

# Who's Who?

## Estates Operations

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### RBCH:

- Building Supervisor, Neil Bredda
- Mechanical Supervisor, Lloyd Humby
- Acting Electrical Supervisor, Andy Wilson
- Fire Officer, Phil Burridge
- Planning Supervisor, Chris Marsden

### Poole:

- Building Supervisor, Stuart Brodie
- Maintenance Supervisor, Tony Fisher
- Electrical Supervisor, Malcolm Wood
- Fire Officer, Martin Shore
- Planning Officer, Neil Meaden

## Trust News

### Director Estates & Capital Development, Edwin Davies

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- UHD policies have now been aligned across the department and will be issued to all staff via the intranet.
- The Trust values will form an integral part in the appraisal process that is now underway.
- There are exciting times ahead as the Dorset ICS (Integrated Care System) is likely to receive funding for several capital schemes based around the UHD sites. More news next time!
- Richard Renaut the Executive Lead for Strategy and Transformation will be visiting the Estates departments across sites and welcomes the opportunity to meet all staff.
- We will be working with colleagues in HR to review all job descriptions and person specs to align bands with duties across the department. This work is expected to take several months but we plan to complete as soon as possible. HR and staff side colleagues will be fully involved.

**We are**  
**#TeamUHD**

**We are**  
caring  
one team  
listening to understand  
open and honest  
always improving  
inclusive



# Operational News

## Head of Operational Estates Management, Bernard Bhukal



University Hospitals Dorset  
NHS Foundation Trust

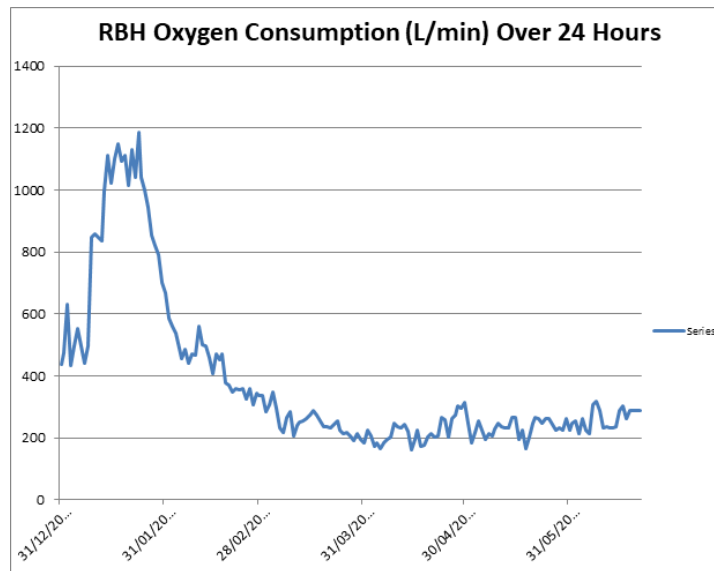
- Training on iPad use has now been completed and this will allow us to identify resource requirements and levels of compliance across the dept. It is important that the devices are used accurately and consistently.
- UHD Electric Safety Group, Water Safe Group and Fire Safety Committee have now been established and regular meetings are being held.
- Common AE's have now been appointed across both sites.



# Operational News

## Estates Maintenance Manager, Peter Arnold

- The operations team have been focusing on supporting the Trust throughout the pandemic. In particular, work around the continual provision of oxygen (if you look at the graph below if we had not increased our original oxygen supply capacity (800L/min max) we would have run out of oxygen in January).
- Furthermore, the team have had to do a lot of work around safe ventilation rates in areas where we never had to measure them in the past.
- The department was put under extreme pressure in the first wave (April/May) last year with a large proportion of the team catching Covid-19. Nevertheless, if you look at performance figures will still managed to achieve our SLA targets.



Contractors have been appointed to support the Estates team and increase levels of compliance, by carrying out remedial works and in some cases maintenance work. The use of contractors is crucial in order to catch up with mandatory work- which incomplete, puts staff and patients at risk and subjects the Trust to possible enforcement action by the HSE or CQC. This is intended as a short to medium term measure, until we have reached a level of compliance and assurance that satisfies the Board.

The main areas where contractors have been appointed are:

- Ventilation plant remedial works and maintenance.
- Fire risk assessments.
- Emergency light installations.
- Water distribution including TMV replacement, flexible hose removal, calorifier maintenance, tank cleaning, installing new service valves and removing blind ends.
- Replacement water mains- This work has been carried out due to unsustainable rises in legionella counts. Additionally, copper and silver ionisation system has been installed to improve water quality in block A at Poole Hospital.

# Operational News

## Head of Operational Estates Management, Bernard Bhukal



University Hospitals Dorset  
NHS Foundation Trust

Maternity  
Theatre 1 AHU  
(Poole Hospital)

**Pre-Clean**



**Post-Clean**



# Operational News

## Head of Operational Estates Management, Bernard Bhukal

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Ladybird Suite at Poole Hospital



Pre-Clean



Post-Clean

# Myth Busting

## Head of Operational Estates Management, Bernard Bhukal

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1: *Estates maintenance is being privatised.*

**A: False**

There is no intention to privatise the estates service, we will continue to use specialist contractors if and when required to support the estates team (as explained in the previous slide).

2: *There are going to be redundancies in Estates.*

**A: False**

We are actively recruiting staff to full time positions, such as; Painter/Decorator, Electrical, GMA, Planner, Waste Manager, Clinical Engineer and Junior Engineer.

3. *Overtime is being capped/stopped.*

**A: False**

Overtime is not being capped or stopped, the type of work carried out on overtime may change and the location may change, but there has been no reduction and there is no plan to reduce overtime for the foreseeable future.

# What is Quality Management?

## Quality & Compliance Manager, Martin Nash

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- Understanding the customers needs and expectations.
- Ensuring the service can achieve those requirements.
- Ensuring the service can be consistently meet those requirements.
- Maintain monitoring to ensure the service remains compliant.

### Current Quality Objectives:

1. Achieve the following reactive and Planned Preventative Maintenance (PPM) performance; 1 day Emergency Response 98% on time, 3 and 7 day Reactive 95% on time, “A” Task PPM 95% completed on time.
2. Increase contractor and trade staff audits.
3. Include the Capital team function within the Quality Management System (QMS).

# Quality Management System

## Quality & Compliance Manager, Martin Nash

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*How does Planet Computer Aided Facilities Management (CAFM) enable us to achieve these objectives?*

### **PPM's:**

- Provides the tool for logging all the trusts assets that are maintained by estates.
- Scheduling PPM against assets based on requirements.
- Communication tool with trade staff.
- Provides instruction on maintenance requirements for asset types.
- Records completion of tasks.
- Enables the correct resourcing of department to achieve requirements.

### **Reactive:**

- Records defects and reactive tasks raised by Trust staff.
- Provides a tool for prioritisation.
- Communicates with trade staff.
- Records the completion and details of actions taken to address defects and reactive tasks.



# Quality Management System

## Quality & Compliance Manager, Martin Nash

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*How does Planet Computer Aided Facilities Management (CAFM) enable us to achieve these objectives?*

### **SFG 20:**

- Provides the statutory minimum requirements to maintain equipment and facilities in line with HTM and industry norms.

### **Mobile devices:**

- Rapid communication with trade staff.
- Readily provides information and procedures to trade staff.
- Provides accurate information on the departments performance.

### **Training:**

- Staff are competent in completing tasks in line with procedures.
- Able to operate safely.

### **Control of contractors:**

- Confidence that the contractors we use are suitable.
- Competent – Capable – Safe.

### **Regular Reviews (Team Meetings):**

- Provide opportunity to identify resource issues.
- Maintains the focus on delivery of estate services and compliance.

# Thank you from Chief Executive, Debbie Fleming!



I want to say a huge thank you for the on-going hard work in maintaining and developing our estates. In particular, dealing with a number of significant risks associated with providing care from aging buildings which takes a lot of work.

I wanted to let you know that the Executive team (and increasingly, the whole Board) is fully sighted on the size of the challenges which Estates staff face, and are all committed to supporting you to address these issues. We know that it will take time, as well as investment, but hopefully, you are confident that we will always prioritise the safety of our patients and staff.

Over time, these things will be addressed, as the Trust continues with the transformation programme and aims to totally redevelop our two acute sites. Hopefully, this provides some comfort, at what is clearly an exceptionally busy and very challenging time.

It is an unbelievably busy time for the department, we have building sites with hospitals attached! I would love to showcase the work that we carry out behind the scenes, why we do it and what might happen if we didn't. The communications team and Richard Renaut are keen for us to capture photographs of work we are proud to have been involved in.

*This means all work*; not just the glossy refurb and builds, but the replacement of pipes, fixing boilers, unblocking drains, fixing lights, making the steam flow to the dishwasher, designing a building change or drawing a layout!

I would appreciate receiving any photos taken, or I can come and take them. Please submit any items for publication or if there is an area you would like us to explore in more detail please do get in touch.

I'm grateful for all your hard work, in often challenging circumstances. Change can be stressful for everyone, but we have a strong team that has been delivering great things - long may it continue!

Thank you.

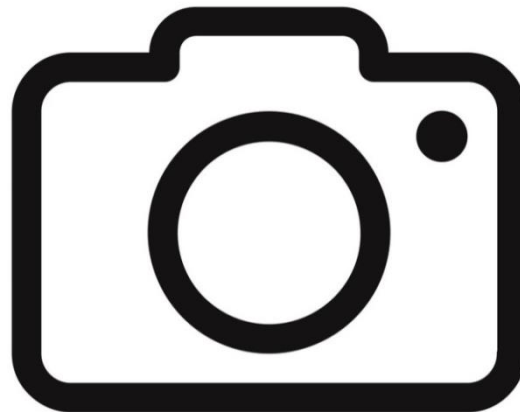
# Photo of the Week Contest

## Chief of Strategy & Transformation (Board Lead for Estates), Richard Renaut

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Best photo of the week  
wins a £10 prize!



Best photo of the week from Estates staff capturing work that you've done and are proud of. This can be a project completed, kit installed, PPM completed etc... selfies encouraged! 😊

Please send all photos to [Karen.taylor@uhd.nhs.uk](mailto:Karen.taylor@uhd.nhs.uk)

We will run this for 20 weeks to get a good selection that we can then use as part of the communications to celebrate the great work that Estates do to keep our hospitals running.



## Employee(s) of the Quarter!

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Well done and thank you to,

**Jack (John) Gourlay** who has recently and always does accompany Zurich inspectors, liaises with the wards and follows up on actions!

**Martin Lovell** who received an Above & Beyond Datix from Maternity staff this month for getting estates jobs complete and escalated!

**Louis Gnanapragasam and Brian Evans** for their consistent hard work and commitment to the Trust Values!

**Rob Weston** for taking the time to help an elderly patient who was lost, find her relative!

*If you would like to nominate a colleague who you believe has gone over and above the expectation to provide an excellent service please send this to me, with examples of any outstanding work which they have done.*