



## Contacts

### **GRAHAM Construction**

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### **(HFS2) NHS Lanarkshire**

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**July 2013**  
PSCP appointed

**November 2014**  
Final business  
case approval

**December 2014**  
GMP agreed

**April 2015**  
Start on site

**December 2018**  
Completion

## Key Points

- BREEAM Very Good.
- Upgrade and refurbishment of live surgical department.
- Implementation of a complex traffic management plan.
- Winner of the NEC Contractor of the Year Award for 2016.
- Delivered with zero defects.
- Phased construction works to mitigate the potential impact to the hospital.



## State-of-the-art Facility

GRAHAM, as a Principle Supply Chain Partner for the NHS Scotland's 'Facilities Scotland 2' framework (FS2), is currently delivering design, build and construction projects for new build, refurbishment, backlog maintenance, statutory compliance and risk reduction works.

GRAHAM is responsible for the remediation of high and significant risk rated backlog maintenance work, using their expertise to upgrade and refurbish plant equipment and clinical areas in a working hospital.

This complex project involved construction of a new Intensive Care Unit together with a twelve phase replacement and upgrade of the Surgical Department to provide seven new operating suites, including two Ultra Clean Theatres, relative's area, reception and recovery areas. Both facilities are being constructed to current SHTM and SHBN design standards.

## Rising to the Challenge

The theatre works in particular were challenging, as there is no decant facility and the NHS Lanarkshire requirement was that all seven theatres remained available and in operation during the works. Detailed planning including Business Continuity has been identified in a collaborative manner between all parties, working together to design the facility and integrate the detailed planning function which ensures the hospital operates as smoothly as possible.

## Complex planning and phasing

To transform the non-compliant theatres to a compliant and efficient facility required careful planning and phasing. We developed a staged decant and refurbishment plan with the client using modular facilities to temporarily house the ICU department, while we constructed a new facility. Our meticulous delivery plan enabled better long-term value for the client.

## Award winning collaborative working

We built a strong, cohesive relationship with our client, designers and supply chain by creating a Project Hub to collocate and drive collaborative working. This allowed for continuous communication, quicker decision-making, learning opportunities across the team and the trust to try new approaches and innovate. Our work at Monklands saw the team awarded the 'NEC Contractor of the Year Award 2016' for collaboration.

## Invisible construction

A key project at the centre of the campus on a vital central junction had the potential to affect hospital services, particularly the 24-hour ambulance route. We undertook detailed traffic studies, engaged with stakeholders and developed a comprehensive management plan that optimised work outside of visiting hours or at night to minimise disruption. In addition, we implemented the highest standards of infection control along with rigorous noise/dust attenuation measures. A GRAHAM M&E Manager was appointed to the Monkland's Business Continuity Project Team to assist in maintaining uninterrupted operational activity.

## Learning and Information Sharing

Joint collaboration workshops were held with the client teams at NHS Lanarkshire, Highland and Lothian, ensuring effective sharing of information and experiences across supply chains. Notable items where efficiencies have been gained, include theatre canopy and pendant specification, air handling plant, and critical finishes.

## Facts and figures

- **Project name**  
HFS2 Monklands Hospital Theatres/ITU Refurbishment
- **Location**  
Monklands Hospital, Airdrie
- **NHS Client**  
(HFS2) NHS Lanarkshire
- **Principal Supply Chain Partner**  
GRAHAM Construction
- **Contract value**  
£16,000,000
- **Building size**  
3,049 m<sup>2</sup>
- **Start on site**  
April 2015
- **Completion**  
June 2018  
(Overall programme of works)

"For many years, the ICU and theatres have provided excellence in all aspects of care to our local community in Lanarkshire. Thanks to many people, including GRAHAM Construction and members from each clinical department, and two years of hard work we now have the foundation, facilities and infrastructure to take healthcare for the people of Lanarkshire to another level."

**Dr Jim Ruddy, Consultant in Intensive Care Medicine and Anaesthesia**