

BUILDING AND SERVICE

Looking back and what's ahead

▶▶ 2012.....2013 ▶▶

DECEMBER 2012

More going up - and down



Ian Wolstencroft,
Building Programme
Director

Waikato District Health Board's \$500 million building programme – future-proofing the region's tertiary health needs for years to come – continues at pace next year.



The building project started in 2005 and finishes in 2014. So far it's on time and on budget. While the main focus this year was the completion and clinic migration to Stage 1 of the Meade Clinical Centre, there's still much work to happen there next year with stages 2 and 3.

Building Programme project director Ian Wolstencroft says the Meade Clinical Centre Stage 1 was "the big one". "But we still have stages 2 and 3 to go there."

Stage 2 involves the completion of critical care, with Intensive Care Unit joining High Dependency Unit on Level 4 and opening in May.

New theatres and cardiac catheter labs are due to start opening between July and September on Levels 2 and 3, along with orthopaedic outpatients and some radiology rooms on Level 1.

Stage 3 work starts in the middle of next year, and will see Radiology on Meade Clinical Centre Level 1 by May 2014 – and the end of the temporary corridor. The final stage also includes some reconfiguring of a recovery area for sterile supply stocks and staff rooms at Levels 2-3.

There'll be space to "fill in" over the old red corridor but first another big job needs to happen: the demolition of the Smith Building starting in February and finishing in May.

"That's quite a job, it's a tall building and we've got New Zealand's most experienced demolition company Ward Demolition for the job. That needs to be well managed," Ian says.

The third big project Ian has an eye on is the Older Persons and Rehabilitation Building going up on the south side of Pembroke St. The \$40m project will be finished in June next year and services will relocate in.

It was a "greenfield" site which Ian says makes life a bit less stressful for all involved. "Greenfield sites are a lot easier to manage and control the budgets. Things are harder when you are building in and around other buildings."

The building programme – the biggest in Waikato and Bay of Plenty health history – has given Ian plenty of highs. But the biggest reward is working with staff to create the best they can.

"Waikato staff have had a high degree of collaboration, working with Programme Management Office.

"The result is I think everyone gets what we can afford and is clinically right."

After 2014 there's nothing on the horizon until 2018 when the first stage of a new wards building begins on the old Smith Building site.

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- Smith Building to come down
- Message from Jan Adams
- New Regional Renal Centre
- Medical Day Unit splits
- Stage 1 Project 1 complete

Building and service programme calendar January/February 2013

JAN	Monday 14 January	Medihotel opens - 6 month trial - Level 4 Hilda Ross House
	Friday 18 January	Medical Day Care Unit temporarily splits and relocates - refer to P3 for details Endoscopy moves to Level 3 Meade Clinical Centre and opens Monday 21 January
	Sunday 20 January	Acute Renal Dialysis Unit moves to Level 3 Menzies Building. It will be known as Acute Renal Dialysis
	Wednesday 23 January	Ward 24 Renal moves to Level 3 Menzies Building. It will be known as Ward M3 Renal
	Thursday 24 January	Ward 26 Waikids Surgery moves to Level 7 Elizabeth Rothwell Building. It will be known as Ward E7 Waikids Surgery
	Monday 28 January	Mailroom moves to Level B1 Meade Clinical Centre
	End of January	Completion of fire egress for Menzies Building
	Thursday 31 January	Smith Building gets handed over to Hawkins Construction for demolition by Ward Demolition
FEB	Friday 15 February	Paediatric Outpatients moves to Level 6 Elizabeth Rothwell Building. It will be known as Waikids Clinics
	Monday 18 February	Waikids Day Stay moves to Level 6 Elizabeth Rothwell Building. It will be known as Ward E6 Waikids Day Stay

Some of these dates are subject to change

Older Persons and Rehabilitation on track

Construction of the \$40 million Older Persons and Rehabilitation Building at the Waiora Waikato Hospital campus began in December 2011, and is due for completion in June 2013.



The Older Persons and Rehabilitation Building will have 113 beds for geriatric care, rehabilitation, ortho-geriatrics, comprehensive stroke unit and Mental Health for Older Persons.

All patient bedrooms in the older persons' facility will have only one or two beds and ensuites.

People aged under 65 years will also be accommodated in the building.

Project manager Jason Addison is pleased with the building progress to date.

"We are continuing to fit out zone two. The brick veneer fit-out is ongoing, the feature concrete panels at the entrance are now being installed, and work on the southern courtyard will start this month," he said.

"All external scaffolding will be down before Christmas, so it will begin looking much more like an established building."

One of the latest milestones was the installation of a 38-metre bridge spanning Pembroke Street, which links the main hospital campus with the Older Persons and Rehabilitation Building.

Group manager and project executive

Barbara Garbutt, along with newly appointed project manager Shelley Baker and process analyst Sanj Nand, have been working on the service side of this programme.

Barbara says they are progressing steadily with how they will work in the new building. "The draft models of care are being completed to make sure we are achieving best practice for our patients within the new building.

"We are also combining two services (Mental Health Services for Older Persons and Older Persons and Rehabilitation) under one roof and they are working closely together collaborating on how best to set the service for our patients.

"Most of the equipment has been ordered. Most bed spaces will have tracking installed for patient lifting hoists," says Barbara "Tours of the site for the staff who will be working have started. Staff are getting excited."



Shelley Baker
Project Manager



Sanj Nand
Process Analyst

Final days of Smith Building

Another project in the hospital rebuilding programme involves a major demolition job.

Work on taking down the seven-floor Smith Building begins next month, at a cost of \$9.4 million.

The long, narrow building has a lift shaft at the end which butts up to the Meade Clinical Centre. That needs to go to complete the Meade Clinical Centre work.

This renders Smith unusable unless a new access building plus lift shafts could be installed. The building would also need a substantial seismic upgrade as a consequence of new building code requirements.

Smith Building was completed in June 1964 and named after chairman of the board George Smith, MBE, of Huntly. He was chairman from 1953 to 1959. It was known during planning and building as the north-south block.

The 196-bed block was the first major

step towards reorganising the hospital's scattered wards. It helped relieve chronic overcrowding issues and allowed patients to be distributed in a less ad hoc fashion.

Initially the Smith Building housed most of the hospital's surgical, orthopaedic and paediatric surgical patients.

But hospital historians claim it resulted in only moderate improvements in the co-ordination of the hospital's wards.

The building had one ward on each level. Wards Smith 1 to 4 initially accommodated surgical and orthopaedic patients but all were converted to medical wards after surgical patients were relocated to the new Menzies Block in 1974.

Smith 5 and 6 were initially paediatric wards and then medical wards from 1984.

In recent times it has had Echocardiology, Endoscopy and Medical Day Care on level 1 and Wards 24-26 on levels 4-6.



BUILDING PROGRAMME - Go-Live estimates

Meade Clinical Centre

Stage 1 East Levels

Endoscopy Level 3 21 January 2013
Demolish Dental/Smith Building complete 31 May 2013

Stage 2 West L1

Orthopaedic and Preadmission Clinics & some Radiology Rooms June 2013

Stage 2 West Level 4

Intensive Care Unit May 2013

Stage 2 West

Level 3 Theatres September 2013

Stage 2 West

Catheter Labs Aug/Sept 2013
Level 2 Theatres July/Aug 2013

Stage 3 Level 2

Acute Hub November 2013

Stage 3 Level 3

Acute Hub November 2013

Stage 3

Radiology in Meade Clinical Centre & Waiora Level 1 April/May 2014

Stage 4 Project Completion

Red Corridor Commissioning & Smith Infill end April 2014

Other projects

Older Persons & Rehabilitation Building
July 2013

Thanks to all in a challenging year



Jan Adams,
Chief Operating
Officer

This has been one of the most challenging years of the building programme to date.

We moved to Stage 1 of Meade Clinical Centre and opened the High Dependency Unit in the centre.

Alongside that we continued planning for stages 2 and 3 of Meade Clinical Centre, we refurbished the former Lions Cancer Lodge for the Regional Renal Centre, developed and approved the business case for the Smith Building demolition with its subsequent ward moves and refurbishments; opened the new haematology-oncology ward on Level 5 in the Menzies Building and continued construction of the Older Persons and Rehabilitation Building.

All of this occurred within business as

usual and I continue to be proud of what is achieved everyday in the provider arm. Every staff member will have been affected by the disruption to normal activity, or more directly by the moves we made around the campus to bring these projects to a point of being operational.

I want to note my sincere thanks and appreciation to you all.

In addition, Mental Health and Addictions underwent substantial changes as part of their "time for change" programme, women's health undertook a review of their services and are planning for the future and Older Persons and Rehabilitation are gearing up for their move next year.

On top of this we met the health targets for cancer, elective surgery

and immunisations, improved our performance against the smoking target and improved the six-hour performance (although we still have a lot of work to do on this one).

The end of the year is a great time for reflection. It has been a big year for Health Waikato on many fronts and our corporate colleagues, many of whom have had substantial input also into the building programme work, have supported us in our achievements.

Thank you all for your achievements this year. I wish you all a safe and happy Christmas and hope you get some time to spend with your families and friends over the festive season.

Jan Adams
Chief operating officer

Quality care at renal centre



Official visit
to Regional
Renal
Centre: from
left: Health
Minister Tony
Ryall,
Jan Adams
and patient
Paris
Falwasser

A new \$7.6 million "state of the art" Regional Renal Centre in Hamilton officially opened by Minister of Health Tony Ryall on Friday 30 November came in "on time and below budget".

The centre on the grounds of Waiora Waikato Hospital campus will help cater to New Zealand's increasing demand for dialysis services predicted to grow at five per cent each year over the next 10 years.

It is the hub for renal services across the Midland region of Bay of Plenty, Lakes, Tairāwhiti, Taranaki and Waikato DHBs.

It provides specialist clinical services, staff training and will support the four satellite dialysis centres and the dialysis training programmes.

"The centre will ensure the 480 dialysis patients, 200 transplant recipients and donors and the 250 people with advanced chronic

kidney disease in the Midland region continue to have access to quality care as demand increases," Mr Ryall said in his speech.

Clinical director Dr Peter Sizeland praised the service as being fit to support not only patients who require short or long-term hospital-based dialysis treatment, but also home-based dialysis patients.

The number of dialysis treatment chairs doubled from 12 to 24, with the capacity to increase to 30 chairs in the future. A new hoist system was installed so patients, such as double amputees, can now be treated at the centre.

And for the first time doctors, nurses and allied health staff will all be located in the one building. Before that they were spread around the hospital campus including the ageing and tired regional dialysis centre in the Ryburn Buildings.

"I believe this new centre will help transform a service which is capable into a service of clinical excellence," said Dr Sizeland.

Big changes for Medical Day Care Unit

On Friday 18 January 2013 the Medical Day Care Unit will be temporarily relocated to different areas within the hospital. This temporary move is to allow for the Smith Building demolition to start at the end of January. This is the beginning of the process that will make way for all the services within Medical Day Care to be eventually relocated in Meade Clinical Centre.

The following medical day care services will move. Medical Day Care Unit nurse coordinators will be at the different locations to manage their patients.

1. Endoscopy will locate to Level 3 Meade Clinical Centre

Patients will report to - Reception I, Meade Clinical Centre

Pre and post care will be in Meade Day Care Procedures will be in the new Endoscopy Suite, Level 3 Meade Clinical Centre

2. Infusions, transfusions, endocrine and biopsy patients locate to Same Day Admission Unit, Room 1, Level 8 Menzies Building

3. Transoesophageal Echo

Pre-op patients will report to Reception F, Level 2 Meade Clinical Centre and procedures will be in - Cardiac Procedures corridor

Post-op patients will be transferred to Elective Short Stay Unit, Ward 4, Level 4 Menzies Building

4. Cardiac outpatients including angiograms, cardio versions, pacemakers etc

Pre-op and post-op will locate to Room 15, Ward A4, Acute Services Building



Making it happen: from left, Karen Owen, Raewyn Wilson, Julie Law and Paula Lear

When Stage 2 of Project 1 is complete there will be:

Level 1:
 47 Consultation Rooms (there are 38 now)
 3 Procedure Rooms
 1 Meeting room

Level 2:
 25 Consultation rooms
 20 Procedure rooms
 5 Dental rooms
 5 Audiology rooms
 1 meeting room (to come in stage 2)

Level 3:
 26 Consultation rooms
 2 procedure rooms
 1 meeting room

Level 4:
 Administration office space
 1 meeting room

Teamwork key to success

Four women who have been driving the Meade Clinical Centre project are looking a little more relaxed these days.

The clinics have all opened on schedule, staff trained, medical and office gear installed and working. The key to all this is teamwork, they say.

Project managers Raewyn Wilson, Karen Owen, Julie Law and project support officer Paula Lear sat down the other day to look back at their roles in the \$130 million Meade Clinical Centre project, unanimous that it has been a “huge challenge” but rewarding.

“You don’t expect your career to take you into a project of this size,” says Raewyn who was seconded 18 months ago but finishes up in January and returns to being a duty nurse manager.

“It’s been a big learning curve for sure. I had no prior project management experience. I had never looked at a building plan in my life. But I had the contacts.

“We had a great team to work with. We are a good team which made it easier for me. But there were so many people, so many rooms.”

Karen, from Programme Management Office, also feels pride in the team’s effort. “It has been a lot of hard work and long hours – so it’s great to see all that pay off now.”

Her role was to help bring a scattered clinical setup in a cohesive service. Later she had a lot to do with training and post go-live support.

“We had 334 issues raised in the post go-live period. Anything from I don’t have a coat hook to a machine won’t work because there’s no power supply.”

Some of the issues went to the 90-day review list. Recently just 23 of those issues were still on the books.

A lot of training has gone on, with 90 per cent of staff needing help with equipment and process training ahead of the shifts.

“There has been a lot of new information to take on board,” Julie says.

The four rattle off a dozen or more departments that have played a key role. Attendants, Security, Viscom, ISS (cleaners), Spotless (linen), biomed for training and checking equipment), IS and IS trainers, Supply Chain, Pharmacy, Food and Nutrition, Communications, Finance, Human Resources, decision support in data collection and analysis, Property and Infrastructure regarding emergency training and input into the new building. Not forgetting the Building Programme Office. “We would not have this new facility without their input. Everybody and all these other departments had to work with us to make it all happen,” Raewyn says. “We couldn’t have done it without them.”

She says as problems or challenges arose they were dealt with. Moving day for the clinics in the Elizabeth Rothwell Building was a big one. There was a 5am start, no use of public lifts in public time, and the clinics still had to function that day.

“That was difficult but we got there.”

Raewyn says the smooth migration of clinics wouldn’t have happened without that sort of co-operation. “We have had about 30 different clinics on three levels on four different move dates.”

Julie, attached to Programme Management Office, came on board last year to boost the planning and design areas, talking to end users to make sure service needs were met.

Paula is also one of the people to help make it happen, clearing the way with the paperwork. And there’s been lots of it. Think of the change request documents alone.

With the exception of Raewyn, the other three continue their Meade Clinical Centre work, looking ahead now to Stage 2, Project 1, covering orthopaedics and pre-admissions, plus working with project manager Mike Webb on the two radiology rooms to support orthopaedics.

After their experiences in the past year or so expect another seamless transition.

Shopping list

- 400 clerical chairs
- 173 general waste paper bins
- 277 computers in the outpatient areas
- 32 TV screens
- 4 “Welcome board screens”

