Emergency Department

Healthcare / Extension, Refurbishment and Externals

Key Features:

- Multiple areas of the ED refurbished
- Adjacent ED areas remained occupied
- Coordinated through the COVID-19 pandemic

Procured in late 2020, during the height of COVID-19, we were entrusted with the refurbishment of the Emergency Department at St. George's University Hospital.

Owing to the dynamism of our approach, enabling first-class facilities to be created whilst complying with enhanced COVID-19 infection controls, we continue to be employed by the Trust to deliver further additional works.

Front of House

Initial works to the Emergency Department commenced with a new extension to the front of the building. Now complete, this extension increases the capacity of the Department, provides additional waiting space and controls footfall into the patient streaming area.

Within the existing internal areas, we altered the configuration of the room to provide two new streaming areas, two registration booths, four couch cubicles and safe waiting space for 35 patients.

Whilst works focused on building the new extension, the existing entrance established had to be closed. Clear site signage, directional lines and safety hoarding redirected patients and staff to the temporary entrance.

Owing to the fast-track nature of this initial phase, we progressed with works on site whilst the design was still being finalised. Through open lines of communication, regular benchmarking of design at team meetings and a dedicated on site team, we were able to rise to the challenge of delivering construction on site whilst the design continued to be detailed.

One example of our agile approach is illustrated by the changes necessary to the segregating panels on the steaming booths. Originally, the design detailed these as solid painted panels.

Client:	St George's University Hospitals NHS Foundation Trust
Project Value:	£2,500,000 (Anticipated)
Programme Duration:	80 weeks (Scheduled to Complete 13.05.2022)
Architect:	Hunters
Quantity Surveyor:	WT Partnership

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However, for security and safety, the Trust required there to be a see-through element. During the twice-weekly team meetings, we tabled a proposal for a clear glazing screen partition option inside each fan. This was instructed, designed, procured and installed to the satisfaction of the Trust.

To enable a fast-track practical completion for this phase, we safely coordinated multiple trades on site at any one time. Owing to the enhanced safety protocols as a result of the pandemic, this was managed through safety buffer zones, staggered welfare breaks and a robust cleaning regime.

Through this, brickwork, scaffolding and roofing trades could continue to work on site concurrently, thereby safeguarding the timely handover of the new extension.

Resus

Progressing simultaneously with the front of house works, we refurbished the Emergency Department Resus Unit.

Tasked with providing eight new cubicles to critical care standards, we enclosed these new treatment zones with telescopic sliding doors and full height side partitions.

Works in this phase were coordinated to enable continued use of the Resus Unit. To this end, our programme involved two cubicles to be refurbished, completed and handed over to the clinical team, prior to moving on to refurbish the next two cubicles. Critically, this ensured the clinical team could continue to use six Resus cubicles at any one time.

Owing to adjacent Resus patients, works were mitigated to ensure minimal disruption to the surrounding cubicles. This involved out-of-hours works, clear segregation lines and noise, dust and vibration limiting methods.

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Majors A

Within this phase, we created seven new cubicles. New partitions, doors and decoration combined with refurbished MEP services and ceilings ensured the Trust received the revitalised area they required.

To ensure Majors could maintain suitable facilities for patient care, we programmed two cubicles to be refurbished at any one time. Once these were handed back to the clinical team after completion, we moved onto the next two cubicles.

Owing to the adjacent Resus Unit and Mental Health cubicles, we implemented a robust noise, dust and vibration strategy to safeguard the highly vulnerable patients in care. Real-time site monitoring, underpinned through regular visits by the Trust's Infection Control team, ensured our controls remained suitably robust throughout this phase.

Mental Health and Majors B

Two mental health cubicles, a shower room and WC were fit-out in this phase. Owing to the highly vulnerable patients these facilities would serve, we supplied and installed anti-ligature, anti-pick mastic and anti-tamper elements.

As the clinical team required one mental health cubicle be available at any one time, we programmed these areas sequentially. Underpinning this programme was a methodology which appreciated the highly vulnerable patients being treated adjacent to the cubicle we were working in.

Majors B works provided additional capacity to the existing area. Full height partitions were installed to separate areas and create new cubicles. Additionally, an existing cubicle was transformed into a drugs preparation room and store.

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Richmond Annex

Works in this phase provided the additional power requirements to serve a dedicated COVID-19 Ward.

To enable this essential new patient area, we established a 20ft external enclosure to house the IPS/UPS equipment required to power Richmond Annex.

As our works in this phase were conducted through the height of the COVID-19 pandemic, it was essential that we were able to programme the new services around the continuing provision of patient care. As a result, we worked with the Trust to ensure a minimum of four cubicles were kept live at any one time, allowing the Trust to continue to treat COVID-19 patients.

Our sequential programme of two cubicles serviced at any one time was coordinated with complete transparency for the Trust Engineering team, so they remained satisfied that our isolations ensured uninterrupted power to the four remaining live cubicles.

Infection control was critical within this phase, owing to the presence of COVID-19 patients. Prior to beginning works within a cubicle, a complex clean was coordinated. Similarly, an enhanced COVID-19 clean was executed prior to handing each completed cubicle over to the clinical team.

External Works

Construction of a revised ambulance bay, situated at the emergency access/ egress point for the Emergency Department, was coordinated in this phase.

Firstly, we removed existing shrubs, footpaths, the ambulance turning circle and kerbs to make way for the construction of the new bay. Following this, new kerbs, pathway and road were laid.

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Robust management of the programme, logistics and supply-chain was essential to safeguard the one-way system of the Hospital. At all times, we were responsible for maintaining ambulance access/egress routes.

Therapies and Urgent Treatment Centre (UTC)

Currently, we have been entrusted with revitalising the Therapies Unit and UTC. This new phase of works within the overall Emergency Department contract has been split into two sections, to reduce disruption to the daily operation of the Hospital.

Our first section of works in this phase, the Therapies Unit, has recently been successfully handed over to a delighted clinical team. The finished area includes 10 new physiotherapy rooms, two staff offices, a reception and waiting area.

Within the Therapies Unit section of works, we were tasked with the challenging installation of new AHU plant onto the roof of the main Hospital building. To ensure a safe process, which achieved the challenging critical path of this sectional programme, we coordinated a nighttime crane lift with the Trust. The 300t crane, with 80m boom, safely lifted the new AHU plant onto the established location. Critically, close collaboration with the Trust ensured this lift was performed at a time which did not adversely effect the adjacent helipad.

With the Therapies Unit section successfully completed, we are now delivering the new UTC works. This section of the overall phase will provide the UTC with a new reception, waiting area, children's play area, staff office, clean utility/drugs preparation room, examination cubicles, plaster cubicle, eye cubicle and equipment bay. Our delivery strategy is measured at all times by the feedback received from the UTC team, who continue to treat patients in facilities adjacent to our site area.

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