

Redpath

Healthcare



Introduction



Redpath is focused on providing an unparalleled level of service to our Healthcare clients in Acute, Primary and Social Care. With our dedicated healthcare team, we are setting the benchmark for service delivery of refurbishment, fit-out and construction projects within live healthcare environments across Scotland.

We work collaboratively with Clinical Leads, Estates Teams, Design Teams and our specialist supply chain to maintain continuity of critical care services within our communities.

By understanding the daily pressures of clinical teams, we can tailor our construction approach to ensure minimal disruption, whilst maintaining quality and health and safety on site.

Our Healthcare Manager, Stephen Bradley, has over 20 years of experience in the construction industry. Dedicating the last ten years to leading the preconstruction design management and operational implementation of various NHS critical care projects in Highland, Grampian, Lanarkshire, Glasgow and Ayrshire.

Stephen has overall responsibility for our Healthcare sector and will lead our Healthcare Team in delivering patient focused projects.



Our Approach

Our Healthcare projects are managed and delivered by our dedicated and well-established team who bring a variety of expertise delivering critical care projects within live in-patient hospital environments.

We will plan, implement and ensure the delivery of all aspects of each project, including:

- Design coordination
- Programming
- Planning
- Procurement (and early procurement requirements)
- Implementation of SHFN 30 Part B and HAI SCRIBE
- Quality control
- Health and safety
- Environmental management
- Overall project management

Collaboration

We recognise collaboration and stakeholder engagement is fundamental in achieving, and exceeding, our clients' expectations. We engage with NHS Clinical Leads, Design Teams, NHS Estates Teams and our specialist supply chain to determine complex project goals and deliver the end user with their project aspirations.

Managing Risks

We manage key project priorities and risks. Through early identification we will mitigate all negative impacts on NHS business continuity as far as is reasonably practical.

We will manage risks associated with:

- Working in live clinical environments, to ensure full segregation of the construction areas from members of the public, staff and patients.
- Procurement – procuring the necessary materials from our suppliers timeously in relation to their lead times and specialist nature.
- Service break-ins – plan, programme and lead all service break in strategies ensuring minimum impact on clinical service provision.
- Excessive noise and vibration mitigation.
- Testing and commissioning – provide a draft then complete an agreed Witnessing and Commissioning Programme, which will allow all stakeholders to plan their involvement to achieve project completion.

Supply Chain Management

We have a strong supply chain, specialising in healthcare, complete with all essential and industry recognised certifications and memberships with trade federations.

Our selection process enables us to identify suppliers who align with our own values, fair work practices, competency, safety, health, quality and environmental standards.

Quality Control

Our established Quality Management System provides a framework for continually measuring and improving our performance. In line with our commitment to participate in all Lessons Learned reviews, we are confident we will provide the high standards of quality necessary within the Healthcare industry.

We implement our Quality Management System ensuring all aspects of our projects are fully planned, monitored and reported through to completion. Our Quality Management System is accredited to ISO 9001:2015 and is encompassed through our Quality Assurance Policy.

At the centre of this is the preparation of our Project Quality Plan.

Our Quality Plan includes:

- Verification Tracker
- Hold Point and Test Plan/Inspection Matrix
- Inspection Check Lists
- Design Progress Tracking
- RFI Tracker/Technical Submissions Tracker
- Document Controls
- A fully detailed commissioning programme

Health and Safety

The safety, health and welfare of our employees, direct labour, sub contractors, clients' staff and members of the public are a priority on all our construction projects.

Our accredited health and safety procedures ensures everyone is fully briefed and equipped to carry out all activities safely. We regularly review our performance and developments in legislation to ensure we are continually improving and are fully compliant.

Our Health & Safety Management System is accredited to ISO 45001:2018 and we are also proud to be accredited to SSIP, Constructionline Gold, Achilles BuildingConfidence. and Achilles UVDB Silver Plus.

Pharmacy Refurbishment

NHS Golden Jubilee National Hospital

This project involved the refurbishment of the Level 1 Pharmacy within the Golden Jubilee National Hospital to support operational requirements.

Works included down takings and alterations, partitioning, steelwork, joinery, and mechanical and electrical installations. Fit out works included all fixtures and fittings, sanitary appliances, and new floor, wall and ceiling finishes.

Adjacent working operational treatment areas around the pharmacy remained fully operational throughout our works.



CLIENT



NHS Golden Jubilee National Hospital

VALUE



£700,000

DURATION



Flow Navigation Centre

Queen Elizabeth University Hospital

This NHS service critical project involved the strip-out, refurbishment and fit out of one floor of a B listed building on the QEUH hospital campus, to create modern, digitally enabled and wellbeing designed space for NHS employees who administer movement of patients from hospital back into community care. The scope included new M&E services, partitions, flooring, décor, kitchens and break out areas, WCs and FF&E to create the open plan office.



CLIENT



NHS Greater Glasgow & Clyde

VALUE



£700,000

DURATION



Lochmaben Medical Practice Extension

Lockerbie

We delivered the design and full installation of 100sqm extension at Lochmaben Doctors Surgery, providing two new consulting rooms and two new treatment rooms, staff area and toilet facilities.

The works included all new clinical services - heating, sterilised water systems to all new clinical wash hand and other basins, new ventilation and medical gases. Additionally, as the project is located in a conservation area, planning conditions required the presence of an archaeologist and subsequent report to determine if the excavation uncovered any significant archaeological finds.

The construction consisted of a ground bearing concrete floor slab on foundation blockwork on strip foundations, including all associated underground drainage, connected to the existing foul and storm systems.

The superstructure construction comprised a single storey 200mm load bearing timber frame and roof trusses, c/w sarking and finished in traditional Scottish slate, and aluminium windows and doors for additional security and longevity of the installation.

The internal fit out included vinyl covered flooring for all areas, clinical FFE, IPS installations, fully acoustic lined ceilings - for clinical privacy between rooms, new BMS controlled combination boiler for the heating and hot water needs, clinical lighting, angle poise bed lights, small power, data and IT connections to the local NHS network, and all other group 4 NHS fittings.

The site is located to the immediate rear of the existing surgery and bordered by high matured trees / public path on one side and the community centre grounds beyond to the rear.

There was no ability to place a site compound on the front main road or the side footpath due to the risks to public safety, we therefore approached the local community centre and established the compound within their site grounds directly behind the property concerned.

Segregation from the live surgery was possible by completing most of the construction extension works externally, making a final break through at attic level to connect all services. The pedestrian link to the new extension is via an existing rear door, in a non-clinical area. The transformation to alter this into an internal corridor link was completed out of hours to ensure patient and staff safety.



CLIENT



Lochmaben Medical Practice

VALUE



£370,000

DURATION



14 weeks

Ward 62 Refurbishment

Queen Elizabeth University Hospital

At the Queen Elizabeth University Hospital, we have upgraded Ward 62 of the Neurosurgery building. The Neurosurgery building contains Neurosurgery and OMFS Theatres, Interventional Radiology, Critical Care HDU and ITU, associated imaging services including MRI and associated wards.

The upgrade comprises the refurbishment of ensembles to single bedrooms including wet floors, replacement flooring, ceilings, sanitary ware, IPS panelling, base and wall units, minor joinery works, decoration works, replacing lighting and water services.

We were also asked to deliver similar works within the HDU and ICU departments following repairs to underground drainage.

As part of our community benefit commitments, we refurbished two Family Rooms to give staff and patient family members a private and calm space.



CLIENT



NHS Greater Glasgow & Clyde

VALUE



£1.2 million

DURATION



48 weeks

NHS Primary Care Improvement Programme Lot 1

Shettleston, Baillieston and Bridgeton Health Centres

This project involved works to improve community health and care centres in Baillieston, Bridgeton and Shettleston and was delivered with Hub West Scotland in partnership with NHS Greater Glasgow & Clyde.

The projects consisted of alterations, refurbishment and repair of treatment, procedure, office and other clinical spaces to bring them up to SHTM Compliance standard.

With each health centre located in busy retail and residential environments and remaining operational to staff and patients throughout our works, it was important to apply meticulous programme management, stakeholder engagement and collaboration from day one.



CLIENT



NHS Greater Glasgow & Clyde / Hub West Scotland

VALUE



£1.3 million

DURATION



Regen Kitchens

Royal Alexandra Hospital (RAH)

We delivered the refurbishment of 13 regen kitchens across RAH hospital. Our works included the strip out of each kitchen, down takings and alterations, upgrade of lighting, power and ventilation, new flooring and ceiling tiles, FF&E, refit kitchens with new storage, appliances, replacement doors, all mechanical and electrical works, and decoration.

Delivering in 13 separate locations across the hospital required close coordination with facilities management and catering teams to ensure safe segregation while not disrupting the crucial catering service.

To do this we incorporated all NHS HAI SCRIBE processes for infection control and segregation of the works into our management system which

was closely supervised by our Site Manager and Contracts Manager.

It was essential that we implemented a phased programme to effectively manage and deliver each kitchen. We took a collaborative approach at the start of the project to establish good communication with all stakeholders to successfully plan the sequence of the works with minimal disruption to the hospital and the services it provides.



CLIENT



NHS Greater Glasgow & Clyde

VALUE



£1.1 million

DURATION



26 weeks

Accident and Emergency Department

University Hospital Wishaw

The A&E accommodation at Wishaw University Hospital, fell short of the government minimum for bed space capacity. Redpath was contracted to carry out all builders work necessary to facilitate a phased approach to improve the A&E bed numbers from 18 to 44 over various phases.

The works included stripping out four separate and live non-clinical adjacent departments and converting into working triage and treatment beds. This included all new services, flooring, ceilings, walls, doors, IPS, FFE and all other NHS group 4 items.

To facilitate the works, a new AHU was positioned to the front of the building and all services,

including ventilation ducting, were connected from here, via the attic space and then dropped in the inner courtyard before being distributed to the four phases.

In this way clinical integrity was maintained throughout the construction process to adjacent areas.



CLIENT



NHS Lanarkshire / Serco Healthcare

VALUE



£586,000

DURATION



46 weeks

Development of Thrombectomy Suites

Queen Elizabeth University Hospital

The new thrombectomy suites are located on the ground floor of the Neurology building which is part of the Institute of Neurological Sciences. Works to relocate the existing thrombectomy suite included:

- Establishing HAI SCRIBE segregation.
- Temporarily protect all live services and ductwork within the site, to ensure no breaks in service to the adjacent areas.
- Dismantle/remove all fixtures and fittings within the existing theatre and storage areas.
- The re-positioning of partitions to create the required layout.
- New concrete foundations, steelwork, medical equipment supports and structural temporary works.

- Full mechanical and electrical strip out and upgrade, including new LV switchboard, HVLV transformer, AHUs (roof mounted and internally in stair undercroft), alterations to existing heating/cooling systems, chilled water systems, CWHBs, fire detection systems, emergency lighting, and all life critical services.
- Install leadwork protection to soffits and walls, install new floors, ceilings, doors, wall protection and decoration throughout.
- Full testing and commissioning of all services.

Additionally, we broke out the existing concrete ground floor and lowered it to facilitate the specialist thrombectomy machinery designed to fit into the existing building.



CLIENT



NHS Greater Glasgow & Clyde

VALUE



£4 million

DURATION



Private Day Care Surgery

Bath Street, Glasgow

This project involved the conversion of an existing property on Bath Street over three storeys (former Clydesdale Bank) into a new fully compliant clinical procedures Day Care Surgery.

The operator, Elanic, has created a new ground floor reception space, second floor plant room and office accommodation, and on the first floor, two operating theatres complete with all necessary supporting accommodation, including five-day bed spaces. The first theatre is an ultra clean theatre for a wide range of orthopaedic surgery, and the second is for all other cosmetic procedures.

The works included full structural conversion of the first and second floors including new mezzanine floor infill, new steel staircases, replacement curtain

walling to Bath Street, wet and dry plant rooms, new medical gas installations and medical gas delivery systems, full replacement M&E installations including all TR19 ventilation requirements, all to the satisfaction of NHS Greater Glasgow & Clyde.



CLIENT



Elanic Clinic

VALUE



£2.8 million

DURATION



Medical Education Training Centre Reconfiguration Works

Kirklands Hospital

We successfully completed the transformation of the existing ground floor lecture theatre creating a multi-use facility over two floors, including the introduction of a new Mezzanine level, with all works carried out in a live hospital environment.

The construction consisted of deep pad foundations and structural steelwork. Throughout the contract we communicated all Technical Submissions, addressed RFIs and met regularly with Estates to ensure that all our actions were taken with their knowledge.

The external entry point into the building was very tight, especially when transporting large heavy and long steel sections, AHU sections and fresh concrete into the building. To overcome the challenges such as this, and to ensure our works were segregated as much as practical from the NHS

adjacencies, we had a very 'hands on' approach including pre-planning all activities with Estates, Centre Management and the Capital Planning Team to ensure suitable safe arrangements were agreed and implemented in advance. These included:

- Erecting a full height HAI SCRIBE barrier between the main building and our project footprint, segregating the works. We included a secure doorway, complete with pin number access, shared with the Estates team, so they could access the building when necessary, in an emergency.
- Saturday road closures to pump the concrete into the building via the existing ground floor windows, including all temporary measures to ensure no contaminated material reached the water courses.
- Out of hours working to break out the existing floor slab to install the pad foundations.
- Pre-planned service isolations and connections to water and electrical services, all via permit under the NHS protocols.
- The removal and replacement of the existing exit doors with a temporary high security HAI SCRIBE partition to ensure security throughout the project.
- Immediate 'stop work' notice protocols agreed with centre staff to contact us and stop works within two minutes when required.
- Daily briefing sessions with centre management, weekly with the design team and NHS capital planning and monthly for the whole project team.



CLIENT



NHS Lanarkshire

VALUE



£600,000

DURATION



18 weeks

Theatre 6 Refurbishment

Inverclyde Royal Hospital

We successfully completed the refurbishment of Theatre 6 at Inverclyde Royal Hospital. The hospital has six theatres on the 11th floor, all of which need refurbishment to bring them in line with current SHTM and TR19 ventilation regulations.

The contract was accessed from the rear passenger lift directly into the dirty corridor. We planned and executed a systematic service removal / enabling works programme ensuring all services to the neighbouring live theatres were uninterrupted. Following the erection of a suitable HAI SCRIBE barrier to segregate our works from the live environment, we completed all demolition and commenced construction.

Initially planned for a 14-week duration, the project lasted around 20 weeks as additional works were instructed. The result is a fully transformed, compliant, validated operating theatre, which is backed up with a new cold water main, medical gas ring main (brought up from the 5th floor), IPS/UPS and refurbishment of the AHU for T5 and T6, refurbishment to plenums and roof terminals.

The new 50m² state-of-the-art UCV theatre has new electrical services, backed up with three hours autonomy through new IPS/UPS, operating lights, medical grade monitors, Bender theatre control panel, Draeger articulated pendants, Getinge operating lights and electromagnetic door controls, new flooring, full height wall protection, FFE, CWHBs and audio/visual controls.



CLIENT



NHS Greater Glasgow & Clyde

VALUE



£830,000

DURATION



20 weeks

Theatre 5 Refurbishment

Royal Alexandra Hospital

The nature of the project was to completely refurbish the existing Theatre 5 at Paisley's Royal Alexandra Hospital to achieve a SHTM 03 01 compliant Ultra Clean operating theatre suite.

The initial construction programme of 14 weeks commenced in December 2020 with an expected completion date of April 2021. However, as with many NHS buildings constructed prior to 1980, ACMs were discovered which required removal, prolonging the contract duration.

On completion of this project, the hospital brought into service the new ultra clean theatre, Getinge operating lights, HD camera, theatre control panels, medical pendants and a fully compliant suite of rooms all functionally able to provide interlocking

security while x-ray and laser procedures take place.

Additionally, through the sharing of our healthcare expertise, we were able to provide value engineered solutions for additional works while we had occupation of the area. This resulted in the operating theatre also having a newly refurbished waiting area, large, serviced theatre equipment store, and localised improvements to the theatre recovery entrance.



CLIENT



NHS Greater Glasgow & Clyde

VALUE



£875,000

DURATION



17 weeks

New 17 bed Trauma Ward

University Hospital Wishaw

This project comprised the internal refurbishment of the existing medical records department on the ground floor of Wishaw General Hospital to create a 17 bed Trauma ward.

This included the soft strip of all medical records equipment and furnishings, the creation of HAI SCRIBE isolation partitions (to separate our works from the adjacent mental health ward and mortuary), demolition / installation of new below ground drainage, new partitions throughout, new M&E services throughout, new external access doors and disconnection manhole, new flooring, and all essential trauma lifesaving services.

The final product is of a very high quality with zero defects at occupation, therefore preventing potential disruption of care to the new patients.

Our collaborative approach with the Design Team and our NHS colleagues provided the environment to ensure good productivity, and excellent communication, creating the proactive and reactive energy needed on live refurbishment projects where continuity of services to adjacent areas are paramount to the success of the project.



CLIENT



NHS Lanarkshire

VALUE



£1.9 million

DURATION



20 weeks

Ward 27 Refurbishment

Glasgow Royal Infirmary

Redpath was appointed as principal contractor for all works associated with the refurbishment of the existing in-patient Ward 27. The project was delivered successfully within budget and time to facilitate the requirements for winter bed pressures.

The works included the strip out of all existing ward services and existing finishes back to the shell, drainage alterations, installing all new upgraded ITS systems, water supplies, doors, flooring and a full window replacement package.

To maintain critical services a significant amount of work was required to the ward below which was occupied throughout.

All works were programmed, planned and implemented within a live hospital environment, with minimum impact on the workings of a live ward. This included strategic planning for the removal and replacement of existing services to eliminate issues such as "dead legs" in the existing domestic water system.

NHS specific hygiene processes, as detailed through the HAI SCRIBE, were implemented to minimise the spread of infection, by the installation of a Hygienic IVS partition system at the ward entrance maintaining positive pressure within the created space.



CLIENT



NHS Greater Glasgow & Clyde

VALUE



£1.4 million

DURATION



20 weeks

Ward 1D and Clinic K

University Hospital Crosshouse

This 24-week project provided an Acute Cardiac Care Unit and Discharge Lounge via the refurbishment and internal alterations of the existing Ward 1D and Clinic K respectively.

The completed project has created two single bed spaces for high level care, a six-bed high care ward, a 23-bed in-patient general care ward with associated support accommodation, and a day care facility adjacent to the ward.

The accommodation will provide modern compliant Cardiology care, meeting all current Scottish Healthcare standards and guidance.

Refurbishment works included the strip out of all existing services and wall / ceiling finishes back to the shell, the formation of new accommodation, reinstatement and upgrading of all ITS systems, new drainage and water supplies, new ventilation and heating systems, new doors, flooring and decoration throughout.

This project was deemed "Essential" and therefore permitted to continue onsite during the Coronavirus nationwide lockdown. By working closely with the Clinical, Estates and Project Team, we ensured a robust Covid 19 Risk Assessment was established to minimise the impact on completion.



CLIENT



NHS Ayrshire & Arran

VALUE



£1.9 million

DURATION



24 weeks

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