

Our mobilisation approach

XXX has valuable experience mobilising new greenfield hospitals – on time, on-budget, and meeting all criteria that a top healthcare establishment demands. We will use this knowledge to guarantee the successful transition of facilities management services at XXX.

We have extensive knowledge in mobilising projects globally, sometimes within very challenging timescales. We have mobilised more than XXX contracts in over XXX countries, in highly regulated industries and the most sensitive environments.

We understand the complexities in coordinating multiple stakeholders (ourselves; contractors; healthcare clients) and the critical risks that need to be considered so we can achieve a successful mobilisation.

At XXX, our focus throughout will therefore be on comprehensive planning, management of risk, monitoring of progress and effective resourcing. In this way, we will provide the Hospital the most efficient, cost-effective establishment of services with the lowest risk factor.

Mobilisation plan

We create a robust plan to manage and monitor all activities during the mobilisation phase. It begins with gaining a clear understanding of client expectations. We ensure all parties involved in the mobilisation understand their respective responsibilities, the processes to be used, and the timeframes involved. Risk mitigation is of utmost importance. In this respect, we produce management information reports to help identify and monitor, and resolve early risks and issues.

Recruitment and on-boarding – at the right time, with the right people

Mobilisation of staff needs detailed planning to make sure the right people are hired for each role. We have extensive experience mobilising high volumes of staff. We will recruit in stages to ensure we are mobilising the right people at the right time.

We plan for staffing with the same meticulous detail we plan for all operational aspects of our service delivery. We ensure selection, requirements for attested documents, the processing of work visas, arranging accommodation, issuing uniforms, and all aspects of training are planned, coordinated and well-managed.

We apply the same level of planning to the procurement of tools, consumables and the setting up of service level agreements with subcontractors.

Due diligence and operational readiness

Every activity we undertake is subject to our robust due diligence process. We have the checks and balances to make sure that no issues arise pre or post-handover. Through our Operational Readiness Review (ORW), we create checklists from mobilisation through to service delivery. The XXX ORW is a physical walk-through scenario which ensures no detail has been missed – from staff access and security passes, through to dock booking systems and delivery schedules.

Developing policies and procedures

During mobilisation, we develop live operational practices, policies and procedures. At XXX, these will include our general approach to the delivery of hard and soft services at the hospital, but also how we will maintain specific systems. We can will our global and regional reach to access standard operating procedures from other contracts which we can tailor in the local context of the Hospital. We will apply best practice and incorporate lessons learnt to ensure the best regime for XXX.

Mobilisation activities

Service commissioning

Here, we break down commissioning into two separate areas. First is building commissioning. We will mobilise a team of high-calibre multi-skilled technicians to support and witness XXX's building commissioning. This will also help our technicians gain a thorough understanding of the building management system and both clinical and non-clinical systems

Second is service commissioning, which we will conduct in stages as mapped out below. By mobilising a select team of XXX staff, to conduct trials, 'what-if' scenarios and mystery shopping exercises ahead of the Hospital's full opening, we will eliminate the potential challenges to delivering a seamless and uninterrupted service:

Mobilisation

Our mobilisation process steps are as follows:

- Assemble mobilisation team
- Establish an internal XXX transition governance board
- Determine the XXX stakeholder map and communication plan. Discuss:
 - Key dates for occupying or bringing the facility into use
 - Key tasks in the occupation process and clear lines of responsibility
 - Key dates for selecting and ordering equipment
- Develop contract plan
- Establish the senior management team
- Maintain a risk and issues register
- Engage with the Ministry of Labour on block visas
- Recruit and on-board project workforce
- Procure equipment, tools and consumables
- Finalise and sign off approved subcontractors

Pre-soft opening

- Site induct the workforce
- Conduct job specific training, including British Institute Of Cleaning Science (BISCs) methodologies

- Carry out service acceptance testing
- Witness the commissioning and service handover
- Develop standard operating procedures and service plans
- Carry out site familiarisation
- Integrate with XXX's management and clinical services

Soft Opening (when building is handed over but before operations go live)

At this point, XXX hard and soft operatives will undergo extensive training programmes in the specific service requirements of the project, so we are up-and-running from day one. Training elements will be compliant with Health Technical Memorandum (HTM) requirements, and include:

- Handling of gases
- MGPS (medical gas pipeline systems)
- HVLV (high voltage/low voltage electrical systems)
- Working at heights
- Pressure systems
- Confined spaces
- Specialist ventilation systems
- Site-specific familiarisation of systems

Full Opening

Full commencement of services as the Hospital goes live

Purpose-built technology to mitigate risk

We recognise the critical risks to consider. To mitigate them, we have developed our own risk management software tool, XXX. This helps us in our own internal governance, identifies risk then mitigates it – both in mobilisation and across all other components of our service delivery. XXX records risks and opportunities. It assesses events in terms of probability, impact and trend. It also produces several pre-formatted reports.

By recognising the critical risks to mobilisation – we can then pay every detail to planning, risk management, progress monitoring and resourcing. Through this approach, we will intelligently commission XXX and operate it to the designer's intent. We will completely align our services with the patient centred aims of the Hospital, which aspires to best-in-class British standards.

We will identify and manage all interfaces with contractors. Working closely with XXX, we will consider and address all contingency plans between clinical and non-clinical services. This involves the impact of any maintenance or housekeeping works on clinical services, including but not limited to operations theatres, alarm systems, outpatient areas, laboratories or medical stores.

We will work with the Hospital to establish operational procedures on the 'how', 'when' and frequency of activities such as fire drills or evacuations. We will have a plan for all these critical issues prior to the Hospital going live.

Eliminating snagging issues

As part of our due diligence, we will walk the building room-by-room with the building contractor to identify any snagging issues. We will expect to be advised in detail of any outstanding construction works, their location and when they will be carried out. In the interests of removing any 'surprise' occurrences, we will assist the building contractor in addressing issues on the snagging list at the earliest.

Defects liability period/warranty

We will conduct a review of installed assets. As far as possible, we will identify any defects prior to handover. We understand that the issues identified within the defects liability period (DLP) are the responsibility of the building contractor. Our technical team will work with XXX's technical counterparts to identify asset defects. We will then coordinate with the supplier/installer to inspect and rectify defects within agreed parameters.

Throughout the mobilisation period, we will collate the contact details of any sub-contracted service providers. We will also gather operation and maintenance manuals, drawings, warranty certificates, testing and calibration reports and so forth. We will record all snags and implement a rigorous schedule for the rectification of defects by the original equipment manufacturers. We will aim for all assets to be fully-functional to optimum levels before the DLP concludes.

Transition team

A key element of a successful mobilisation is to have the right calibre of individuals to manage it. It means managing all mobilisation activities in a timely manner, allowing for no slip-backs in the programme. The team we have selected below has considerable experience mobilising large healthcare contracts globally. They assure our successful transition at XXX.

The team's initial activities will include a kick-off meeting once the transition plan will be reviewed. They will assign clear roles and responsibilities, start recruitment activities, verify risk mitigation plans and set up governance meetings, so mobilisation activities can commence smoothly:

Transition Director – responsible for the leadership and management of the mobilisation team and overseeing the scope of the mobilisation.

Commercial Manager – responsible for agreeing the commercial terms of the contract with XXX, setting up service level agreements with sub-contractors, and providing advice and direction on all commercial areas of the programme.

Finance Business Partner – overall responsibility for the financial and commercial activities of the project.

Human Resource Business Partner – responsible for all recruitment and on-boarding activities, addressing issues and concerns, and ensuring seamless staff transfers.

Procurement Specialist – responsible for identifying and implementing procurement strategies, so as to ensure operations teams have access to appropriate suppliers and processes. Also, responsible for providing all supporting space and equipment (including IT, subcontractors and uniforms) throughout to support the project.

Recruiters – responsible for sourcing the appropriate calibre of candidate for each role, and that all candidates are recruited within the timescales as set.

On-boarder – responsible for ensuring that all new employees have taken part in our induction programme and their records are updated accordingly.

Public Relations Officer – responsible for ensuring that new employees have completed all necessary visa requirements.

Interim Technical Team – responsible for the transition into operations, ensuring staff have had all the required training on the system, conducting the required safety assessments and support the running of the trial operations.

Governance and transition management – checks and balances

Our transition governance board will comprise members of the senior management team. The board will hold weekly and monthly meetings to review in detail the progress on our site transition:

Programme board meetings – monthly to review the overall performance of the mobilisation against the baseline plan, including mitigating actions for any variances.

Senior management team meetings – weekly to review progress, provide feedback to the Transition Director, and endorse any mitigating actions.

Risk and issues meetings – Fortnightly to ensure that the ownership of risks is correctly and appropriately assigned, with nominated risk owners in attendance. This is to ensure that we capture all risks and issues, and populate **XXX** with the relevant information.