



Papworth NHS Hospital

Asset healthcare at the UK's main centre of excellence for heart and lung transplants

Background

Papworth NHS Trust Hospital near Cambridge is world-famous for its pioneering work in heart transplant surgery. The first successful heart transplantation in the UK was carried out here in 1979. In 2006, a Papworth patient was the first person in the UK to receive a beating heart.

As in other NHS hospitals, responsibility for supporting the clinical team - and fulfilling their exacting expectations in regards to building fabric and space, facilities and engineering solutions - rests with the Estates Department.

A hospital is an asset-intensive environment and managing the physical assets – asset healthcare - is just about as tough and challenging as it gets. Papworth necessarily has an extensive facilities infrastructure and a vast inventory of life-critical and other equipment. The constant medical technological advances and increasing expectations of the public in respect of better healthcare facilities make huge demands on the

Estates team. They must satisfy multiple groups of discerning, vociferous stakeholders - clinical staff, patients, visitors – whilst their performance is subject to the additional scrutiny of umpteen regulatory bodies and advisory groups. And, besides maintaining the estate to everyone's satisfaction, they must also deliver on the NHS' massive capital investment program.

At Papworth, maintenance is carried out by an in-house team, led by the Estates Manager. Outside contractors are used for their specialist skills and when there are high activity levels - just over a quarter of the Estates budget is spent on contractors.

Needs

The Estates Department is required to operate a defect/fault line rectification system, providing an on-call service outside normal working hours. Response time for fault rectification must be recorded and regularly reported to the Trust Management Executive. A comprehensive planned preventive

maintenance program is mandatory in order to ensure asset availability and safety.

Papworth Estates originally used the NHS' bespoke maintenance management software, WIMS, but abandoned it in favour of creating their own in-house system. However, administration costs remained significant and there were unacceptable delays of up to three months in producing management reports. Maintaining the numerous assets with a paper-based, largely manual system became an intolerable burden on the increasingly stretched Estates team, operating within tight budgetary constraints. The Estates team were stuck between a rigid rock and an immovable hard place – between an uncompromising service level expectation and a limited budget. There was no alternative but to increase efficiency by working smarter with a better system.

Maintenance Supervisor, Graham Reedman explained, "It was clear that we needed a more robust and efficient system of managing our

◀ Maintenance provides vital support



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maintenance schedules, so Shire was asked to undertake a thorough review of Papworth’s maintenance strategy and to recommend a system which would help us to improve productivity and cut administration costs.”

Solution

Papworth chose to install the FrontLine Maintenance Management module as the central building block of their new solution. FrontLine maintains a comprehensive inventory of assets and equipment and manages PM schedules and corrective maintenance. The Work Requester, HandiWorks and HandiReadings modules were added to maximise productivity by eliminating paper, improving data accuracy and slashing admin. Papworth’s maintenance management team can now issue detailed work orders directly to handheld computers – low cost PDAs (Personal Digital Assistants) - carried by their engineers. Engineers’ reports on completed jobs are returned to the maintenance system by simply ‘docking’ a PDA in

a cradle – job data is automatically uploaded to FrontLine at the touch of a button.

Benefits

The Estates Department have balanced their ‘service level – expense budget’ equation by implementing a cost effective solution which allows them to deliver on stakeholder expectations.

By using FrontLine, Papworth NHS Trust has reduced the cost of maintenance and eliminated the huge delays in processing paper-based reports. FrontLine enables more accurate and up-to-date monitoring and control of work, and has increased productivity by making better use of the engineers’ time and cutting out administration. Reedman has calculated that the savings will quickly pay for the modest initial investment in the FrontLine software and PDAs. The benefits of the new system are on-going, providing a valuable contribution to Papworth Hospital’s mission to deliver increased clinical excellence and

innovation within stringent Government budget constraints.

Insight

FrontLine is commercial off-the-shelf maintenance software, but it has done the job at Papworth where bespoke software failed – and at a fraction of the cost. The adaptive capability of FrontLine ensured that it fitted with the Estates team’s working practices and satisfied the Hospital’s business needs.

Other maintenance software systems can satisfy not only ‘must have’ maintenance management needs but highly fastidious desires as well – the downside is that such gold-plated systems cost ten or twenty times the price of FrontLine. And, for such systems, the on-going running costs are eye-watering, whilst FrontLine’s are meagre. ■

