



mitie

HEALTHCARE  
SERVICES

# RISING TO THE NIGHTINGALE MANCHESTER CHALLENGE

Mitie Healthcare. Excellence. Innovation. Assurance.

# Delivering through innovation

In partnership with the British Army and EY, we solved unsurmountable problems caused by the pandemic.

We built NHS Nightingale Hospital North West, one of seven emergency response field hospitals created in the UK at the beginning of the pandemic in 2020. The government appointed us to deliver all hard and soft facility management (FM) services for the temporary hospital within 12 days.

Located at the Manchester Central conference centre (known as the G-MEX), the former railway station needed to cater for an anticipated 750 COVID-19 patients. The site required us to deliver broad services including catering, cleaning, computer-aided facility management (CAFM), IT, laundry, mobile (a 4G network site), portering, mechanical and engineering (M&E) maintenance, security and a training programme (for health and safety). We surpassed expectations by repurposing the conference centre successfully, delivering the NHS Nightingale Hospital North West (Nightingale Manchester) on time, and responding to the pandemic.

## Working in collaboration

The partnerships with the British Army and EY were critical. Challenging the unknown required seamless collaboration to adopt how we approached unusual obstacles with imaginative solutions, taking purposeful action fast.

Powered by the best people and most innovative technologies, the Mitie Healthcare team are always ready to adapt to meet your changing demands.

“


From managing COVID-19 patients released from intensive care in the first phase and supporting hospitals by taking non-COVID-19 in the second phase, Nightingale Manchester had to be ready for every eventuality.”

Joanne Wright, Director of Estates, Health Communities, Mitie.



Go live date,  
Sunday **12 April 2020**. Change  
Please coffee  
service provided  
from **Tuesday 05  
May 2020** until  
**October 2020**.

# Nightingale Manchester

**10-day**   
winter preparedness  
implementation


 **7.24km**  
of oxygen pipework installed

**115**   
catering  
staff


 **0**  
positive cases  
of COVID-19

**1,500**   
patients meals  
per day

 **450**  
patients  
cared for

Built-in   
**12 days**

 **14,500m<sup>2</sup>**  
of flooring laid

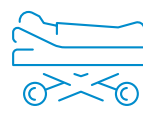
Training  
modules  
created in **4**  
days 

**2**   
phases:  
Build and  
Standby

**325**   
people trained  
within one week


 **1,000**  
site staff

 **3,900** hours of  
combined training

**750**   
bed capacity  
for COVID-19  
patients

 **2,000**  
staff meals  
per day

  
Over **540**  
trades people

 **149km**  
of power  
cabling installed

# Managing complexity at scale

The fast-changing nature of COVID-19 resulted in broad and complex government requirements. It was essential for us to maintain agility and adaptation to employ efficient complexity management to address fast-moving events. "With a deadline to mobilise fast, the requirement to initial order and prepare food for patients with different dietary requirements became apparent quickly.

## Maximising experienced talent

Fluid, ongoing analysis was essential to drive the right science-led decisions to manage the unprecedented unfolding events. Sourcing the right personnel and recruiting them was vital to delivering specialists to build Nightingale Manchester and preparing for its management. Training in great numbers, quickly, professionally and safely, was paramount, ensuring personnel were fully equipped to meet challenges ahead.

## Implementing the latest innovations

New approaches and ways of thinking inspired us to circumvent challenges quickly, providing relentlessly focused delivery – fast. Inventive and innovative, we excelled in embracing fast-thinking measures to problem-solving, making the seemingly impossible possible.

Managing a non-failure timescale was critical to ensure deadlines were met with professionalism and a high standard of work.

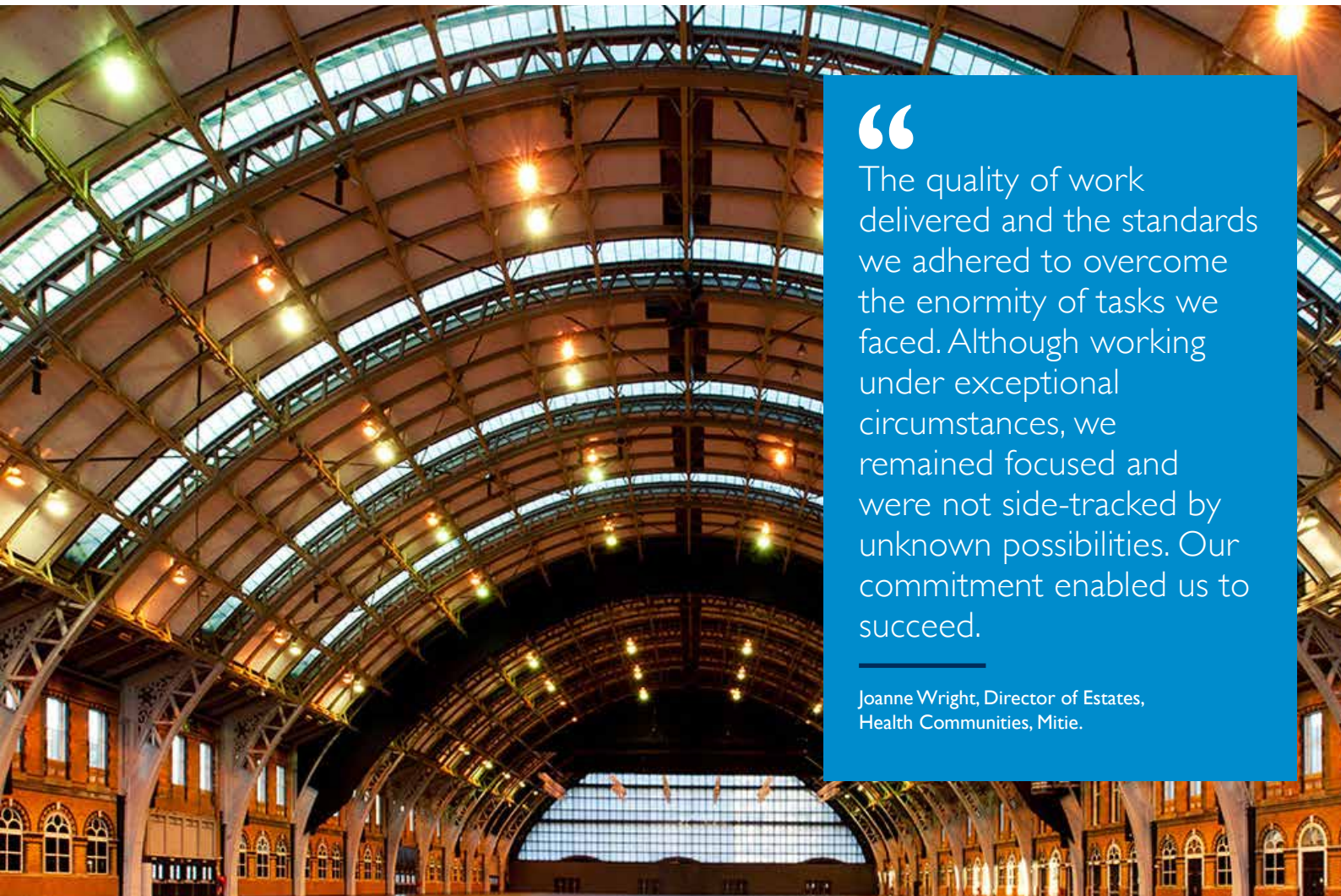
## Mitie in action

- Collaboration and partnership-driven.
- Quality focused compliant standards.
- Professional and dedicated workforce.
- Pushes innovation with creativity.
- Delivers cost-saving sustainable initiatives.

“

The quality of work delivered and the standards we adhered to overcome the enormity of tasks we faced. Although working under exceptional circumstances, we remained focused and were not side-tracked by unknown possibilities. Our commitment enabled us to succeed.

Joanne Wright, Director of Estates,  
Health Communities, Mitie.





# Rapid decision-making with clarity.

Nightingale Manchester has been the only hospital to be operated in a meaningful way (in-anger). Patients were received nine out of the twelve months we were open, seeing 450 patients treated.

## Success through partnership and team management

The safety, health and well-being of our personnel and partners were essential to success. Moreover, delivering and maintaining the highest standards was critical given the seriousness of potential contamination whilst caring for patients, enabling the NHS to focus upon its remit.

During phase one, the Allied Health Professional (AHP) lead advised the benefit for patients if rehab facilities were available at Nightingale Manchester. We designed and built a 'just like home' kitchen and bedroom along with a gym and dayroom using fixtures and fittings you would find at home.

Providing clinicians with more significant confidence that patients would recuperate better and contribute to shorter hospital stays. These facilities wouldn't be allowed to be installed in a hospital; however, circumstances allowed us to deliver within the project scope. Dynamism to implement technologies and processes was paramount, moreover, managing the project with empathy at the forefront.



### Intelligent sustainability

Managing effective management of PPE during a time of global shortage was essential for Nightingale Manchester. The procurement of PPE during the development of the hospital was vital to maintain operational efficiency. PPE wardens and strived to reduce wastage of necessary equipment and material with sustainability in mind.

When decommissioning Nightingale Manchester, our online auction equipment across the NHS, the initiative reached national and international colleagues. This ensured the footprint is minimised, resulting in the floor being the only significant waste by-product. Additionally, any funds generated was returned to the NHS.

“

I've worked with other FM businesses on complicated projects. None of those businesses could have delivered what Mitie did for Nightingale Manchester. The project was mobilised fantastically due to the dedication and stubbornness of the team involved.”

Joanne Wright, Director of Estates,  
Health Communities, Mitie.

# Rome wasn't built in a day, but Mitie wasn't on that job.

Joanne Wright, Director of Estates, Health Communities, Mitie

## Driving commitment and resolve

Committed, determined and passionate, the partnerships exemplified the true working spirit of professionalism and togetherness. Underpinned by solid leadership and management, the clarity of communication and decision-making ensured delivering Nightingale Manchester adhered to unmissable deadlines.

## The Customer

NHS Nightingale Hospital North West, at the Manchester Central conference centre (formerly known as the G-MEX). Just after the first lockdown on Wednesday 01 April 2020, we were given notice that we had been selected to run all soft and hard services at the Manchester Nightingale, a facility to provide 750-bed spaces.

The lead time for the opening was short; we had to be ready to go live on Sunday, 12 April 2020. Starting from zero with a blank slate, we needed to meet a deadline that could not be changed because the Nightingales' were essential to support the NHS.

With numerous areas to accomplish from the broad remit, the government presented many tasks for a small team to manage.

A timeline that looked impossible to meet, a nation needing to see leadership cater for a virus that looked unbeatable, we had our work cut out for us

## The Challenge

Sourcing equipment, personnel, supplies would have been no mean feat in normal times. During a pandemic, there was much more to consider.

Responsibilities included creating COVID-19 processes, catering menus, printed menus, special diet menus, equipment, IT systems, supply chain, staff equipment and storage. Some were new requirements never implemented previously at a hospital.

Two phases of managing COVID-19 patients released from intensive care and rehabilitating non-COVID-19 patients to support hospitals meant Nightingale Manchester's requirements was broad and complex.

Adaptation was critical to cater for the changing demand of the hospital, which was requested to be on standby. This included the installation of heating and more ventilation for Winter preparedness with a 10-day deadline.

## The Solution

The organisation of personnel and attacking the unknown saw us maximise our expertise, backed up by our experience alongside our partners. Our agile approach and processes that needed to be adaptable to deliver new services were critical to meet demand.

Preparing a team rest area with daily breakfast, lunch, and dinner whilst working with the clinical teams to develop menus and service methods. It allowed us to follow strict one way (red and green zone) systems helping prevent cross-contamination of COVID-19.

The speed at which everything was happening was truly remarkable. We were doing what can often take months, but in days and sometimes within hours. Carl Roberts, Regional Director, mass recruited our facilities management (FM) staff using the Etihad stadium to interview, induct and train staff in large numbers whilst still socially distancing. The effort overall exemplified the epitome of teamwork striving to deliver on a single goal.

## The Result

In January 2021, Nightingale Manchester faced an influx of patients and experienced difficulty sourcing clinical staff. Mitie staff helped with non-clinical activities freeing up nurse's time, such as creating a PPE warden initiative, patient feeding, entertainment, assisting patients in calling relatives and basic administration. It was an outstanding success meaning patients could be treated safely without finding more nursing staff.

Procuring and repurposing gun cabinets to become medicine cabinets when it was clear this resource was limited is just one example of ingenuity employed to problem-solve throughout the delivery. We created a unique supplies delivery system to reduce PPE usage, which was in very short supply everywhere. The overall process and approach were so successful we received calls from Africa (Botswana) and (Wante), Australia and India (Bangladesh) asking if they could adopt our approach.



“

We've been tested to the very limit and delivered services which at the time was thought to be unlikely. With our 'hospital in a box approach' now, we know rising to similar challenges more effectively is possible.”

Joanne Wright, Director of Estates,  
Health Communities, Mitie.



# Alice Woodwark, Managing Director, Mitie Communities

Undeterred by a seemingly overwhelming challenge, rising to the quick-moving remit required competence and expertise Mitie possesses. Our well-practised innovative approach enabled us to take on the project at pace and scale. We challenged the unknown with limited resources applying creativity to problem-solve. Our experience saw us through.

The added factor of the pandemic required a completely new approach and management. Lockdowns and social distancing compounded by the unfolding issues meant we were operating within the unknown territory. COVID-19 increased the difficulty of what needed to be delivered in addition to normal project challenges. Surpassing expectations became the norm, and we are immensely proud of the teams and our partners.

## Nightingale Manchester team accolades

Institute of Workplace and Facilities Management (IWFM)s Award Group Winner 2020.

6 Mitie Team Members awarded NHS Stars Awards.





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