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PROJECT INITIATION DOCUMENT (PID)

NHS Wales Laundry Production Units Service Review

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Revision History

Version No.	Author	Date	Reason for change
1.0	NH Davies	20/06/16	Initial draft for discussion with Neil Frow, Managing Director, NWSSP
2.0	NH Davies	27/07/16	Amended following meeting with Neil Frow, Managing Director, NWSSP
3.0	NH Davies	11/08/16	Minor amendments
4.0	NH Davies	30/08/16	Minor amendments to reflect feedback from Welsh Government
5.0	NH Davies	26/10/16	Tony Haywood, Assistant Director Facilities, Cwm Taf UHB confirmed as Project Director
6.0	NH Davies	17/11/16	Minor amendments following meeting with Neil Davies, Tony Haywood and Iain Rose, Project Manager
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Distribution:

Name	Role/Position	Organisation
Neil Frow	Managing Director	NWSSP
Val Whiting	Head of Capital, Facilities and Estates Branch,	Welsh Government
Anthony Hayward	Project Director	Seconded to NWSSP to undertake this role
Ian Rose	Project Manager	NWSSP

1. Purpose of this document

1.1 Purpose

The purpose of this Project Initiation Document (PID) is to define the project, outline the basis for its management and for the assessment of its overall success.

This PID has two primary uses:

- It ensures the project has a sound basis prior to committing NHS Wales to any major expenditure;
- It acts as a base document against which the Investment Decision Maker, Project Owner and Project Director can assess progress, risks, and other relevant issues.

1.2 Introduction

The Shared Services Partnership Committee¹ approved the development of an NHS Wales Laundry Production Units Service Review project at its meeting on 17th May 2016.

This document is focussed on the delivery of stage 1 of that project i.e. a review the existing laundry production units in NHS Wales against best practice guidance.

1.3 Background

By the nature of their business, industrial or large scale laundry services are revenue and capital intensive and require significant labour resources combined with high levels of maintenance to ensure the reliable provision of clean and safe linen. This is particularly true where laundering services are provided to hospitals; laundry may be very heavily soiled or infected with pathogens and accordingly will require more intensive and careful laundering than used laundry typically produced by hotels, for example.

The availability of clean, good quality and decontaminated linen within NHS Wales is a fundamental requirement of high quality patient care which directly contributes to a safe and comfortable setting in which patients can receive treatment and recuperate. A low quality, unreliable laundry service contributes to a poor patient experience which undoubtedly taints perceptions of other aspects of NHS services. Linen shortages also negatively impact on the availability of beds in hospitals and may cause procedures to be postponed. Ensuring a regular supply of clean, safe, decontaminated linen is clearly fundamental to the successful functioning of NHS Wales' services.

The five laundry production units serving NHS Wales are:

- Ysbyty Glan Clwyd Laundry Services– Betsi Cadwaladr University Health Board;
- Glangwili General Hospital Laundry Service – Hywel Dda University Health Board;
- Llansamlet Laundry Service– Abertawe Bro Morgannwg University Health Board;
- Church Village (old East Glamorgan Hospital) Laundry Service –Cwm Taf University Health Board;
- Llanfrechfa Grange 'Green Vale' Laundry Service – Aneurin Bevan University Health Board.

The Estates and Facilities Performance Management System (EFPMS) data provided by NHS Wales reveals that in excess of thirty million individual pieces of linen were laundered in 2014/15 at a total

¹ The Shared Services Partnership Committee is comprised of the chief officers of each Health Board and NHS Trust in Wales (or their nominated representative), the Director of the Shared Services, together with a chair who is to be appointed by the Committee in accordance with the Shared Services Partnership Committee Standing Orders. This is to ensure that the views of all NHS organisations are taken into account when making decisions in respect of shared services activities.

cost to the service of almost £12 million. Providing clean linen to patients and other service users cost on average £0.39 per laundered item. Clearly such significant expenditure on an important service warrants careful management from both a strategic and operational perspective.

1.4 Key Issues

Both NHS England and NHS Scotland have recently introduced new standards for laundry and linen services. To assess the estates implications of the new standards², site visits were made by NWSSP-Specialist Estates Services (NWSSP-SES) to all NHS Wales' laundries. It was clear that the facilities were in need of significant capital investment in order to maintain the current standards of service and to allow continued efficient and effective operations. Major breakdowns of aging equipment are clearly an obvious and significant organisational risk to NHS Wales; a risk which must be managed.

The five laundry production units serving NHS Wales are independently run, and on first inspection it appears that none of the existing services would be able to comply even in terms of the most basic requirements of the new standards, given the generally poor standard of the existing equipment, the laundering processes utilised, and the physical layout and generally dilapidated condition of buildings. Of particular concern to NWSSP-SES is the welfare of laundry staff from having to work in these conditions.

For example, the poor condition of buildings combined with the outdated design of some plant and equipment render the possibility of a physical barrier separation of soiled and clean linen processing areas a non-starter. Similarly, inadequate or substandard ventilation systems means the possibility of achieving either negative air pressure in the soiled linen area, or positive air flow from the clean textiles area through the soiled textiles area with ventilation directly to the outside, would be virtually impossible to achieve in the current buildings using existing ventilation systems.

There is disconcerting evidence from the site visits that a significant proportion of laundering equipment is of advanced age with the threat of major breakdowns presenting a high organisational risk from the disruption of laundry services. This is particularly true when one considers that replacement parts are difficult to source given the age of equipment. A number of pieces of equipment have been discontinued meaning that in some cases, replacement parts are being sourced from the cannibalisation of other machines; clearly this is an unsatisfactory situation.

In light of this evidence NWSSP-SES recommended to the Welsh Government that laundry equipment giving the highest cause for concern in terms of likelihood of breakdown and the predicted impact of such a breakdown is replaced as soon as practicable so as to increase the reliability of services in the short term and provide assurance that NHS Wales is going to continue to be supplied with decontaminated linen. Consequently the Minister has approved emergency capital funding of £1.0 million to address the most immediate issues.

Following further detailed consideration of laundry standards by the Welsh Government has led to a decision to adopt *BS EN 14065 June 2016 - Textiles. Laundry processed textiles. Biocontamination control system* as the national standard.

1.5 Objectives of Project

The objective of the project is to review the existing laundry production units in NHS Wales against best practice guidance; specifically *BS EN 14065 June 2016 - Textiles. Laundry processed textiles. Biocontamination control system*.

The review will identify the benefits, costs, timescales and risks in achieving *BS EN 14065 June 2016*.

² NWSSP-SES have not undertaken a formal assessment of the laundries against the current standard for NHS Wales

1.6 **Project Sponsorship**

This project is being sponsored by the Shared Services Partnership Committee.

2. **Project Scope**

2.1 **Scope**

The project includes the following NHS Wales laundry production units:

- Ysbyty Glan Clwyd Laundry Services– Betsi Cadwaladr University Health Board;
- Glangwili General Hospital Laundry Service – Hywel Dda University Health Board;
- Llansamlet Laundry Service– Abertawe Bro Morgannwg University Health Board;
- Church Village (old East Glamorgan Hospital) Laundry Service –Cwm Taf University Health Board;
- Llanfrechfa Grange ‘Green Vale’ Laundry Service – Aneurin Bevan University Health Board.

2.2 **Key Deliverable**

The review will specifically consider the implications of achieving best practice in respect of:

- Providing a skilled, sustainable workforce;
- Developing fit-for-purpose facilities;
- Delivering a sustainable and affordable service;
- Providing effective support to clinical and non-clinical services;
- Independent versus collaborative management arrangements.

2.3 **Constraints**

The constraints on this project are:

- Consultancy budget;
- Maintenance of financial stability of laundries.

2.4 **Assumptions**

The project is predicated on the following assumptions:

- Support of the Welsh Government;
- Cooperation and support of NHS Wales;
- The availability of revenue funding to support the initial review;
- All costs for internal (NHS Wales) resources co-opted to support this project are absorbed in local budgets;
- Establishment of a small dedicated team to manage the project;
- Commissioning of external consultants to undertake detailed review work.

2.5 **Exclusions**

Areas that are excluded from this project are:

- Laundry processes external to the 5 major laundry production units;
- Non-NHS Wales laundries.

2.6 Interfaces

Other projects and elements that interface with this project are:

- New laundry and linen standards in NHS England and Scotland.

2.7 External Dependencies

The project is externally dependent on the following:

- No external dependencies

3 Project Organisation Structure

3.1 Investment Decision Maker

The Investment Decision Maker for the project is Neil Frow, Managing Director NWSSP

3.2 Senior Responsible Owner

The Senior Responsible Owner for the project is Neil Davies, Director NWSSP – Specialist Estates Services.

3.3 Project Director

The Project Director for the project is Tony Haywood, Assistant Director Facilities, Cwm Taf UHB. The Project Director will also require a small team to support the management of the project. A similar project in Scotland utilised a dedicated team consisting of a Project Manager, Project Accountant, Project Administrator and Project Support Officer.

3.4 Roles and Responsibilities

Investment Decision Maker - The Investment Decision Maker is ultimately accountable for the success or failure of an investment decision and the delivery of the project. The IDM must ensure that the project is consistent with the Welsh Government's policies and is compatible with the strategic direction of the NHS in Wales.

Senior Responsible Owner - The Senior Responsible Owner (SRO) is the individual responsible for ensuring that the project meets its objectives and delivers the projected benefits. They should be the owner of the overall business change that is being supported by the project. The SRO should ensure that the change maintains its business focus, has clear authority and that the context, including risks, is actively managed. This individual must be senior and must take personal responsibility for the successful delivery of the project. They should be recognised as the owner throughout the organisation.

The SRO should be prepared to take decisions and should be proactive in providing leadership and direction throughout the life of the project or programme. They should be responsible for ensuring the organisation can fully exploit the outcome of the change such that the benefits are delivered as a result of that outcome.

Project Director - The Project Director provides the interface between Project Owner and delivery - The Project Director is the client side representative who acts as a single focal point of contact with the project manager for the day-to-day management of the interests of the client organisation. The Project Director is responsible for ongoing management on behalf of the Project Owner to ensure that

the desired project objectives are delivered. The person in this role must have adequate knowledge and information about the business and the project to be able to make informed decisions.

The Project Director will be assisted by a Project Manager and will allocate work as required.

The Project Manager for the project is Iain Rose, Project Manager, NWSSP.

3.5 Project Structure

A project structure is included as Appendix A

3.6 Shared Services Partnership Committee

The Shared Services Partnership Committee is the project sponsor and will oversee the work. Committee members will:

- Receive regular progress reports from the Senior Responsible Owner;
- Represent the views of their respective organisations and act as a conduit through which local issues can be identified to the project team;
- Disseminate any relevant information to local forums and/or key individuals within their organisations;
- Where necessary, promote the project outcomes locally or nationally.

3.7 NHS Wales Laundry Production Units Services Review Project Group

An NHS Wales Laundry Production Units Service Review Project Group will be established to drive forward stage 1 of the project. It will be chaired by the Senior Responsible Owner.

The Group will involve the Project Director and representatives from all NHS Wales' organisations and the Welsh Government laundry and decontamination and infection prevention leads and will support the Senior Responsible Owner to help ensure the project meets its objectives and delivers the projected benefits.

The Group will oversee the appointment and management of external consultants to undertake the review.

If, following stage 1, the decision was made to implement a best practice model of laundry production the NHS Wales Laundry Production Units Service Review Project Group will establish a more extensive project structure including Task Teams responsible for specific areas including Operational Management, Finance, Workforce, Procurement etc.

4 Governance

4.1 Governance

Governance arrangements for the project shall be discharged through the Shared Services Partnership Committee. The Project Director will provide monthly reports to the Senior Responsible Owner and these will provide the basis of the Senior Responsible Owner's monthly briefings to the NHS Wales Laundry Production Units Services Review Project Group.

The Project Director has authority to expend up to £5,000 without approval from the Senior Responsible Owner.

5 Approach

5.1 Establishing the Team

The Project Director shall consider the functional make-up of all project and task teams at each project stage and shall request nominations from NHS Wales and the Welsh Government. Staff engaged on the project shall be accountable to the Project Director for delivery of their part of the project.

Once the team is established the Project Director shall consider the need to engage external consultant advisors.

5.2 Appointment of Advisors

The Project Director will oversee and coordinate a small internal team as well as external consultant advisors. The following external support is anticipated:

External consultant advisors - Key Duties:

Review current performance

- Establish operational performance
 - Laundry policies, procedures and production methodologies
 - Asset condition, performance and utilisation
 - Losses and wastage
- Establish the full costs of the current service
 - Validate the EFPMS laundry data
 - Develop and utilise a new costing model to consistently capture the cost of the service;
- Review current working conditions and welfare standards
- Identify and map the current workforce resource and existing skill mix available across the different production units

Assessing the implications of adopting best practice guidance³ for laundry and linen production units

- Identify a new operating model to reflect best practice
- Identify the implications for laundry facilities
 - Estate, plant and services
 - Laundry 'tracking' technology
- Establishing key performance indicators
- Developing a workforce plan to support the new operating model

5.3 Planning

The Project Director shall plan the execution of the project identifying activities and tasks, key milestones, approval points, etc and shall allocate responsibilities and work packages to members of the team. Task Groups may be established for specific elements of work.

5.4 Management Control Plan - Milestones

A Management Control Plan (MCP) shall be prepared as a GANTT chart and shall be monitored and updated at monthly intervals. Comparison shall be made against original planned, forecast and achieved dates. Key milestones are identified in the table below. A copy of the initial MCP is attached as Appendix B.

³ BS EN 14065:2016 - Textiles. Laundry processed textiles. Biocontamination control system

Milestone Name	Milestone Dates
Project review approved in principle	May 2016
Project Initiation Document approval	September 2016
Establish Project Group representation	November 2016
Commission external consultants	January 2017
Review report	July 2017

5.5 Budget

A budget to support the review is in the process of being developed. Initial indications from the work undertaken in Scotland suggest a budget of approximately £75,000 to support the cost of external consultant advisors will be required.

The expenditure against budget and in year expenditure should be monitored and reconciled at least monthly.

5.6 Approvals

The Project Director shall agree with the Senior Responsible Owner the approvals necessary to progress the project, their timing within the overall Management Control Plan and the mechanism by which that approval is obtained.

6 Management

6.1 Project Initiation

The project will formally start when the Investment Decision Maker has approved this project document.

6.2 Progress Monitoring and Reporting

Progress shall be reviewed at least monthly at each NHS Wales Laundry Production Units Service Review Project Group meeting and formal Project Reports prepared and submitted by the Project Director to the Senior Responsible Owner.

6.3 Change Control

The Project Director shall agree a Change Control Process. Minor change can be dealt with by the Project Director. Major change should be agreed with the Senior Responsible Owner and if necessary the Investment Decision Maker.

6.4 Risk Management

The Project Director shall prepare and maintain a Risk Log. Risks and issues shall be reviewed at monthly NHS Wales Laundry Production Units Service Review Project Group meetings to determine their relevance and mitigation. New risks and issues may be introduced at any time and be assigned for action and management by the Project Director to any team member.

A Risk Log is under development.

7 **Communications**

7.1 **Stakeholders**

A draft Stakeholder Map is attached as Appendix C.

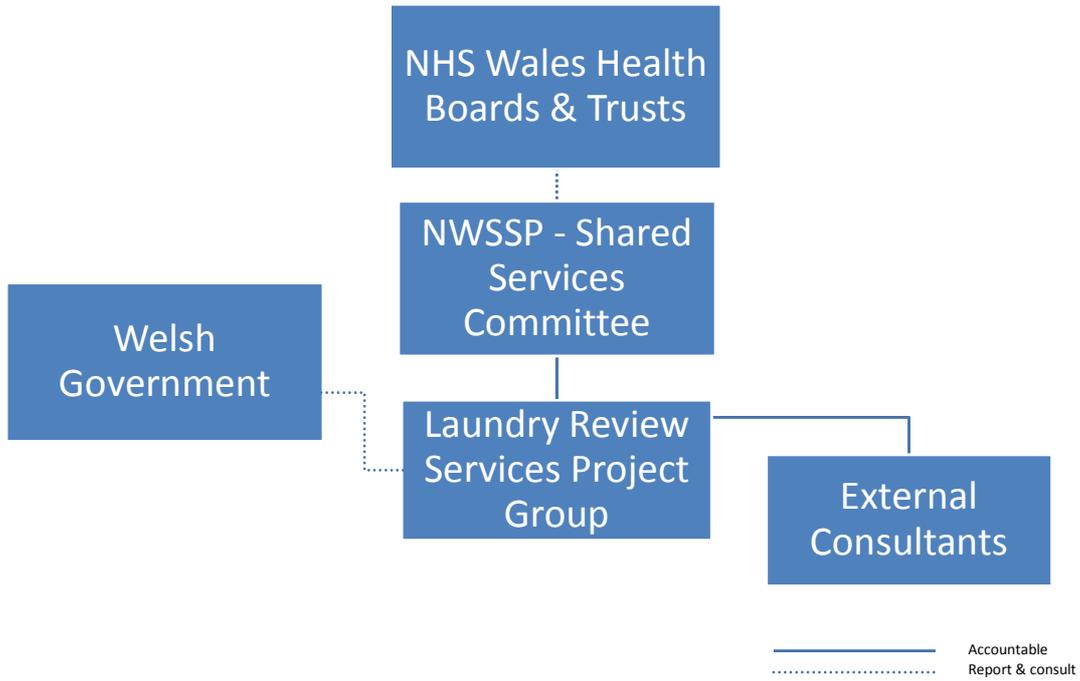
7.2 **Communications Method**

The key communications routes are:

- Monthly progress reports to the Shared Services Partnership Committee.
- Project Meetings e.g. NHS Wales Laundry Production Units Service Review Project Group Meetings;
- All formal documentation to be accessible via the NWSSP website e.g. Project Initiation Document; Project Execution Plan; NHS Wales Laundry Production Units Service Review Project Group Meetings minutes; Review Report.
- Regular Project Briefing notes to be distributed.

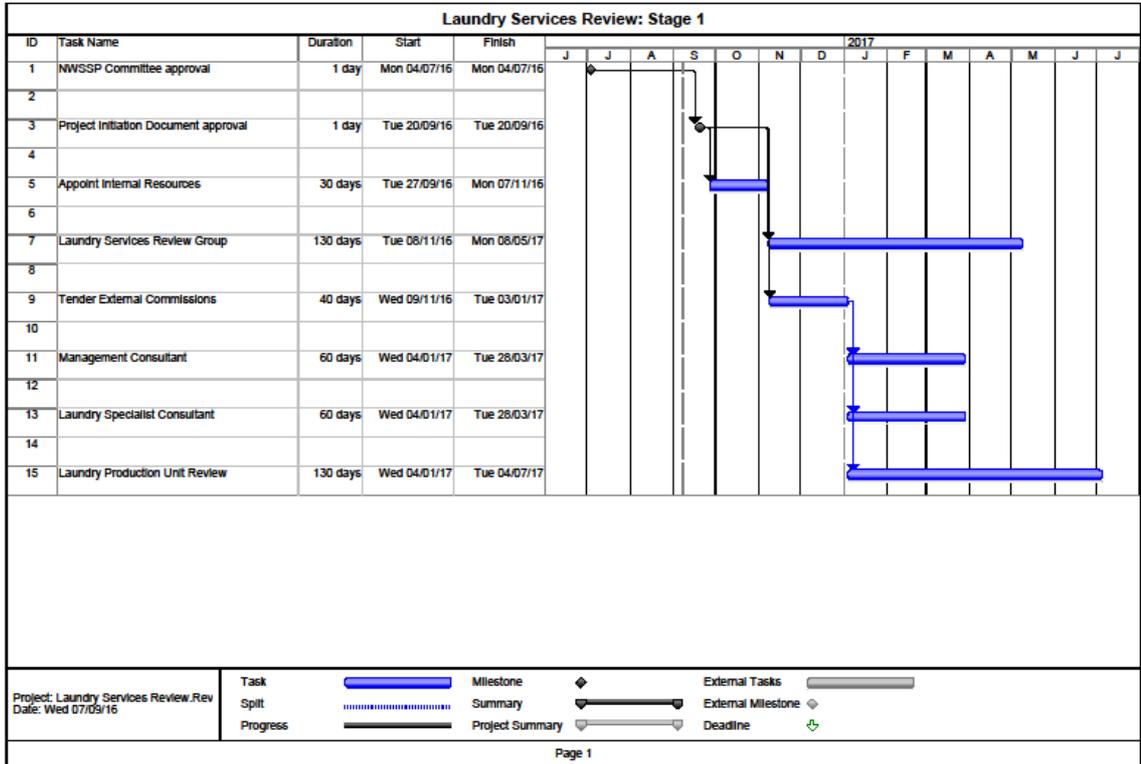
Appendix A

Laundry Services Review Project Structure



Appendix B

Management Control Plan



Appendix C

Stakeholder Map

Influence	<ul style="list-style-type: none"> • European Committee for Standardisation (<i>BS EN 14065 June 2016</i>) 	<ul style="list-style-type: none"> • NHS Wales Shared Services Partnership Committee • Welsh Government • NHS Wales Health Boards and Trusts laundry and linen – customers and providers • Trade Unions
	<ul style="list-style-type: none"> • Other UK Health organisations 	<ul style="list-style-type: none"> • Laundry and Linen production units – Staff • Private sector laundry services – alternative providers
Low	Low	High
	Interest	