

Operational Commissioning

The 'poor relative'



- Are you about to spend millions on a new healthcare building?
- Do you want to avoid a building that doesn't function as designed?
- Do you want to avoid the disappointment that there aren't the cost benefits expected or the improvements in delivery of care?
- Then pay attention to **Operational Commissioning**

What happens when it goes wrong?

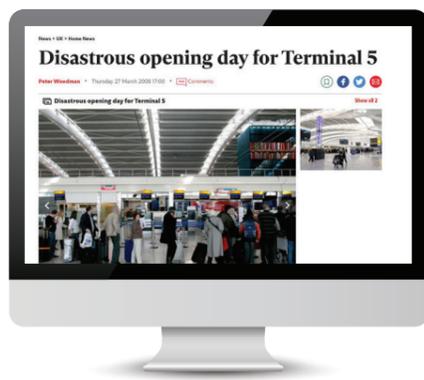
If you get it wrong it could hit the headlines

Terminal 5 was one of the most technologically advanced airport terminals in the world when it opened in March 2008, but its opening was described as a "national humiliation". During the first five days:

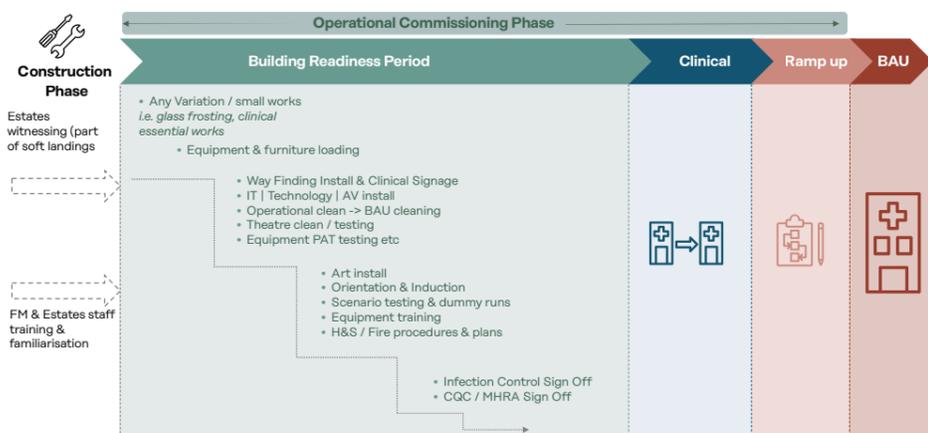
- more than 23,000 bags were misplaced
- 500 flights were cancelled, resulting in;
- losses of £16m

Causes

- Lack of testing of IT systems
- Lack of staff training
- Issues with staff parking
- Staff security searches were delayed
- Incomplete construction i.e. 28 of the 275 lifts were not working.



Example of an Operational Commissioning Timeline



Move Migration Handbook

The Move Migration Handbook aims to:

- Ensure a safe environment for staff throughout the process
- Achieve physical relocation within agreed periods
- Minimise disruption to patients
- Develop operational policies for the new environment
- Ensure all equipment is in place and staff are trained in the use of any new equipment.



What is Operational Commissioning?

- Preparing the building and people for organisational readiness. It shouldn't be mixed up with technical commissioning, which is another complimentary aspect that often precedes operational commissioning.
- Previously operational commissioning wasn't given the priority, time and resources required.



Reset and rethink

Key areas that can be improved in Operational Commissioning next time around:

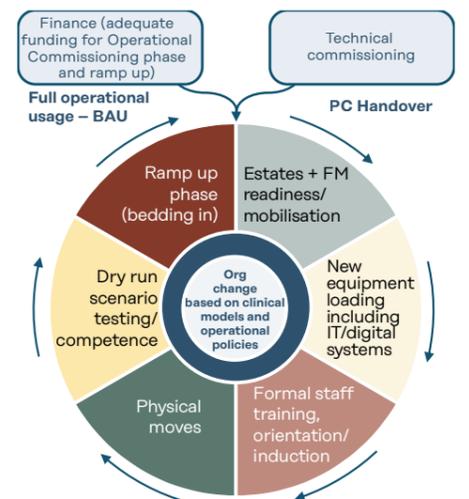
a) Operational Commissioning Planning

- Create an Operational Commissioning strategy early in the programme
- In some countries, Operational Commissioning planning starts 18-24 months before first patient
- The operational commissioning phase needs to be properly resourced.
- Give the phase the duration needed and do not squeeze the time if construction overruns.
- Appoint an experienced Operational Commissioning lead who can lead the appointed commissioning team and create the commissioning masterplan, supporting workstreams etc.
- The operational departmental managers need to be involved in the planning stages for the phase

b) Operational Commissioning Delivery

Ensure everyone understands what's involved with the planning!

The Operational Commissioning cycle



Staff training



Smarter and more sustainable Operational Commissioning

- Adopt and develop innovation that could improve operational commissioning. Training can not only use 'in-person' training, but it could be supported by technology (virtual reality, flyovers, simulations, online, augmented reality, Holo Lens).
- In the recent pandemic, table top exercises and training had to replace some of the in-person training, which also worked well, so saving excessive travel and time for staff.
- Social media has changed the engagement landscape since the new builds seen in the 90s. To enhance engagement and comms, this should be embraced.

