



Background and Vision

Founded in 1990, the Foundation for Medical Services (FMS) is a public entity holding a project management and technical services remit that extends across the public healthcare landscape in Malta. The FMS aims to design and deliver healthcare infrastructure in line with the Maltese Government's vision of becoming a regional centre of excellence within the healthcare field.

Services

The FMS Projects Office is responsible for the maintenance of the Project Portfolio of the FMS, and includes the functions of Programme Management, Project Management, Building Services Engineering and Architectural Services. The Projects Office holds a range of competencies in architectural building services where the overriding objectives are to provide solutions that meet patient need, maximize operational efficiency, reduce the generation of pollution at source and minimise any risk to human health and the environment.

The array of Architectural and Engineering services extends through the project life span from inception to handover. Value added services and consultancy are provided to Public Health Care Service providers in: initial project appraisal; development of client requirements; planning applications; producing detailed proposals, designs and specifications; tender design; bid evaluation; contract and construction management and post implementation review.

Over recent years the Projects Office has introduced a more structured approach to its project management methodology, and most of the Projects Office staff are certified in PRINCE2 (Projects IN Controlled Environments). This methodology is continuously developing and being implemented to ensure that projects entrusted to the Foundation are managed and controlled as required during all their stages. A number of employees were also sent abroad for further training on technical subjects such as facilities for High Degree Isolation.

Information systems of the Projects Office have also been strengthened during this period with the adoption of a comprehensive, health building research-based database. The aim of the database is to assist in maintaining compliance with international guidelines and standards.

Project Portfolio

The Projects Office receives Requests for Service originating from across the various Health Sector, Entities and Departments. Requests are received from Hospitals, Manufacturing and Distribution

health support services, Mental Health Services, Primary Health Care Services, Rehabilitation Services and various others. Examples of Requests include those for:

- Refurbishments
- Restructuring
- Design
- Project Management
- Tender specification
- Tender adjudication
- Maintenance and Repair

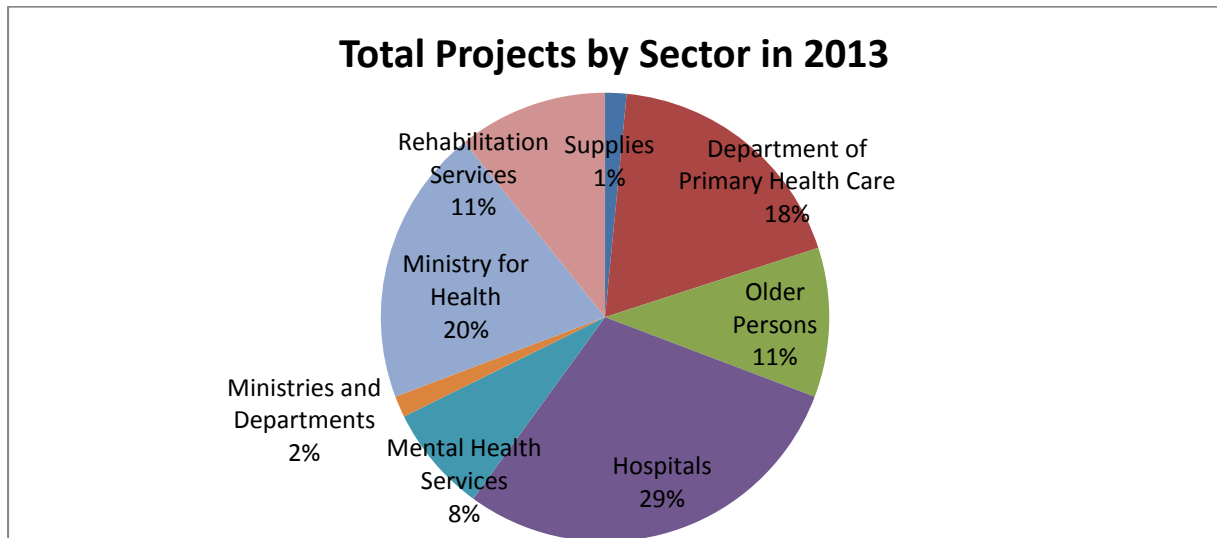


Figure 1: Total projects by sector, 2013

Highlight Projects 2009-2014

Mater Dei Oncology Centre

The Mater Dei Hospital Oncology Centre is a project that is part-funded under the European Regional Development Fund (ERDF).

The Mater Dei Hospital Oncology Centre will eventually replace the existing Sir Paul Boffa Hospital. It has been designed as a contemporary oncology facility offering advanced treatment propositions within a comprehensive care setting.

The Centre is designed around four primary functional spaces including (i) in-patient areas (ii) out-patient areas (iii) diagnostic & treatment areas and (iv) plant and hospital support-services. The oncology centre will provide expanded daycare facilities; upgraded equipment; and every ward and department will have access to facilities for psychosocial care, patient and carers' services and educational and interdisciplinary services. The Centre will host a Palliative Care Unit for an enhanced focus on quality of life which includes optimal symptom control, psychological, social and spiritual support, as well as family support during illness and bereavement.

Haematology and Paediatric Oncology services which are presently being provided at Mater Dei Hospital will be incorporated into the Mater Dei Hospital Oncology Centre and further expanded to offer a service to adolescents and young persons suffering from cancer.



The Mater Dei Hospital Oncology Centre is intrinsically an extension to the existing Mater Dei Hospital - a decision prompted by the significant added-value to patients provided through both clinical and infrastructural adjacencies. The new build will be inter-connected to Mater Dei Hospital through an overpass for linking clinical activities, and through an underpass for connecting service infrastructure and other services.

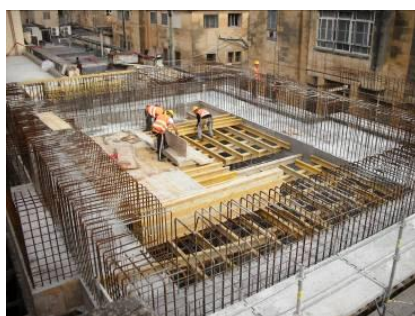
Technologies to lower the dependence upon fossil fuels and thus achieving a substantial reduction in carbon dioxide emitted in the atmosphere are being implemented. Projections indicate that this building can significantly reduce carbon dioxide emitted in the atmosphere through fresh air ventilation system energy recovery, photovoltaic panels, rain water collection (white water), and collection and treatment of grey waste water.

The FMS was appointed ERDF Project Leader. The stages of inception, briefing, concept design, outline proposals, development of client requirements and procurement were carried out entirely in-house. The FMS project team was subsequently involved in project management, coordination and management of the various contracts through to testing, commissioning and handover.

Sir Paul Boffa Oncology Hospital, Radiotherapy facility

Sir Paul Boffa Hospital is currently Malta's oncology hospital. Business continuity required the construction of new radiotherapy facilities.

This included the construction of a radiotherapy bunker suite housing a linear accelerator used to administer



radiation therapy, control rooms and the construction of patient facilities. As is the case with many of our Health buildings, Sir Paul Boffa is a listed historical building. This factor required the FMS project team to provide architectural and engineering solutions that were acceptable to the planning authority as well as solutions for upgrading the power supply without impacting the aesthetic of the surrounding bastions.

The FMS managed this project through a design and build contract. The project exceeded client quality expectation and was completed within the stipulated time and budget: from start to commissioning in less than 1 year with no impact upon ongoing hospital services and operations.



Breast Screening Centre at Lascaris Wharf

The National Breast Screening Programme provides a service of free breast screening every three years for all women residing in the Maltese Islands aged 50 to 60 years. Around 14,000 women are invited for screening each year.

The National Screening Centre was inaugurated on the 19th October 2009 following several months of extensive infrastructural refurbishment and restoration works of the historical building facade. During this time the FMS project team coordinated all the design and construction activities as well as

the mechanical, electrical and medical equipment design, installation and commissioning through to handover of the completed facility.

The interior design of the facility was approached with the specific objective of moving away from a legacy clinical setting.

The main objective in the design of the reception and waiting area was to create a more humane and less institutionalised space.



Containment Level 3 laboratories at Mater Dei Hospital

Four new Containment Level 3 laboratories were requested by the Pathology Department at Mater



Dei Hospital in response to the global threat of emerging infectious diseases. The number of high containment laboratories has been increasing to meet research and response needs of the Hospital.

After the departure of the main Contractor responsible for the Construction of the Mater Dei Hospital, FMS was tasked with the management of a specialist contractor from UK to construct four containment level 3 laboratories complete with testing, commissioning and validation of the same laboratories.

Refurbishments of residential facilities for Older Persons



On an ongoing basis, the FMS is requested to convert and refurbish various outdated and historical buildings into hospitals and residential facilities for older persons including persons suffering from severe dementia. The FMS project team inspects the buildings and assesses the situation according to the given plans. The subsequent action often involves design, procurement and coordination of the

works for gutting and refitting of new installations. The spaces designated for patients are fitted with new bed head facilities, nurse call systems and electrical systems including ICT.

The FMS also revisits the building with respect to fire safety design and guides users towards the implementation of Fire Strategies.



Activities conducted also included relocation of patients, close coordination with the client representative, and coordination of various resources including manpower provided by client personnel, maintenance staff and third party contractors.

During this period the FMS successfully completed refurbishments to wards in Karin Grech Rehabilitation Hospital, Zammit Clapp Facility for Older Persons and wards in St Vincent de Paule Residence.

Refurbishment of Health Centres

These projects stem from the need for a modernisation of primary health centres in Malta. The FMS was approached to coordinate refurbishment works that would improve the efficiency of services rendered at the health centres including the streamlining of



processes and flows, upgrading of infrastructure and medical equipment to modern standards.

The FMS Project Team provided a total refurbishment of chosen Health Centres covering civil works, flooring, apertures, mechanical works (new services), electrical works (new services), medical equipment, furniture and signage and installations of imaging equipment.



The projects resulted in more modern health centres, complete with fully functional electrical and mechanical services, and appropriate architectural finishes and apertures.