

## Case Study – Inpatient Ward Relocation – King's College Hospital

**Bidder Name:** J.A. Steel & Son Ltd

**Delivery Date:** September–October 2024

**Client:** King's College Hospital NHS Foundation Trust

**Sector:** Healthcare – South East London

### Scope and Requirements

J.A. Steel & Son Ltd was appointed by King's College Hospital NHS Foundation Trust to carry out the full relocation of a live inpatient ward as part of a wider refurbishment and bed management optimisation programme. The move involved transferring all ward-based equipment, medical beds, patient files, and administrative infrastructure from one wing of the Denmark Hill site to a newly refurbished ward within the same hospital complex.

This was a time-critical, high-risk move involving patients, clinical staff, medical equipment, and sensitive health data. Our appointment followed a competitive process based on experience with complex NHS moves and our demonstrated ability to work safely within live clinical environments. The services delivered are **specific to this Lot**, focusing on complex hospital relocations and do not overlap with other Lots.

### Project Summary & Delivery Approach

The relocation of the ward was structured to occur in three distinct phases:

1. **Pre-move logistics and mock trials**
2. **Live patient move and equipment transfer**
3. **Post-move reinstatement and verification**

An experienced **Move Manager** was embedded within the Trust's project team two weeks prior to mobilisation. The ward moves required seamless collaboration with clinical leads, infection control teams, Estates, and Facilities staff. Working within a 48-hour operational window, we delivered a full transition from the old ward to the new without compromising care standards.

### Intricacies managed included:

- Transport of specialist bariatric and electrically adjustable beds
- Reinstalling nurse call systems, workstations, and staff welfare equipment
- Ensuring uninterrupted oxygen and emergency service access routes

Crate systems were categorised and colour-coded by equipment type, destination bay, and clinical priority. All crates and trolleys were barcode-tracked using our in-house system, allowing the hospital team to monitor move status in real-time.

<b>Goods/Services Delivered</b> <ul style="list-style-type: none"> <li>• <b>Services delivered by:</b> J.A. Steel &amp; Son Ltd</li> <li>• <b>Completed within past 3 years:</b> September–October 2024</li> <li>• <b>Client:</b> King's College Hospital NHS Foundation Trust</li> <li>• <b>Sector/Location:</b> Public healthcare (NHS), South East London</li> </ul>	<b>Key Deliverables:</b> <ul style="list-style-type: none"> <li>• Pre-Move Planning - Clinical Equipment &amp; Bed Handling</li> <li>• Secure Medical Record Transport</li> <li>• Move Management with NHS Liaison</li> <li>• Onsite H&amp;S and Infection Control Observance</li> <li>• Uniformed, DBS-Cleared Relocation Personnel</li> </ul>
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### Risk Management and Challenges

Relocating a live ward in a functioning hospital brought unique challenges, including patient privacy, infection control compliance, and emergency response continuity.

### Our mitigation measures included:

- **Pre-approved traffic routes**, zoned to separate patients from operational staff and avoid sterile areas
- **Lift management:** Use of designated service lifts with real-time scheduling to prevent clashes with clinical activity
- **On-site Infection Prevention Control officer** to ensure PPE adherence and reduce transmission risk
- **Secure data handling:** All files and medicine units moved under double-check protocols with Trust staff co-sign-off

Ward staff were involved throughout the process, and real-time updates were provided via mobile dashboard displays, ensuring a coordinated execution.

No adverse events, near misses, or complaints were recorded during the transition.

### Customer Benefits

- **Operational continuity:** The ward remained clinically functional up to 12 hours before transition
- **Clinical safety:** All standards met per NHS HBN guidelines for ward infrastructure and service delivery
- **Time and cost savings:** Planned efficiency reduced total staff input hours by 20%
- **Environmental impact:** Zero single-use packaging; all crates, trolleys, and ramps reused
- **Social value:** 90% of project workforce sourced locally via NHS supplier employment pool
- **Satisfaction:** Full Trust sign-off with commendation from the Ward Matron and Estates Directorate

### Client Feedback

*"Relocating a live ward is always a high-stakes task, but J.A. Steel & Son handled it with clinical-level precision. Their team planned for every contingency, communicated clearly, and treated our patients, staff, and equipment with total professionalism. The move was executed on time, with zero incidents, and complete operational readiness by the end of Day Two. Their flexibility, attention to infection control, and calm approach under pressure stood out. We would gladly recommend them for any NHS hospital move."*

### Operations Manager



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