

Case study: Midland Metropolitan University Hospital, United Kingdom

Financial flexibility enabling MMUH to provide future- proofed imaging services

A collaborative Value Partnership supporting Sandwell and West Birmingham NHS Trust with the launch of a new hospital.

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The customer

Sandwell and West Birmingham NHS Trust is an integrated care organisation, responsible for the care of 530,000 people. Employing over 8,000 staff, the trust delivers high-quality care from City Health Campus (formerly City Hospital) in Birmingham, Sandwell Health Campus in West Bromwich and intermediate care hubs at Rowley Regis and Leasowes in Smethwick.

As part of a wider regeneration plan designed to transform the local area, the decision was made to replace the 130-year-old City Hospital with a new facility to provide better healthcare and create more jobs - the Midland Metropolitan University Hospital (MMUH).

Opened in October 2024, MMUH is a significant addition to the UK's healthcare infrastructure. Built in Smethwick as part of the UK Government's £40bn New Hospital Programme, it is the largest acute hospital in the West Midlands.

About MMUH:

- 87,000 square metres in size
 - 13 operating theatres
 - 11 floors
 - 4,000 rooms
 - 736 beds with 50% as single en-suite rooms
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The challenge

A collaborative partnership between Birmingham City Council, Sandwell Metropolitan Borough Council and Sandwell and West Birmingham NHS Trust, the development of MMUH was a flagship project supporting the regeneration of the Smethwick-to-Birmingham corridor, one of the most deprived areas of the UK. Its launch was designed to simultaneously revive the area and improve healthcare services for the local population.

Against a backdrop of increasing hospital workload and rising demand for services such as CT and MRI imaging, MMUH was conceived as a regional rejuvenation project that could address local healthcare challenges and create a first-class clinical environment.

Development of the hospital was significantly delayed, however, when the project's construction contractor went into liquidation. With COVID-19 further contributing to delays, the trust required flexibility and reliability from partners involved with the development of MMUH to ensure that the hospital would be successfully delivered and still be as transformative as was planned.

At the same time, the delays with the development of MMUH also demanded that the trust maintained healthcare services from its ageing City Hospital beyond original expectations.

The solution

Through a 15-year Value Partnership, Siemens Healthineers provides support to the wider Sandwell and West Birmingham NHS Trust by managing 100+ imaging systems such as CT, MRI, X-ray, ultrasound and interventional radiology.

Value Partnerships are long-term, collaborative, performance-oriented relationships, providing managed equipment services (MES) and added-value services. The Value Partnership with the trust encompasses:

- **Equipment:** Imaging assets procured, installed, maintained and replaced
- **Workforce:** Staff training and education supporting departmental efficiency
- **Uptime:** Consistent equipment performance for reliable clinical service delivery
- **On-site team:** Day-to-day operational support from Siemens Healthineers

With the Midland Metropolitan University Hospital originally scheduled to open in 2018, the Value Partnership with Siemens Healthineers was crucial to supporting the transformation of regional healthcare by providing access to future-proofed medical imaging services for the local population. Through its flexible financial arrangements, the Value Partnership has provided MMUH with access to vendor-neutral imaging solutions that may otherwise have not been obtainable.

"The driving force to set up the Value Partnership was to equip MMUH with the imaging equipment we required," notes Dawn Webster, Senior Commissioning Manager at the Sandwell and West Birmingham NHS Trust.

"If we would have gone through the capital system, we wouldn't have had the finance for the new equipment."

Darren Smith, Group Director of Operations, Imaging and Pathology Group at the Sandwell and West Birmingham NHS Trust, adds: "These days there are difficulties around any capital investment. However, with the support of Siemens Healthineers we have obtained capital-only equipment, which would have been very difficult without the partnership."

The financial arrangements also included an enabling fund to support MMUH with the payment of building works related to the installation of new equipment.

"At the outset, Siemens Healthineers provided a cost estimate for the installation of the new scanners in each room, and so we selected the equipment and then we were provided with quotes for the building work for our approval – it was that easy," says Dawn Webster.

"Using the recommended builders takes the pressure off our Estates Department and capital projects, and we can run these projects via a turnkey solution, which is great. There's also flexibility in the MES funding as well – fluidity in our funding streams has enabled us to put more into the enabling fund, for instance. This has worked really well."

The advantages of a flexible and collaborative Value Partnership were further highlighted as the development of the MMUH was beset by delays.

"Without the Value Partnership... we wouldn't be able to keep up to date with technology in the same way."

Darren Smith

Group Director of Operations, Imaging and Pathology Group, Sandwell and West Birmingham NHS Trust

The results

With the opening of MMUH delayed, Siemens Healthineers supported the trust as it was forced to revise its facility development plans and equipment requirements, while also maintaining the retained estate throughout the course of the delay.

As the lifetime of the City Hospital was extended, the Value Partnership provided essential support to ensure the ongoing performance of its equipment.

“Some of the equipment was older and we couldn’t easily get spare parts,” says Dawn Webster. “The Siemens Healthineers on-site team went over and above to source parts to keep the equipment performing. We agreed arrangements such as additional site visits to maintain service levels over a prolonged period, so the partnership worked very well.”

The Value Partnership also facilitated the planning for MMUH as its development ramped up once more.

Dawn Webster explains: “We built a great relationship with the Siemens Healthineers on-site team. Their Project Manager - who was specifically responsible for the MMUH installation - joined the wider team at the beginning and carried on throughout the delays to final installation. That was crucial.

“There were regular meetings, communications and planning sessions. The builders and the Building Project Manager were brought on board as well. Siemens Healthineers were extremely reactive to any of the nuances around MMUH’s opening.”

Equipment selected by the trust was also updated from that chosen for the original launch date to reflect the technology’s evolution during the delay. This ensured MMUH launched with the right equipment to meet its needs and prepare it for the future.

“Without the Value Partnership, I don’t think we would have the equipment in place that we do now. We wouldn’t be able to keep up to date with technology in the same way,” notes Darren Smith.

Meanwhile, this equipment continues to support efforts to drive productivity and efficiency improvements.

“The equipment that we have enables us to be more productive because it allows us to be more focused on things like cardiac CT, which historically has been a pinch point for performance,” continues Darren Smith. “Having the most up to date and reliable equipment, and minimising downtime, means we can focus on more advanced practise.”



Summary

The collaborative and flexible nature of the Value Partnership has provided invaluable support as the trust pivoted its plans to accommodate delays to the opening of the Midland Metropolitan University Hospital. Reflecting this cooperative arrangement, the decision was made in 2024 to extend the partnership.

"It's a true partnership," says Dawn Webster. "We have a really good relationship - we know what the plans are, what the scope is and it's delivered very efficiently. The on-site team go over and above to assist in any way they can - they feel like a part of our team."

Darren Smith concludes: "The collaborative partnership has driven forward the opening of MMUH and the continued delivery of care on our retained estate as well. We look forward to continuing this strong relationship."

The Value Partnership has helped MMUH to:



Obtain capital-only equipment



Plan for the hospital opening



Keep up to date with technology



Educate and train employees



Maintain equipment performance

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