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|  | **Procurement Department** |
|  | **Guy’s and St Thomas’ NHS Foundation Trust**  **200 Great Dover Street**  **London**  **SE1 4YB** |
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|  |  |
|  | **07 September 2023** |

Dear Responder,

**Re: GSTT Aseptic Services - Pre-Market Engagement**

**Prior Information Notice (PIN) reference:** FTS-008708

**Atamis project ref no:** C207900

Thank you for accessing the Aseptic Services – Pre-Market Engagement project for Guy’s and St Thomas’ NHS Foundation Trust (the **“Authority”**).

The Authority is using the Health Family Atamis e-tendering portal to conduct the pre-market engagement process (the **“e-Tendering Portal”**). The e-Tendering Portal can be accessed via the link: <https://health-family.force.com/s/Welcome>. This process will be conducted entirely via self-service downloading of all documentation (including submission of pre-market questionnaires) in electronic format only (unless otherwise requested) through the [Atamis](https://atamis-1928.cloudforce.com/) secure vault system. In order for the Trust to capture an accurate record of the activity relating to this exercise, please ensure that all communication is conducted electronically using the ‘*Contact Buyer*’ facility within [Atamis](https://atamis-1928.lightning.force.com/). This includes any questions that you may have.

The following documents are available for you to download from the vault which will enable your organisation to participate in this exercise.

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| **Document Name** | **Action** |
| Prior Information Notice and Pre-Market Engagement Questionnaire | This document lists a set of key questions for responders to respond to help inform the Authority in preparing to launch the proposed tender. |

Please ensure that you upload your questionnaire response and any supporting documentation requested into the e-Tendering Portal at the earliest opportunity to arrive by no later than 17:00 on Thursday, 12 October 2023.

I look forward to receiving your completed questionnaire submission in due course.

Yours faithfully,

Kemi Ore

**Director of Sourcing - Clinical**

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|  |
| **Prior Information Notice (PIN)**  **and**  **Pre-Market Engagement Questionnaire** |
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| **Aseptic Managed Service Agreement** |
|  |
| **Submitted by:**  **Enter Name of Organisation here** |
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| **Section 1: Background** |
| The Authority is in the early planning stages of a significant procurement project, and we are eager to engage with potential suppliers to gather valuable insights and feedback. Your expertise and perspective are crucial to shaping the success of this initiative.and as such, the Authority would welcome expressions of interest to participate in the pre-market engagement process for the provision of an Aseptic Service.  **1.1 Introduction**  Thank you for interest in our Pre-Market Engagement exercise for Aseptic Services. GSTT have ambitious plans to provide a state-of-the-art Aseptic service, driving medical innovation, capable of meeting our clinician and patient needs both today and into the future.  We are reaching out to interested industry organisations to help shape our future model.  The aim of this Pre-Market Engagement is three-fold:   1. To gain valuable potential industry partners inputs which we can consider in developing our requirements for our future aseptic service 2. To receive feedback on potential scope of services 3. To gauge industry interest to pursue a partnership via a Managed Service Agreement commercial model   This is a pre-procurement exercise and industry responses will not be formally evaluated at this stage. The Pre-Market Engagement forms part of a market intelligence gathering exercise to enable GSTT to become more “intelligent client” in specifying our future aseptic service model.  Based on the response from industry to this exercise, GSTT reserve the right to either proceed to a formal procurement process or reconsider its approach altogether. We appreciate your organisation’s time and resources incurred responding to this Pre-Market Engagement Questionnaire. Participation or non-participation in this exercise does not impact an organisations involvement in a formal procurement process in the future, if GSTT decide to follow this route.  **1.2 Guys and St Thomas’ Overview**  Guys and St Thomas’ NHS Foundation Trust (GSTT) is one of the UK's leading providers of hospital and community-based healthcare, research and education. With a team of over 25,000 staff, GSTT delivers excellent healthcare from our five main London hospitals comprising Guy's Hospital, St Thomas' Hospital, Evelina London Children's Hospital, Royal Brompton Hospital and Harefield Hospital, and in the community in Lambeth and Southwark, we provide a full range of lifelong, general and specialist care. Our hospitals have rich histories and have been at the forefront of medical innovation for hundreds of years.  **1.3 GSTT Aseptic Services**  Pharmacy aseptic services provide controlled environments for the preparation of high-risk injectable medicines into ready-to-administer (RtA) formats for patients. Aseptic facilities are also required for the manufacture of Advanced Therapy medicines including gene, cell and viral therapies, and a growing number of Investigational Medicinal Products used in clinical trials.  GSTT Aseptic Services currently has a team of approximately 60 whole time equivalents and an overall operating budget including drugs in the region of £20m per year.  GSTT Aseptic Services is one of two divisions of Pharmacy Technical Services, with the other division being the Pharmacy Specials Manufacturing Unit which is out of scope of this PIN.  Pharmacy Technical Services is part of the Pharmacy and Medicines Optimisation Division which is also responsible for outpatient pharmacy services. The Pharmacy and Medicines Optimisation Division forms part of GSTTs Integrated and Specialised Medicine Clinical Group.  GSTTs aseptic infrastructure comprises four units including an aseptic unit at Guy’s and two at St Thomas’ together with a dedicated aseptic unit at the Guy’s Cancer Centre.  Apart from the five year old aseptic unit at Guy’s Cancer Centre all other units are considered to be in need of modernisation, expansion and upgrade being established many years ago.  Royal Brompton & Harefield (RBH) hospital which now forms part of GSTT, do not have a dedicated onsite aseptic facility and instead rely on outsourcing a limited volume of aseptic preparation to third parties. For RBH, buying in of aseptic products delivers a temporary solution but in the longer term an inhouse compounding unit would benefit supporting innovative research.  Aseptic Services are critical to realise GSTT’s strategic ambitions around Advanced Therapies, Clinical Trials, Translational Research, Intestinal Failure, Cancer Treatment and meet growing demand for existing hospital aseptic pharmacy services for chemotherapy, parenteral nutrition and other high risk injectables**.**  An overview of each of GSTT’s four aseptic units is set out in the tables below:   |  |  |  | | --- | --- | --- | | **1. St Thomas’ Aseptic Unit 1: CIVAS & ATMP** | | | | 1.1 | Location | St Thomas’, Lambeth Wing, basement, Westminster Bridge Rd, London SE1 7EH | | 1.2 | Age of Facility | 20 Years | | 1.3 | Size of Facility | 157m2 | | 1.4 | Key Aseptic Equipment | HVAC System – Grade D  Temperature monitoring system  BMS – Building Monitoring System – To monitor Plantroom in particular HVACs /Air Handling Units (AHUs)  Aseptic Cleanrooms, Transfer Hatches  Fixed Furniture  Mobile Cleanroom furniture (on wheels)  Cold Store – including cold store furniture  Large Fridges + under bench fridge  Large Freezers (-20) and ( -80) + under bench freezer  2 x 2 gloves negative pressure isolators  3 x 2 gloves positive pressure isolator  Apollo liquid viewer x 2  Dedicated plantroom  Containment suite cleanrooms + hatches + fixed furniture  Communication System | | 1.5 | Aseptic Products Manufactured | Named Patient CIVAS; Clinical Trials, Advanced therapies (ATMPs); Non-Cancer Cytotoxic injections. | | 1.6 | Aseptic  Volumes | Named Patient CIVAS approx. 10,000 per annum  ATMPs approx. 30 per annum | | 1.7 | WTE Staffing | 15 WTE shared with PN unit. | | 1.8 | License Details | Unlicensed Unit. Aseptic preparation dispensing |  |  |  |  | | --- | --- | --- | |  | **2. St Thomas’ Aseptic Unit 2: Parenteral Nutrition Unit (PN)** | | | 2.1 | Location | St Thomas’, East Wing, Ground Floor, Westminster Bridge Rd, London SE1 7EH | | 2.2 | Age of Facility | 14 Years (Modular Unit sited externally to Trust building) | | 2.3 | Size of Facility | 144m2 | | 2.4 | Key Aseptic Equipment | HVAC System – Grade B  Temperature monitoring system  BMS – Building Monitoring System – To monitor Plantroom in particular HVACs /Air Handling Units (AHUs)  Aseptic Cleanrooms, Transfer Hatches  Fixed Furniture  Mobile Cleanroom furniture (on wheels)  Cold Store – including cold store furniture  Large Fridges  2 x 4 glove positive pressure isolator – size to be confirmed  Apollo liquid viewer x 2  Continuous particle counting system  Dedicated plantroom  Containment suite cleanrooms + hatches + fixed furniture  BAXA Compounder EM2400  Polarimeter  Communication system | | 2.5 | Aseptic Products Manufactured | Parenteral Nutrition Bags for Adults and Evelina Children Hospital. | | 2.6 | Aseptic Volumes | Approx. 8,000 Adult PN Bags per year currently outsourced, potential to manufactured inhouse. 3,700 paediatric PN bags currently outsourced. | | 2.7 | WTE Staffing | 15 WTE Shared with St Thomas’ CIVAS Unit (above) | | 2.8 | License Details | Unlicensed – aseptic preparation and dispensing |  |  |  |  | | --- | --- | --- | | 1. **Guy’s Aseptic Unit** | | | | 3.1 | Location | Guy’s Hospital basement, Great Maze Pond, London SE1 9RT | | 3.2 | Age of Facility | 25 years | | 3.3 | Size of Facility | 204 m2 | | 3.4 | Key Aseptic Equipment | 4 Glove positive pressure isolators x 3  RABs to replace 2 x LAFs or potential space for isolators  HVAC System – Grade B and Grade D  Temperature monitoring system  Environment monitoring system – Validair  BMS – Building Monitoring System – To monitor Plantroom in particular HVACs /Air Handling Units (AHUs)  Aseptic Cleanrooms, Transfer Hatches  Fixed Furniture – Trespa equivalent  Mobile Cleanroom furniture (on wheels)  Large Fridges – Labcold / Foster  Large Freezers (-20)  Continuous particle counting system  Dedicated plantroom  Containment suite cleanrooms + hatches + fixed furniture  Communication System  Smart Filler for prefilled syringes x 2  EM2400 Compounder | | 3.5 | Aseptic Products Manufactured | CIVAS Batches, named patient CIVAS, Clinical Trials. | | 3.6 | Aseptic  Volumes | CIVAS =>50,000 per annum (65% currently bought in, 35% prepared on wards) | | 3.7 | WTE Staffing | 10 WTE | | 3.8 | License Details | 11387 |  |  |  |  | | --- | --- | --- | | 1. **GSTT Cancer Aseptic Unit** | | | | 4.1 | Location | Guy’s Cancer Centre, Great Maze Pond, London SE1 9RT | | 4.2 | Age of Facility | 5 years | | 4.3 | Size of Facility | 267m2 plus plant room | | 4.4 | Key Aseptic Equipment | HVAC System – Grade C/D  Temperature monitoring system – CAM+  Environment monitoring system – Pharmagraph  BMS – Building Monitoring System – To monitor Plantroom in particular HVACs /Air Handling Units (AHUs) – Grade C/  Aseptic Cleanrooms, Transfer Hatches  Fixed Furniture – Trespa  Mobile Cleanroom furniture (on wheels) – Stainless steel 316 L -  Cold Store – including cold store furniture  Large Fridges + under bench fridge  Large Freezers (-20) and ( -80) + under bench freezer – Manufacturer to be confirmed  3 x 2 glove negative pressure isolators  Apollo liquid viewer x 2  Dedicated plantroom  Containment suite cleanrooms + hatches + fixed furniture  Communication System | | 4.5 | Categories of Aseptics Manufactured | Chemotherapy; Clinical Trials, ATMPs | | 4.6 | Aseptic Volumes | Approx. 40,000 per annum (50% currently prepared inhouse, 50% currently outsourced) | | 4.7 | WTE Staffing | 30 WTE | | 4.8 | License Details | Unlicensed Unit: aseptic preparation and dispensing of medicines | |

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| **Section 2: Strategic Alignment** |
| **2.1 GSTT’s Vision for Aseptic Services**  “To build a resilient, safe, efficient and patient focused aseptic service delivered by a motivated and qualified team enabled with the best automated equipment and supporting technology.  GSTT Aseptic Services will deliver a reliable and timely supply of critical medicines for patient treatment now and in the future.  Aseptic Services will be key in implementing new advanced therapies through a focus on innovation and research and development.”  **2.2 Service Challenges to be Overcome**  GSTT has experienced aseptic supply provision challenges on both bought in products and also internally manufactured products. During recent times GSTT has experienced some challenges with sourcing reliably some critical aseptic medicines externally on the commercial market.  GSTT seeks to improve and invest in its aseptic medicine compounding ability in order to provide assurance on product availability both now and in the future.  The GSTT Aseptic service currently has the following challenges:   * Inadequate aseptic facilities and capacity to meet regulatory and service requirements * Limited opportunity to extend on existing Trust premises due to competing clinical demands * Ageing facilities and equipment * Challenges of supply reliability of some Systematic Anti-Cancer Treatments (SACT) from external compound suppliers * Fragile supply chains have in some instances impacted the reliability of supply of bought in products. * Limited storage space limiting ability to deliver oncology clinical trial work * Capacity challenges to meet the growing demand for cancer chemotherapy medicine manufacture * Limitations to compound individualised PN products to meet patient specific needs * Facility and staff resource constraints limit ability to develop clinical trials services * Recruitment and retention of staff   **2.3 Future Ambitions for GSTT Aseptic Services**  GSTT seeks to improve the robustness and resilience of the supply of critical aseptic medicines to their patients by investing is automated aseptic facilities.  GSTT intends to invest in a modernisation of aseptic services to improve assurance on both future proofing capacity and fail-safe aseptic product delivery. Modernisation and expansion of aseptic services is essential to provide both capability and capacity to support Advanced Therapies, unmet and future needs of chemo, PN products, CIVAS products together with supporting innovation in clinical trials and translational research.  Reliable provision of chemotherapy treatments is essential to support cancer performance and meet the growth in demand for effective cancer services. At the Guy’s site, there is significant chemotherapy compounding expertise and capability however the unit is currently over capacity. Further investment is required at the St Thomas’ site to provide capacity to support Paediatric Cancer services. Increased aseptic capacity is required to deliver against its cancer objectives and service performance commitments.    During the next three years there are approximately thirty new Advanced Therapy Medicinal Products (ATMPs) which are due NICE approval and be available for patient care. GSTT has identified potential patient numbers and could be a centre for delivery of these treatments. In addition, GSTT aims to continue our participation in clinical trials with a pipeline of developing ATMPs. Additional aseptic preparation and dispensing capacity is required for these ATMPs so we can deliver newly commissioned therapies for the benefit of our patients.  GSTTs future model of aseptic service delivery needs to be:  • Resilient  • Compliant  • Efficient and safety focused through utilising automation and the latest technology  • Timely in the supply of tailored medicines  • Responsive to clinical and patient needs  • A great place for the team to develop their aseptic careers  • Offering comprehensive education and training to future proof skills  • Pivotal in enabling GSTTs ambitious goals for innovation and research  The new aseptic service model must meet patient needs today and in the future. Alternative configurations including on site units, off site units, supported with bought in products will be considered.  There is an urgent need to invest and transform GSTTs Aseptic Services and it is envisaged that there will be a phased approach to commissioning the new units over the next three years.  GSTT Aseptic Services will primarily be sized to have the capacity to meet demands from GSTT clinical needs however there is also opportunity to consider supply products to other hospitals and other organisations.  **2.4 Potential Scope for GSTT Aseptic Services**  The potential scope of services to support the supply of aseptic products is wide ranging. GSTT will consider which elements of the scope are the prospective partners responsibility and which elements will be GSTT responsibility.  The following products and services are in scope:   1. Adult and Paediatric Chemotherapy 2. CIVAS 3. Parenteral Nutrition 4. Advanced Therapy Medicinal Products 5. Clinical Trials 6. Research and Development   The following elements of scope have been identified:   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | 1 | On Site Delivery: Design and Build Unit | 10 | Compounding Equipment & Furniture | 19 | Clean Room and General Cleaning | | 2 | Off Site Delivery: Design and Build Unit | 11 | Robotic Equipment | 20 | IT hardware and software/cabling | | 3 | Staffing: Compounding Team | 12 | Workflow Management Systems | 21 | Telecommunications & Network/WiFi | | 4 | Staffing: QA & QC | 13 | Compounding Equipment Maintenance | 22 | Office Furniture | | 5 | Staff Training | 14 | Clean Room Qualification Compliance | 23 | Security, key holding, pest control | | 6 | Clean Room Garments | 15 | Onsite Environmental monitoring | 24 | Stores | | 7 | Purchasing Medicines for Compounding | 16 | Remote Environmental monitoring | 25 | Temperature controlled logistics | | 8 | Consumables | 17 | Hard FM, Building and Plant Maintenance | 26 | Innovation and R&D | | 9 | Cleaning and Disinfection Materials | 18 | Clinical and General Waste Disposal | 27 | Sales and Marketing to other hospitals |   **2.4 Proposed Commercial Model**  GSTT propose to use a Managed Service Agreement (MSA) contract form for this service. The key terms of our MSA agreements include:  • Payment for services based on activity with no minimum activity guarantees  • Any capital to be provided by the MSA partner with no upfront capital payments with the  Trust paying back the capital investment through service revenues  • Managed Service Provider takes the risk of under expected activity volumes and GSTT  takes the risk of over expected activity volumes  • GSTT pharmacist leadership team maintains choice and configuration of service delivery  model working collaboaratively with the Managed Service Provider. GSTT will discuss and  decide where possible the consumables, equipment, compounds that are supplied.  • The contract term will be of a sufficient length for the Managed Service Provider to make a  return on its investment and still deliver affordable services to GSTT.  **2.5 Pre-Market Engagement Process and Next Steps**  If you wish to respond to this please take the following steps:     * Register on Atamis via the link: <https://health-family.force.com/s/Welcome>. * Provide your company details, along with a contact person and email address * Please complete the Pre-Market Engagement Response Questionnaire and upload your response as an attachment to a message on Atamis. * At this stage, in order to expediate this lean engagement process, we will not be providing theopportunity for responder clarification questions, requests for additional information or site visits. Responders to this PIN should base their responses solely on the information provided in this opportunity overview document providing assumptions with their response if required. * If we have any further clarifications, or decide to host a supplier engagement event to have a more in-depth conversation about your responses we will contact you by email directly. * Closing date for responses to the questionnaire is **17:00 on 12th October 2023** |

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| **Section 3: Pre-Market Engagement Questionnaire: Company Information** | | |
|  | | |
| **Question**  **No.** | **Questions:** | **Insert your response below:** |
| **3.1.** | **Company Details** | |
| 3.1.1. | Company Name |  |
| 3.1.2. | What are the main business activities of your Organisation? |  |
| 3.1.3. | Company Website URL |  |
| **3.2.** | **Contact Details** | |
| 3.2.1. | Contact Name | |
|  | Title (Dr, Mr, Mrs, Ms, Miss, etc) |  |
| Name |  |
| Job Title |  |
| Direct Dial Telephone No. |  |
| Mobile No. |  |
| E-mail Address |  |

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| **Section 4: Pre-Market Engagement Questionnaire: Responder Questions** | | |
| **Question**  **No.** | **Questions:** | **Insert your response below:**  **(Max Word Limit 500 words per question excluding annexes)** |
| **4.1** | **Scope** | |
| 4.1.1 | Please indicate the **minimum** scope for aseptic service delivery responsibility that you would be interested in. Please add an X to the appropriate scope element box, adding annotated comments if necessary by completing “Appendix A – Minimum Scope Interest” | Please complete Appendix A below |
| 4.1.2 | Please indicate the **maximum** scope for aseptic service delivery responsibility that you would be interested in. Please add an X to the appropriate scope element box, adding annotated comments if necessary by completing “Appendix B – Maximum Scope Interest” | Please complete Appendix B below |
| **4.2** | **Industry Value Add** | |
| 4.2.1 | In your opinion, what value can GSTT benefit from partnering with industry to deliver the new aseptic service |  |
| **4.3** | **Views on our Future Aseptic Services Model** | |
| 4.3.1 | Please outline your views on the future demands for aseptic products and challenges in compounding them to meet clinical needs. Where do you consider there will be opportunities for innovation to improve patient care? |  |
| 4.3.2 | Please outline your views on how to establish a resilient and reliable aseptic service. What do you see are the main challenges in providing NHS aseptic services over the next 15 years? |  |
| 4.3.3 | GSTT wants to supply a full range of aseptic including chemo, CIVAS, PN, prefilled syringes, advanced genetic therapies and clinical trials support. For the new model of aseptic service delivery which of these aseptic products do you consider could be compounded on site within GSTT premises, compounded offsite or bought in? |  |
| 4.3.4 | Our aseptic team is key to our success. What are your ideas on how to recruit, train, develop and retain a motivated and skilled team? Please provide specific examples to highlight your approach. |  |
| 4.3.5 | 1. What are your views on the benefits of investing in robotic compounding equipment and supporting software control systems to manufacture aseptic products? |  |
| 4.3.6 | Please present your views on the commercial opportunities to leverage the investment in new aseptic services by selling products to other hospitals or other external organisations. |  |
| 4.3.7 | What are your ideas to create a focus of continuous service improvement and innovation throughout the life of the contract? |  |
| 4.3.8 | What are your views on the key areas that industry can support GSTT maintain its leading position in providing innovative aseptic products, cancer treatments, support clinical trials and advanced genetic therapies? |  |
| **4.4** | **Commercial Model** | |
| 4.4.1 | Please can you feedback on the proposed Managed Service Agreement commercial principles whereby the industry partner invests in the new service and is compensated through an activity product charge with no minimum volume guarantees. |  |
| 4.4.2 | What do you consider an appropriate contract length to recover the required investment in the services? |  |
| 4.4.3 | Please highlight any concerns you may have with the proposed scope and commercial arrangements which may make it challenging for industry to respond to a future tender? |  |

**Appendix A – Minimum Scope Interest**

Please add an X to the appropriate scope element box to highlight the areas you would potentially be interested in delivering as a minimum, adding annotated comments if necessary.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Initial MSA** | **Chemo** | **PN** | **CIVAS** | **Clinical** | **Advanced** | **Gene** |
| **Requirements** |  |  |  | **Trials** | **Therapies** | **Therapies** |
| **Scoping Table** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| 1. On Site Delivery: Design and Build Unit |  |  |  |  |  |  |
| 2. Off Site Delivery: Design and Build Unit |  |  |  |  |  |  |
| 3. Staffing: Compounding Team |  |  |  |  |  |  |
| 4. Staffing: QA & QC |  |  |  |  |  |  |
| 5. Staff Training |  |  |  |  |  |  |
| 6. Clean Room Garments |  |  |  |  |  |  |
| 7. Purchasing Medicines for Compounding |  |  |  |  |  |  |
| 8. Consumables |  |  |  |  |  |  |
| 9. Cleaning and Disinfection Materials |  |  |  |  |  |  |
| 10.Compounding Equipment & Furniture |  |  |  |  |  |  |
| 11. Robotic Equipment |  |  |  |  |  |  |
| 12. Workflow Management Systems |  |  |  |  |  |  |
| 13. Compounding Equipment Maintenance |  |  |  |  |  |  |
| 14. Clean Room Qualification Compliance |  |  |  |  |  |  |
| 15. Onsite Environmental monitoring |  |  |  |  |  |  |
| 16. Remote Environmental monitoring |  |  |  |  |  |  |
| 17. Hard FM, Building Maintenance |  |  |  |  |  |  |
| 18. Clinical and General Waste Disposal |  |  |  |  |  |  |
| 19. Clean Room and General Cleaning |  |  |  |  |  |  |
| 20. IT hardware and software/cabling |  |  |  |  |  |  |
| 21. Telecommunications & Network/WiFi |  |  |  |  |  |  |
| 22. Office Furniture |  |  |  |  |  |  |
| 23. Security, key holding, pest control |  |  |  |  |  |  |
| 24. Stores |  |  |  |  |  |  |
| 25. Temperature controlled logistics |  |  |  |  |  |  |
| 26. Innovation and R&D |  |  |  |  |  |  |
| 27. Sales and Marketing to other hospitals |  |  |  |  |  |  |

**Appendix B – Maximum Scope Interest**

Please add an “X” to the appropriate scope element box to highlight the areas you would potentially be interested in delivering as a maximum, adding annotated comments if necessary.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Initial MSA** | **Chemo** | **PN** | **CIVAS** | **Clinical** | **Advanced** | **Gene** |
| **Requirements** |  |  |  | **Trials** | **Therapies** | **Therapies** |
| **Scoping Table** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| 1.On Site Delivery: Design and Build Unit |  |  |  |  |  |  |
| 2. Off Site Delivery: Design and Build Unit |  |  |  |  |  |  |
| 3. Staffing: Compounding Team |  |  |  |  |  |  |
| 4. Staffing: QA & QC |  |  |  |  |  |  |
| 5. Staff Training |  |  |  |  |  |  |
| 6. Clean Room Garments |  |  |  |  |  |  |
| 7. Purchasing Medicines for Compounding |  |  |  |  |  |  |
| 8. Consumables |  |  |  |  |  |  |
| 9. Cleaning and Disinfection Materials |  |  |  |  |  |  |
| 10.Compounding Equipment & Furniture |  |  |  |  |  |  |
| 11. Robotic Equipment |  |  |  |  |  |  |
| 12. Workflow Management Systems |  |  |  |  |  |  |
| 13. Compounding Equipment Maintenance |  |  |  |  |  |  |
| 14. Clean Room Qualification Compliance |  |  |  |  |  |  |
| 15. Onsite Environmental monitoring |  |  |  |  |  |  |
| 16. Remote Environmental monitoring |  |  |  |  |  |  |
| 17. Hard FM, Building Maintenance |  |  |  |  |  |  |
| 18. Clinical and General Waste Disposal |  |  |  |  |  |  |
| 19. Clean Room and General Cleaning |  |  |  |  |  |  |
| 20. IT hardware and software/cabling |  |  |  |  |  |  |
| 21. Telecommunications & Network/WiFi |  |  |  |  |  |  |
| 22. Office Furniture |  |  |  |  |  |  |
| 23. Security, key holding, pest control |  |  |  |  |  |  |
| 24. Stores |  |  |  |  |  |  |
| 25. Temperature controlled logistics |  |  |  |  |  |  |
| 26. Innovation and R&D |  |  |  |  |  |  |
| 27. Sales and Marketing to other hospitals |  |  |  |  |  |  |