

# **Revision History**

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Linen Service

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#### CONFORMED COPY

Linen Service

# 1 Objectives

Project Co shall provide a linen service to ensure clean linen is available in all areas and for all Users at the times required and in the volumes necessary to support the smooth running of the Board's operations.

Project Co shall use an exchange trolley system for delivering the clean linen to the wards and departments. The delivery of exchange trolleys shall be provided on a planned and scheduled basis as agreed and documented in the local service level agreements which, shall be created prior to service commencement. In addition, a reactive clean linen supply service shall be available as required by wards and departments to ensure clean linen is always available when needed to meet the requirements of the Board.

Project Co shall work in close collaboration with all wards and departments to provide an effective linen service, which is bespoke to each ward or department. Project Co shall provide the bespoke service by creating local service level agreements prior to service commencement which shall take account of the specific requirements of the ward or department.

The Linen service provided by Project Co shall ensure that the handling and movement of all linen fully complies with the Board's linen segregation requirements and Control of Infection Policy to minimise the risk of cross contamination within the hospital. Handling and movement includes the whole cycle of the linen service, from the clean linen coming in from the Board's laundry provider to the soiled linen being uplifted by the same and all steps in between.

Project Co shall manage the linen stock, through a dedicated team of Linen Room Assistants and Housekeepers at ward and department level, to ensure that the required standards are achieved. In addition to the correct mix of staff Project Co will use specific equipment, effective management systems accreted to ISO9001:2000, clear performance targets and appropriate levels of monitoring.

In addition to the clean linen exchange trolley system, Project Co shall utilise gravity fed soiled linen chutes located at each FM Hub and which deposit the soiled linen chute room in the lower ground floor. This system offers the most efficient way to remove soiled linen away from the ward or department and reduces handling. The soiled line chutes shall be operated and fully maintained in-line with documented procedures which will be created prior to service commencement. The operational procedures shall be outlined to Project Co Staff as part of their induction training. The maintenance procedures will also documented, this information will be held on the CAFM system. This information will form part of the maintenance operatives work request, whether electronic or hard copy.

The key customers of the Linen Service are patients, staff, authorised visitors, service providers, emergency services and approved sub-contractors employed by the Board.

It is agreed between the Parties that the Method Statements shall not apply during the Transition Periods.

# 2 Management Supervision and Organisational Structure

As can be seen in the organogram below, the Linen Service team is an integral part of the Central Support Team. Accordingly, the Linen Service falls under the remit of and ultimately report to the Central Support Manager. The Linen Service team shall be managed by the Portering Manager. The Portering & Logistics Manager shall be supported by Team Leaders who will interface with the Linen Room Assistants on a day to day basis.

The Central Support Manager shall maintain close proximity and open linen of communication, in terms of collection and disposal of Linen at ward and department level, with the Customer Support Teams thus facilitating the provision of a more proactive, responsive and customer focused service.

Project Co shall ensure that the Portering & Logistics Manager and Team Leader's have the skills, knowledge and qualifications to provide the leadership, motivation and monitoring required to deliver the quality of services demanded by the Board. Project Co shall also ensure that the Linen Room Assistants get the support, guidance and training in order to fulfil the requirements of the Service Level Specification.

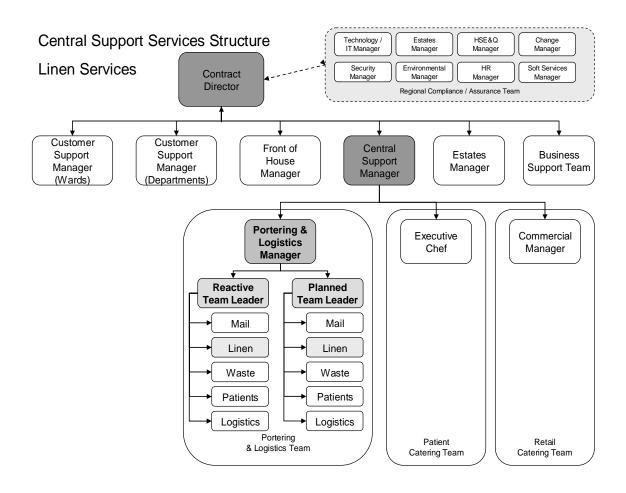
The Portering & Logistics Manager shall report directly into the Central Support Manager who reports to the Contract Director.

The Linen Service shall be delivered by a dedicated Linen Team. The Linen Team shall operate in conjunction with the other 'sorting' functions such as, mail and materials handling. These three functions shall operate as one unit to deal with demand. The linen team shall report to the Team Leader who reports the Portering & Logistics Manager who shall oversee Portering Service provision which includes the Linen Management.

Project Co shall use innovative PDA/Equivalents, to ensure that communication between the entire team including the: Customer Support Services Managers; Central Support Manager; Portering & Logistics Manager; Team Leaders; Porters; and Linen Room Staff is as effective as possible to ensure smooth operation of the service

As the Linen Service Specification excludes the laundering of linen the procurement of laundry services shall remain with the Board. The laundry processing shall be carried out off site at the contractor's facilities and delivered to site on a daily basis, six days per week. Project Co shall verify that the clean linen quality meets the standards identified in Appendix B of the Linen Services Specific Specification by the introduction of 10% quality spot checks. This shall be done by the staff carrying out a 10% check of the clean linen as it is sorted it for distribution to the wards and departments. If unsatisfactory linen is identified then further checks shall be carried out and the Board shall be informed so that action can be taken with the laundry contractor.

### Linen Services Organisational Chart – Figure A



# 3 Scope

Project Co understands that the Linen Service Specific Specification excludes the laundering of Linen. This is out with the scope of the Service and the Board will retain the responsibility for procuring the laundry service.

Project Co shall operate the clean linen service in an efficient, effective and timely manner. A contributory factor in achieving this will be ensuring the performance of the Board's laundry service provider. Therefore, the Board will, utilising information provided by Project Co, manage the laundry service provider in such a manner as to ensure the quality and quantity aspects of linen, the supply and design of cages, the delivery times and delivery days. All these aspects will be aligned to the delivery requirements of Project Co's linen service level specification, as they have a direct impact on the delivery of the linen service and design of the building.

For the avoidance of doubt, the linen cages provided by the Board's supplier have been specified by the Board as follows: Height 1500mm Width 800mm Depth 660mm Weight 500kg Floor to base 240mm 2x Fixed rear wheels and 2 x swivel front wheels with brakes

Project Co shall provide the linen service on a planned and scheduled basis between the hours of 07:00 - 20:00, 365(6) days per year in accordance with the requirements of the Service Specific Specification. The reactive or top-up service will be available 24 hours, 365(6) days per year to meet abnormal demand.

Project Co shall provide the following services, through the dedicated team of Linen Room Assistants, as part of the Service Specific Specification:

- receipting and sorting of clean linen and packing ward and department exchange trolleys;
- manage the daily supply, emergency supply and the supply of disposable linen; and
- implement and operate a linen stock control system.

For the avoidance of doubt, Project Co shall not re responsible for the laundering of Patients Clothing.

The provision and management of disposable curtains is provided within the Ward Housekeeping Service.

All exterior windows within rooms shall be fitted with interstitial blinds. These windows are sealed units and the blinds will require no cleaning or replacement. All curtains and blinds will be supplied and managed by Project Co. Disposable curtains will be supplied by Project Co to all bed spaces to provide privacy for patients. Project Co Ward Housekeepers shall supply and replenish disposable curtains in the following ways:

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- On a scheduled basis as follows:
  - a) In Patient Areas twice per year
  - b) High Risk Patient Areas four times per year;
  - c) Clinical Departments twice per year; and

d) Very High Risk (Theatres, Transplant, Bone Marrow, ICU, CICU, NICU) – twelve times per year.

- On a Reactive basis when curtains are marked, damaged or contaminated with body fluids. Where curtains have been contaminated with body fluids they will be disposed of as low risk clinical waste.
- Disposable curtains will be changed following a terminal clean of an isolation room.

Disposable curtains which have not been contaminated shall be sent for recycling. Project Co will liaise with the Board's Infection Control Team to ensure that curtains are suitable for recycling.

### 4 Work Schedules and Procedures

### 4.1 Receipt and storage of Clean Linen

- SP01a The Project Co shall agree with the Board wards and departments the stock levels for each ward and department prior to service commencement date. The stock levels shall be captured and documented in the individual Service Level Agreements. The Linen Room Assistants shall stock the exchange trolleys accordingly for delivery as part of the planned and scheduled service. In addition to the planned and scheduled service there will be the facility for emergency or ad hoc deliveries of clean linen through a reactive service request to the helpdesk, the reactive service will be available 24 hours per day. From time to time and in consultation between Project Co and the Board the stock levels shall be adjusted to reflect changing activity.
- SP01b Within the individual Service Level Agreements there will be agreed minimum stock levels for each ward and department. Project Co shall maintain the agreed minimum stock levels in all wards and departments. The agree levels shall be maintained provided the Board's laundry provider provides sufficient stock and at the correct delivery times. Where stock levels fall below the required levels, Project Co will remedy this situation within the agreed rectification period - within one hour of this fact being reported.
- SP01c The Project Co Customer Support Managers shall agree with the Board Representative and each ward and department a delivery schedule time for the delivery of clean linen, this schedule will be captured within the local Service Level Agreements. Project Co shall meet the delivery schedule with a planned delivery service using the automated guided vehicles. All deliveries shall be made to the clean delivery area within the FM Hub within 10 minutes of the scheduled time. The delivery of clean linen, contained in the exchange trolley, shall be left by the automated guided vehicle. The automated guided vehicle will page the Ward housekeeper to advise that the exchange trolley has been delivered and is ready for collection at the FM Hub. The exchange trolley shall then be collected by the Ward Housekeeper and taken to the linen bay located within the ward. The new trolley shall then be exchanged for the existing trolley. The old trolley will then be taken back to the FM Hub to await collection by the automated guided vehicle for return to the Linen Team located on the Lower Ground floor. In departments that require linen, such as radiology and oncology, which do not have Ward Housekeepers a Porter will be used to action the exchange of clean linen exchange trolleys.
- SP01d On receipt of linen from the Board's laundry contractor Project Co shall select at random a sample of linen to be checked against the standards set out in appendix B of the Linen Service Specific Specification. Prior to service commencement Project Co shall agree the sample size and methodology with the Board Representative; this information will be captured in Service Level Agreements. The sample size and methodology shall vary and escalate

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where failures are found. Any quality failures shall be recorded and reported to the Board Representative. Should more than 10% of the sample size be found not to meet the quality standards set out in appendix B then the sample size shall be increased. Should there be a large proportion of linen that does not comply with the standards set out in appendix B and subsequently there is a linen shortage, Project Co shall with the Board Representative contact the Board's laundry provider and facilitate an emergency delivery. Project Co and the Board shall agree a contingency stock which shall be within the linen storage area for such occurrences. Project Co's Team Leader shall manage the stock rotation within the central linen store.

SP01e On receipt of the linen from the Board's laundry provider Project Co shall count the linen and check this amount with the amount being shown on the delivery note. These checks shall occur whilst the delivery driver is in attendance and his/her signature shall be required to witness the check procedure and to ensure there is no disagreement with the check findings. These checks shall be recorded and the Board shall receive a report each week.

SP02a Project Co shall, through the helpdesk, record service requests so that they SP02b are documented and provide evidence of the request in terms of time, date, SP02c requestor and item requested. This information will be passed to the appropriate member of the Project Co team for action, normally a member of the portering team, depending upon when the service request is received and what priority it is given. The request will be issued electronically by the helpdesk and will be received electronically on the PDA/Equivalent by the Porter. Once completed the Porter will close the service request out as complete on the PDA/Equivalent in real time. The Team Leader shall monitor the linen staff to check that they comply with the helpdesk and linen service procedures. These checks shall be carried out on a scheduled and reactive basis. Where the linen is provided out of hours by the Portering team, the Helpdesk system shall provide the linen department with an electronic record of linen quantities issued to each ward or department.

> To protect the linen from contamination during transportation, the linen shall be covered at all times. Linen shall be placed in clean linen bags, tied and transferred to the ward either via the Automated Guided Vehicle System or by a porter using an appropriate sized trolley.

> Emergency requests for services require a response with five minutes and shall be rectified within 15 minutes. Important requests for services require a response within 20 minutes and shall be rectified within one hour. Routine requests for services require a response within three hours and shall be rectified within four hours. The linen service response and rectification will make an event safe or minimise distribution caused by an event and shall be responded to in line with the response and rectification times described in Appendix A of the Linen Service Specific Specification. The linen delivered shall meet the standards set out in Appendix B of the Linen Service Specific Specification as outlined in SP01d above.

SP02d

Requests for services that require a response to make an event safe or

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minimise distribution caused by an event shall be responded to in line with the response and rectification times described in Appendix A of the Linen Service Specific Specification. The linen delivered shall meet the standards set out in Appendix B of the Linen Service Specific Specification as outlined in SP01d above.

# 4.2 Segregation and Collection of Used Linen

SP03

Project Co shall be responsible for maintaining a safe system for the segregation of Used and Infected Linen in accordance with the Board's Control of Infection Policy, Procedures and Guidelines. All staff involved in the removal of Used and Infected Linen from ward or department to the final holding area at the FM Centre will be fully trained in accordance with the agreed processes and procedures. The operational procedures and associated training shall include guidance around containers, bags, equipment and linen holding facilities. In undertaking this task Project Co staff shall utilise all such containers, bags and or other consumables as may be necessary to carry out segregation in accordance with agreed segregation policy and colour coding system. The linen holders and bags are supplied by the Board.

The segregation and bagging colour code system implemented will reflect the Board interpretation of the National Colour Standard into two categories where appropriate and in line with the Board's Infection Control Policy:

- Used Linen white;
- Infected Linen red.

Where Board policy dictates additional segregation and colour coding, project Co shall comply with the Boards policy.

There will be no barriers between soiled linen (Used and Infected Linen bags) within the hospital facilities, both forms of soiled Linen shall be held in the same soiled linen receptacles prior to uplift by the Board's laundry provider. However, there will be physical barriers between clean and soiled linen at all time in the linen cycle.

All soiled linen shall be held, awaiting collection, in a fully enclosed and locked Soiled Linen Hold.

SP04 Soiled linen (Used and Infected) shall be removed from the wards and department to the disposal holds at the FM Hubs. Project Co Ward Housekeepers shall be responsible for the bagging and transfer of soiled linen from the wards to the waste disposal rooms and for placing the linen in the waste chutes.

In areas where the Ward Housekeeping Service is not provided, Project Co's Domestic Assistants will collect the used linen from the Dirty Utility Room and place this in the linen chute in the FM Hub; this will be carried out at part of their planned duties and will be detailed in the daily work schedules.

Where there is an exceptional, unplanned event such as an outbreak of

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infection, Project Co shall remove soiled linen as a reactive task. Should a pattern be established where the reactive requests are frequent or recurring, then for the avoidance of doubt Project Co will seek a change notice from the Board so that the service is properly resourced.

The soiled linen (Used and Infected) shall not be held within the disposal holds, with the exception of Mortuary. Linen shall be removed by gravity fed soiled linen chutes to a ground floor soiled linen chute room. The soiled linen shall be collected from these rooms by the automated guided vehicles on a planned and scheduled basis and taken to the soiled linen holding area to await collection by the Board Laundry Contractor. Linen held in the disposal hold at the Mortuary shall be collected on a planned and scheduled basis by the automated guided vehicles and taken to the soiled holding area.

All collections shall be made by way of a schedule, which shall be constantly reviewed by the Portering & Logistics Manager to ensure that storage areas are not overfilled thereby increasing the risk of cross contamination. Due to the precise nature of the automated guided vehicles, soiled linen collections shall take place with 10 minutes of the scheduled time.

The storage receptacles shall be exchanged when they reach 65% capacity, this will be taken into account when scheduling. Project Co linen collections will take place on the lower ground floor from the chute rooms. This mode of operation shall ensure that there is no impact upon the Board operations and there will be no unsightly movements of soiled linen in public or patient areas. Project Co shall utilise an uplift schedule that ensures that soiled linen receptacles are emptied no less than daily. However, due to the scheduling of the Board laundry contactor, linen cages, held in the soiled linen store, will contain soiled linen for two days until uplift on Mondays. This is due to the six days per week uplift schedule.

**SP05** Ad-hoc used linen uplifts shall be requested through the held desk. As linen is not held in the disposal holds the waste receptacles shall be monitored by the Portering team on scheduled basis in the lower ground floor. In the case of Mental Health this monitoring will be carried out in the disposal hold by housekeeping staff. Ad-hoc requests for soiled linen removal are handled in the same manner as planned and scheduled movements. Where the Ward Housekeeping service is provided, the soiled linen is removed from the ward or department by a Ward Housekeeper and transferred to the Waste Disposal Hold at the FM Hub where it will be placed in the gravity fed dirty linen chutes to a ground floor soiled linen chute room. Where the Ward Housekeeping service is not provided, the used linen shall be transferred to the waste disposal room by Project Co staff. The soiled linen shall be collected from these rooms by the automated guided vehicle and taken to the soiled linen holding area at the FM Centre. Project Co shall meet the response times, response within 5 minutes and rectification within 15 minutes, as almost all used linen is collected in the lower ground floor; close to the point of final storage for uplift by the Board laundry contractor.

SP06 Clean linen shall be delivered in clean linen cages by the Board Laundry contractor. This clean linen shall be decanted by the Linen Room Assistants

Linen Service into dedicated clean linen exchange trolleys. These trolleys shall be used only of the storage and transportation of clean linen.

Used and infected linen are removed from the wards and departments by gravity fed chutes, with the exception of Mental Health, to dedicated soiled linen chute rooms where they are transported in soiled linen carts to the holding area by automatic guided vehicles. Dedicated soiled linen storage and transport carts shall be used for the provision of this element of the service.

These carts shall be taken on a frequent basis by the automated guided vehicle to the cart washer, located at the FM Centre where they shall be disinfected.

The soiled linen shall be removed from the soiled linen carts back into the laundry contractor's carts for removal from the site in-line with the Board laundry contract requirements.

This cycle clearly demonstrate that no receptacles shall be used in the cycle for both clean and dirty transportation.

- SP07 Any linen which is identified by Project Co as 'non-launderable' shall be disposed of in line with Board's infection control and waste policies. Project Co staff will agree the classification of such items with the Board representative prior to disposal.
- SP08 Project Co shall agree a 'return to sender' service with the Board representative prior to service commencement. This service will include the items outlined in appendix C of the Linen Service Level Specification.

## 4.3 Linen Maintenance

SP09

Project Co shall implement and operate an integrated stock control system which will be operated by the linen room assistants. The system will be linked to the PDA/Equivalent or other appropriate technology. The system shall take account of training requirements and equipment necessary. All Project Co Linen Service related equipment shall be maintained by the Estates team in line with manufacturer's guidelines. Details of the individual pieces of equipment shall be held on the CAFM system so that there are fully auditable records for all pieces of equipment. This history will provide management information which can be used to determine the suitability and likely life cycle of pieces of equipment. It will be the responsibility of the Ward Housekeeper to clean the exchange trolley in line with the ward cleaning schedule and cleaning standards.

Each month Project Co shall produce a report by ward and department highlighting the usage, losses and any notable issues. The exact layout of the report shall be agreed with the Board prior to service commencement. As the exchange linen system is designed to return unused stock to the central linen room the stock checks are performed by the Linen room staff when the

	<i>Method Statement</i> Linen Service exchange trolley from the previous day is returned. Project Co will create procedures that set out the process and the Board shall agree the process prior to service commencement.
SP10	Project Co shall put into place a robust quality control procedure for the categorisation of linen to ensure policies are being adhered to at all times. Inspection will be carried out by the Linen Room Assistants who will check the return to sender items and shall categorise them as: "Linen in good order"; "Linen for repair or alteration"; and "Condemned Linen". Condemned linen shall be deemed so where they cannot be satisfactorily or economically be repaired to meet the standards outlined in appendix B of the Linen Service Specific Specification. Linen deemed for disposal shall be notified to the Board representative in advance for agreement.
	The Central Support Manager shall carryout regular ad-hoc audits, dependent upon findings, to ensure compliance and service users shall be asked for there feedback to determine the user satisfaction levels.
SP11	Any linen which is identified as 'condemned' shall be disposed of in line with the Board's infection control and waste policies. Condemned linen shall be identified by the Linen Room Assistants when carrying out their inspections. Condemned linen shall be transferred to the waste compound for disposal.

### 4.4 Staff Uniform Service

SP12 The Board and Project Co shall agree a minimum and maximum stock level for each uniform type and size prior to service commencement. Project Co shall order uniforms from the Board's nominated supplier. The uniforms shall be stored safely and securely by Project Co. On presentation of an authorised form the linen service staff shall issue the uniform(s) to the Board staff. Where there is a need to make alterations Project Co Linen Room Assistants shall make the alterations. Before service commencement Project Co and the Board shall agree turn around times to ensure the service is provided in an efficient and timely manner. When stock levels deplete to the minimum level, Project Co shall reorder uniforms to the appropriate stock levels from the Board's nominated supplier. The operating times of this service shall be agreed with the Board prior to service commencement. For the avoidance of doubt, all invoices associated with the purchase of uniforms will be forwarded to the Board for payment.

> Project Co shall provide a uniform laundry service for Project Co Catering Production, Domestic Services and Ward Housekeeping Staff Uniforms.

Project Co shall receipt and store for collection, from the Boards linen supplier, 60 uniforms per week. These uniforms shall arrive at the Site labelled with the recipients name and department and shall be made available by Project Co for collection from the uniform issue room during normal operating hours.

If the number of uniforms exceeds 60, this will be treated by Project Co as a change

# 4.5 Work Schedules

Prior to service commencement Project Co shall meet with the Board Representative and representatives from wards and departments to agree the scheduling of services. This information shall be consolidated and issued in the format of Service Level Agreement which is tailored to the needs of the ward or department. The frequency and timings of all scheduling shall be based around the parameters set out in Linen Service Specific Specification.

# 5 Quality Standards

Project Co shall ensure that the delivery of the Linen Service shall meet the requirements of the Service Specific Specification and associated documents. The delivery shall be monitored and recorded in accordance with the Performance Parameters and any deviation from the required standard of service shall be rectified as soon as it becomes apparent.

These will be backed up by Project Co's Quality Systems.

# 6 Contingency Plans

An indicative contingency plan has been provided below. Service specific contingency plans will be developed in conjunction with the Board 3 months prior to Service Commencement for the individual service mobilisation.

Scenario:	Time Period:	Description of Contingency arrangements:		
Closure of one linen chute		To manage continuity of service.		
Triggers/ Escalation	When to invoke	Actions	Assumptions	
Closure of a linen chute for control of infection or mechanical failure reasons	On notification from the FM Staff or Service users of the closure of one linen chute.	The Board Representative will be contacted to make them aware of the situation. The Helpdesk shall notify the Estates Service, Portering Service and Ward Housekeeping Service of the chute failure/ closure. Where the Ward Housekeeping service is provided , Ward Housekeeping staff will be used to transport the dirty linen from the affected area horizontally to the next available area for disposal via the linen chute. The contingency chute shall be outlined in the Linen Services Operational Procedures. Where the Ward Housekeeping service is not provided, Portering staff shall transport the dirty linen from the affected area horizontally to the next available area for disposal via the linen chute. The contingency chute for each area shall be outlined in the Linen Services Operational Procedures. Once the chute is operational the Board Representative and/or ward or departments aeffected by the linen chute closure shall be contacted and advised that the chute is now operational. The Portering Service and Ward Housekeeping Service shall be notified by the Helpdesk that the chute is now reopened.	The contingency linen chute is operational. The chutes are maintained in line with the Manufacturers recommendations.	
Closure of all linen chutes for control of infection, mechanical failure or fire control reasons	On notification of the closure of the linen chutes by the HSE OR Fire Officer.	The Board Representative will be contacted by the Central Support Manager to make them aware of the situation and to outline the anticipated recovery time and plan. All wards and Departments shall be contacted to inform them of the chute system closure and the contingency arrangements.	A 24 Hour supply of clean linen will b available	

	<ul> <li>Each FM Hub shall have the quantity of clinical waste bins reduced and a soiled linen cage(s) shall be added to the room to accommodate the collection of soiled linen. The clinical waste service levels will not be affected. When the cages are full, as indicated by the Ward Housekeeper, Domestic or other member of staff contacting the Helpdesk, they shall be removed to the lower ground floor via the FM lift by Porters or Automated Guided Vehicles and transferred to the central soiled linen store located at the FM centre.</li> <li>The Automated Guided Vehicle System scheduling shall be altered to reflect the change in working patterns.</li> <li>The chute system is returned to normal operational status by the Estates department notifying the Helpdesk, once the issue has been rectified and agreed with the Fire Officer or HSE and the Board Representative.</li> <li>Once the Helpdesk has received notification from the Estates department that the chute system has been returned to normal operational status, the Helpdesk shall inform the Ward Housekeeping and the Portering Services.</li> <li>The Helpdesk shall notify the Wards and department and Board Representative once the chute system is restored to normal operational status.</li> </ul>				
	order to maintain the Service Level Specification.				
Name/title of staff member authorized to invo					
Helpdesk Operator/ Central Support Managen	ient I eam				
Criteria for returning to normal service: The affected chute/s have been restored to service					
	An alternative method and route for the transportation of dirty linen has been established and agreed by the Board Representative				
Procedures for returning to normal service:					
Inform Board Representative and FM Heads of Department.					
Protocol References: Helpdesk action card Ref. Linen action card Ref. Estates action card Ref Portering action card Ref. Ward Housekeeping action card Ref.					
Incident Report					