

SPECTRUM HEALTH



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Leveraging Current Resources to Meet Tomorrow's Needs

Tom Theoret
Director, Plant Operations

Chuck Block
Manager, Plant Operations



Our Story



Agenda

- Operational Efficiencies & Continuous Improvement
- Staff Development
- Infrastructure Capital Improvements
- Technology
- Utility Management Program
- Life Safety Program
- Questions

Operational Efficiencies & Continuous Improvement

Parts Inventory

- On-site vendor provided staff to manage inventory
- Reduced on-site storage space and “hoarding”
- Just-In-Time delivery
 - V-belt program
 - Filters
- Motor program
- Mobile keep stock



Operational Efficiencies & Continuous Improvement

Metrics

- Managing for Weekly Improvement (MWI)
- Drive staffing levels
- Staffing accountability

Week Ending 10/4/2015	Staff Member	Calls Handled	Reserved Time	Average Time to Answer	Metric	Metric Met (y/n)
	Smith	223	0:12:10	00:03.3	00:05.0	Yes
	Block	433	0:41:02	00:05.7	00:05.0	No
	Jones	179	0:11:57	00:04.0	00:05.0	Yes
	Smith	189	0:12:00	00:03.8	00:05.0	yes
	Jones	175	0:11:12	00:03.8	00:05.0	Yes
	Smith	344	0:21:03	00:03.7	00:05.0	Yes
	Jones	108	0:07:17	00:04.0	00:05.0	Yes
	Theoret	285	0:25:45	00:05.4	00:05.0	No
	Smith	350	0:26:54	00:04.6	00:05.0	Yes
	Jones	120	0:09:45	00:04.9	00:05.0	Yes

Departmental	TOTAL	2406	2:59:05	00:04.5	00:05.0	Yes
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Operational Efficiencies & Continuous Improvement

Process Improvement - Furniture repair "A3"

SPECTRUM HEALTH		A3 Description:	Exec. Sponsor(s):	Redeetke	Site/Location:	BW / BL	Event R:	N/A	Revision:	2.00
		Steering Committee:	A3 Owner(s):	Block	PI Facilitator(s):	Lekberg		Sensei:	N/A	
Creation Date: 8/27/2015	Current Revision Date: 8/22/2015	1. BUSINESS CASE		4. GAP ANALYSIS		7. COMPLETION PLAN				
		Broken furniture is not being repaired in a timely manner which affects the customer experience. Based on the broken furniture still being utilized. A process who should pay for the repair or purchase of service.		Who		When		Status		
TEAM		2. CURRENT STATE		3. FUTURE STATE		8/15/2015		[]		
K. Shuman, E. LaBarge, E. Steier, T. Inouy, S. Swisher, T. Konomaki, J. Buravick, C. Thomas, & Erin Shuman		<ul style="list-style-type: none"> Furniture that can be repaired and is in aligned standards When a piece of furniture is broken, it is repaired Lack service level Multiple points of contact (e.g. Services, etc.) who are not clear on who to call Furniture does not get repaired Requestors are not clear on where it gets repaired Disconnect of responsibility experienced with vendors Unknown life expectancy Spectrum's Work Order reported through multiple channels Different processes to close a repair work order Customer Satisfaction Survey my broken furniture 		<ul style="list-style-type: none"> One front door for vendor contact, tracking, & repair (everyone on the same W.O. system) & leveraging W.O. system alerts to stakeholders after "x" days not complete One cost center to utilize for furniture repair costs One location where repairs are made; no broken furniture is allowed to remain in use (due to safety hazard); all pieces of furniture are well labeled & separated by vendor Established SLAs with all furniture vendors (by type / manufacturer / etc.) which are communicated amongst stakeholders Simplified standardized process, regardless of the vendor (ensuring warranties are utilized properly), & easy for requestors to know & follow Key stakeholders receive communication / information necessary to make proper business decisions in the future Identify "decision point person" (vs. letting requestors decide whether or not to repair) 		9/15/2015		[]		
QUALITY SAFETY COST DELIVERY GROWTH PEOPLE		3. FUTURE STATE METRICS		Future State Metrics		Goal VALUE		9/15/2015		
		Days to close a repair work order (back in service)		7 days				[]		
		Customer Satisfaction Survey (i.e. I received appropriate & timely communication about my broken furniture, etc.)		> 3.5				[]		
		4. IMPROVEMENT MEASURES		<ul style="list-style-type: none"> Enable process via TMS [experiment with status changes, giving the vendors access to TMS & triaging ownership of broken furniture items, etc.] Use one cost center to fund repairs Educate staff on how to report broken furniture issues Acquire better furniture Setup Lawson P.O. process 		Good communication amongst the team		[]		
						Made tremendous progress!		[]		
						What did we learn...		[]		
						What would you do differently...		[]		
						COMPLEX Process!!! We can make it a LOT easier!!! Current process is rather chaotic / it isn't standardized (mult front doors, diff processes for ea vdr / manu)		[]		
						Avoid having other "large" projects occurring at the same time the team meets (hard to tell people they have to wait to move because of an important meeting though)		[]		

Operational Efficiencies & Continuous Improvement

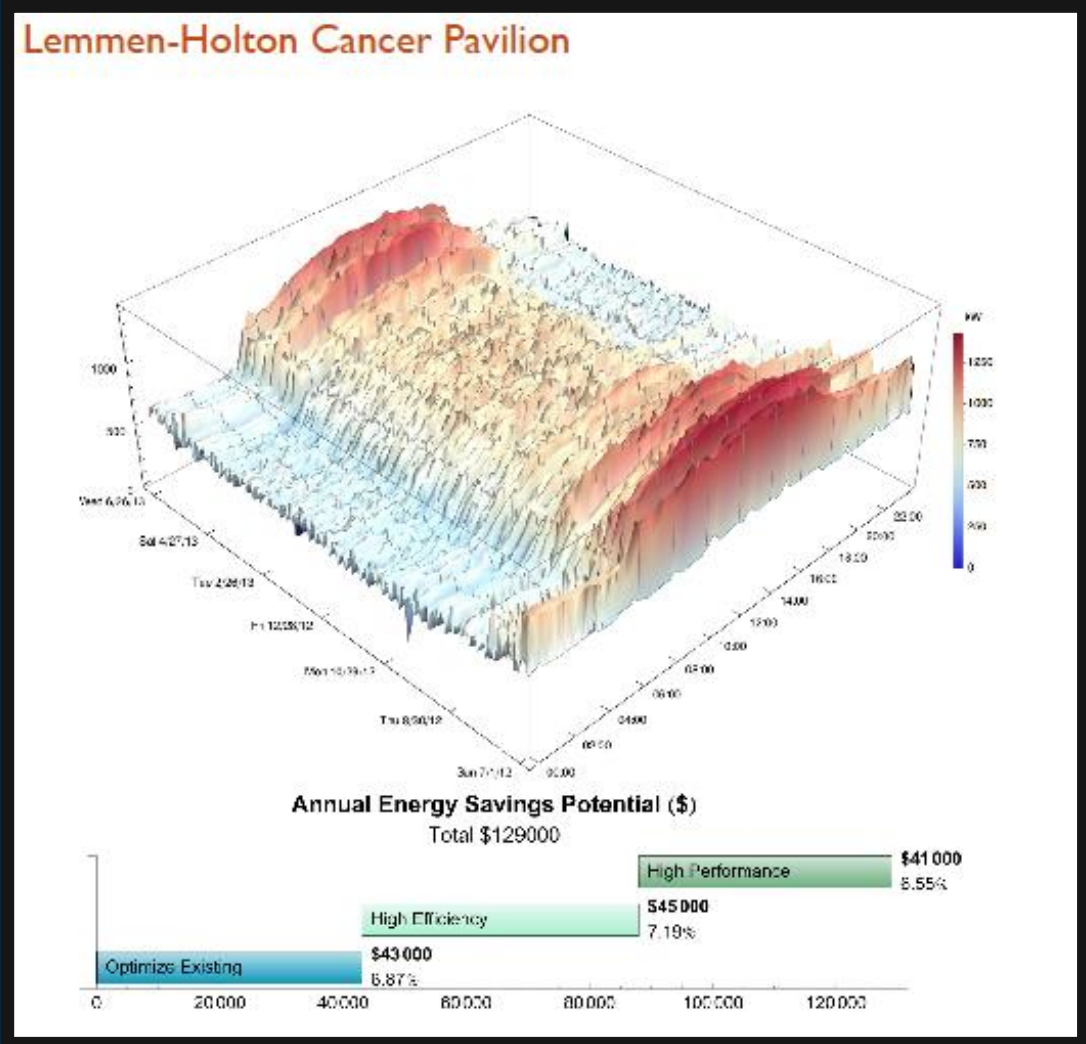
Vendor Partners

- Criteria for selecting partners
 1. Expertise
 2. Fair value
 3. Safety
- Leveraging the hospital system buying power
- Developing new product standards

Operational Efficiencies & Continuous Improvement

Energy

- Baseline
- Opportunities

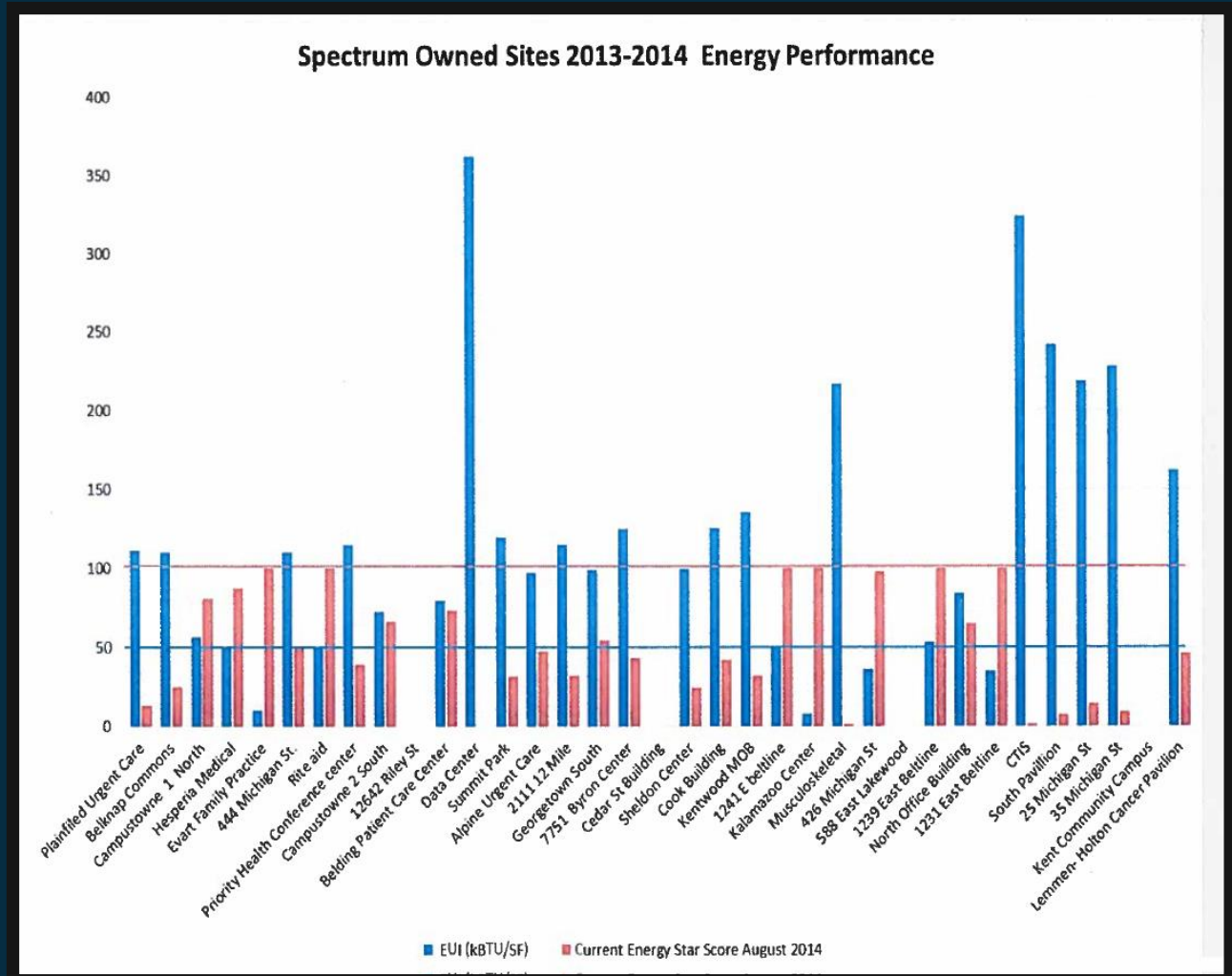




Operational Efficiencies & Continuous Improvement

Energy

- Off-site Benchmarking



Operational Efficiencies & Continuous Improvement

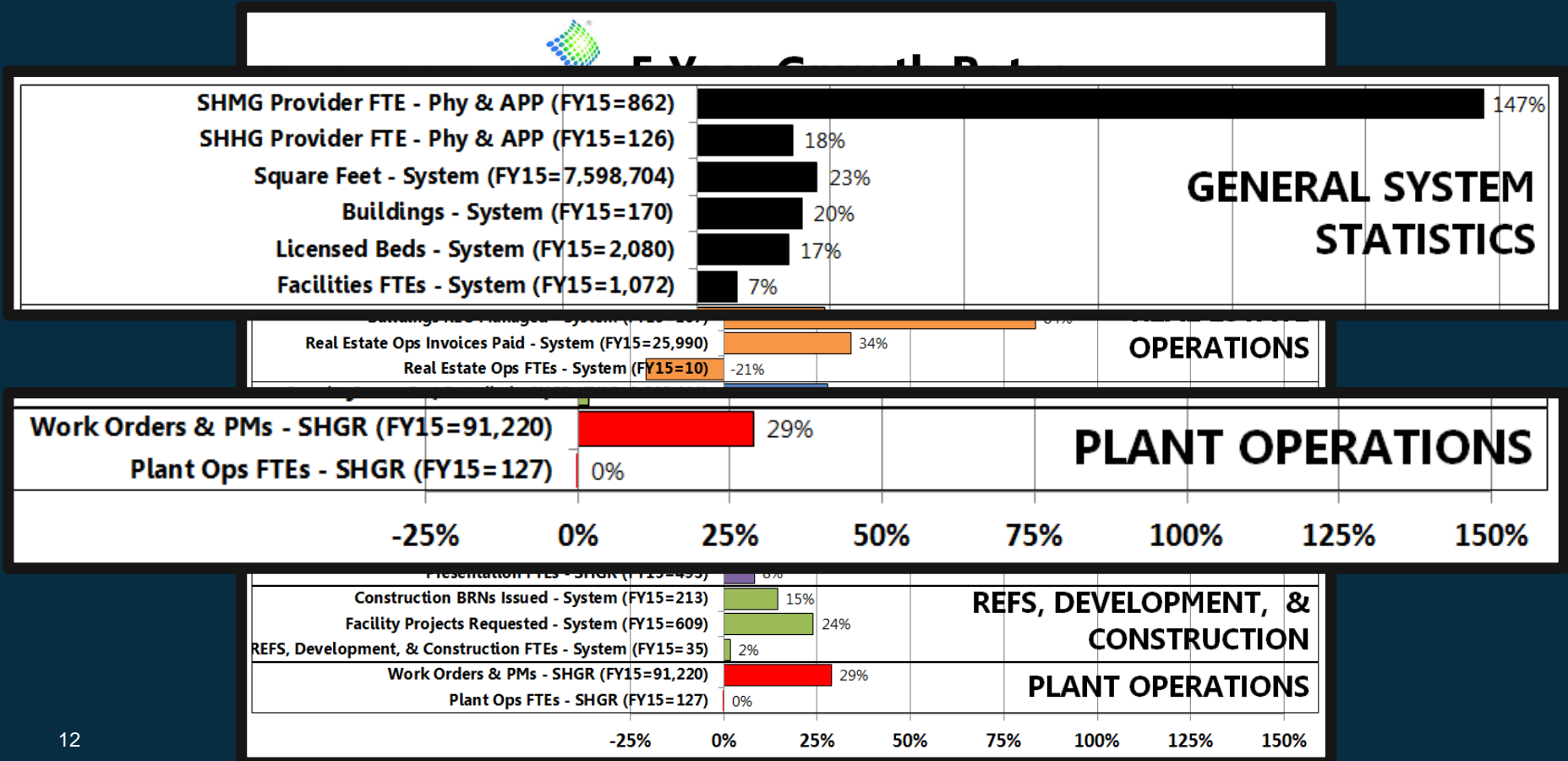
Energy

- Continuous Commissioning

Project	Months	Cost	Savings	PB (Months)
LHCP	39	328,208	522,365	7.5
BLH	27	328,150	531,378	7.4
Tower 35	23	296,208	149,923	23.7
SHMC	14	726,255	389,940	22.3
Total		\$1,678,821	\$1,593,606	12.6

Operational Efficiencies & Continuous Improvement

■ Staffing



Operational Efficiencies & Continuous Improvement

Expense Reduction

- Square footage increased by 1.4 million since 2010 totaling 3.9 million square feet
- Between FY13 and FY16 the operational budget was reduced by 22% equaling \$5.2 million
- Committed to \$1,000,000 savings in energy reduction between FY15 and FY16

Staff Development

- Internal Succession Planning
- External Internship Program
- Veteran Program
- Apprenticeship Program



Infrastructure Capital Improvement

■ Facility Condition Assessments (FCA)



Current Facility Condition Index:	41%
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Pennock Facilities Capital Budget Forecast

Budget Needs:

Priority 1	Immediate	\$1,849,033
Priority 2	1-3 yrs	\$2,762,281
Priority 3	4-8 yrs	\$2,755,725
Priority 4	9-15 yrs	\$2,591,667
Priority 5	16+ yrs	\$5,010,740

Estimated Capital Costs Per Year (From Today)

Breakdown by Given Year:

Calculate the total costs for a given year.
Enter Year

\$1,849,033

Annual Cost Breakdown Per Given Year by System

Projects to Fund (Prioritized by Risk)

Project	Cost	Total Risk Value
Tube System	\$165,000	16
Carbon Dioxide Manifold	\$17,500	14
Boiler 1	\$167,389	14
AHU #10	\$49,400	14
Humidifiers	\$85,000	14
Building Automation	\$135,000	14
Med Air Manifold	\$17,500	14

To receive a Facility Condition Index of
A capital expenditure of \$5,891,880 is required.

A capital expenditure of will result in a Facility Condition Index of 59%.

Technology

24/7 Call Center



- 2,400 calls / week – 156% increase since September 2014
- 1,840 work orders / week – 137% increase since September 2014



Technology

Awarepoint Refrigerator Monitoring

Freezer Room 352
1 Nurses Station

In Range SA0000026324

-17.6°C Min: -20.0 Max: -10.0

Butterworth:BW:3rd Floor:3 West Corridor
- 3514

infopoint Welcome, greg.cole@spectrumhealth.org (2015-03-04 11:55:59 EST) | Spectrum Healthcare

Home | My Account | Support | Log Out

Temperature/Humidity Reports

Temperature/Humidity Dashboard Dashboard My Assets Log My Assets Reports

Assets Active Alerts

Show All Assets

Temperature/Humidity Asset Search Search

10
Corrective Action Required

13
Out of Range

575
Within Range

16
Offline

614
All Assets

Temperature

Humidity

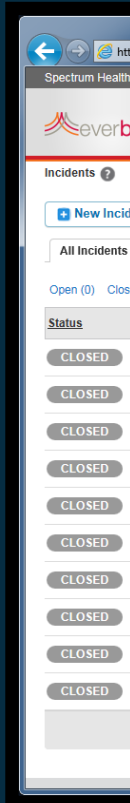
Refrigerator	In Range	SA0000024638		3.1°C Min: 2.0 Max: 4.0	Helen De/Vos:Floor 5:East:Corridor - 5910 0C
Blodgett Clean CS R Room BD 26 A	In Range	SA0000032830		67.7°F Min: Max: 75.0 37.5% Min: 30.0 Max: 60.0	Blodgett:BL:Basement Floor:Central Sterile BD-17 Linen Packing Room
Refrigerator	In Range	SA0000024319		3.2°C Min: 2.0 Max: 4.0	Helen De/Vos:Floor 9:West:99103 Patient Room 2



Technology

Everbridge D

Incident



New Incident
Step 1 (of 2) - Select incident & enter details

▼ 1 HELP

Utility Systems Notification

▶ Disaster Plan

Utility Systems Notification
Enter / update incident details below

1 **Current Time**
13:28:44

2 **Today's Date**
10-19-2015

3 **Additional Information** ⓘ
The 4" tube station will be down for approximately 45 minutes. We will contact you when they are functioning normally.

* 4 **Utility Impacted**
Tube Station

5 **WO Number**

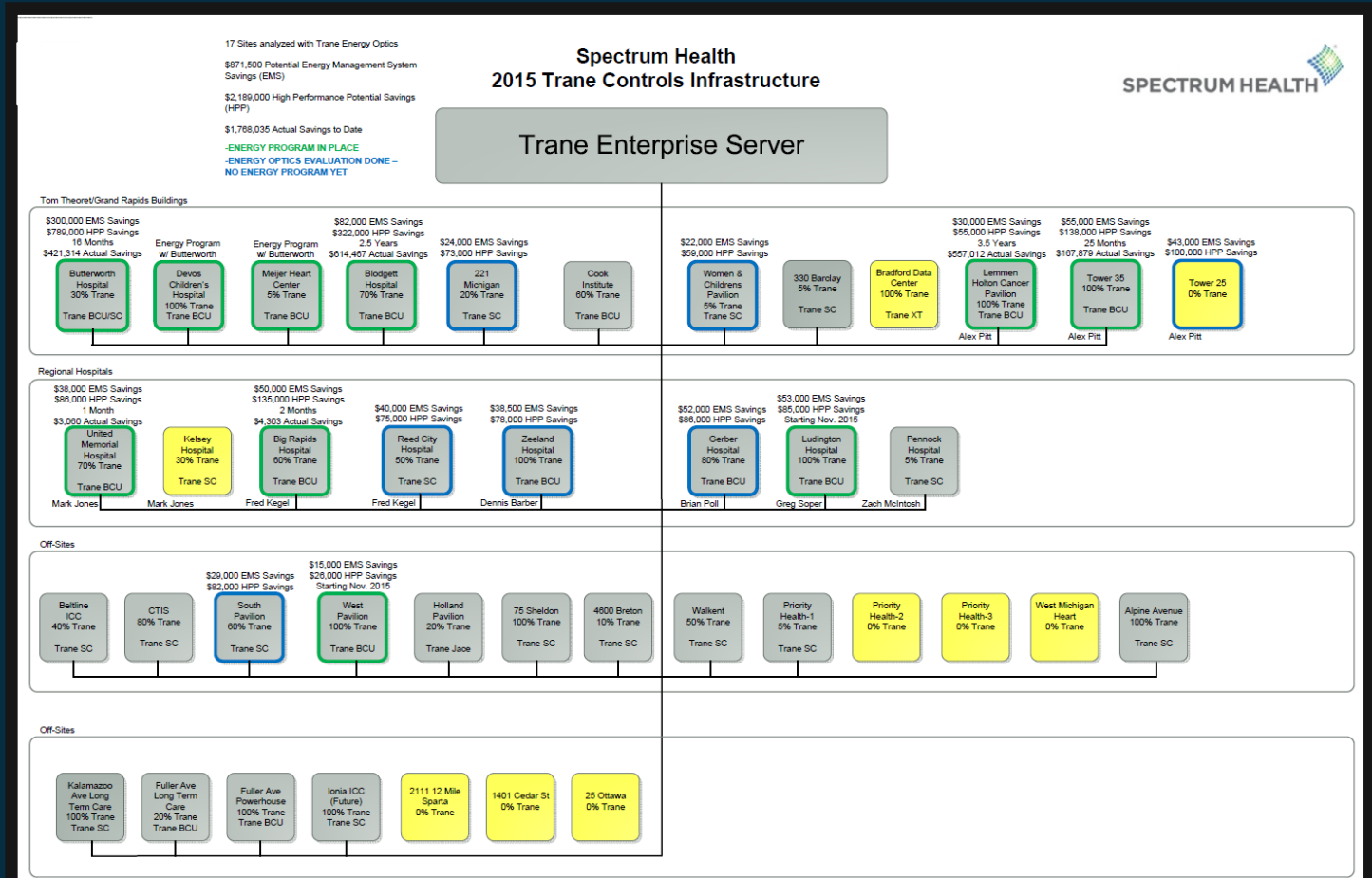
* 6 **Location** ⓘ
Lemmon-Holten
Ludington
Medical Center
Pennock

Next >



Technology

BAS / Trane System





Utility Management Program

Substation Maintenance



Utility Management Program

750kw Portable Generator

- Developed standard for quick connections to allow system wide use during emergencies or planned downtimes



Life Safety Program

Best Practices

- Joint Commission preparedness for over 5 million sq ft in Grand Rapids alone
- 193 Life Safety elements of performance
- In 2012, Spectrum Health Grand Rapids had a perfect Life Safety survey
- In 2015, Spectrum Health Grand Rapids had only 3 indirect Life Safety findings

Life Safety Program

Electronic Record Keeping

- Joint Commission best practice
- Work order system



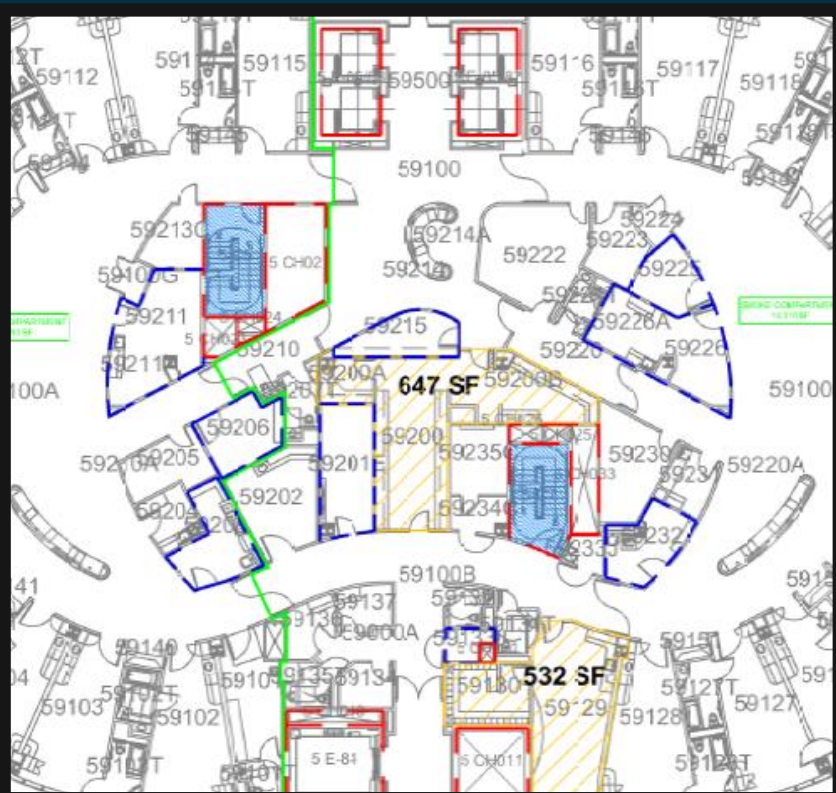
Life Safety Plans















- Worked with local, state, CMS and The Joint Commission to develop Life safety plans that are recognized as best practice



Life Safety Program

Life Safety Plans



CONSTRUCTION TYPE		SUITE LOCATIONS	
NFPA TYPE 1 (332) MBC TYPE 1A		 SUITES	
EXIT CLASSIFICATION		HAZARDOUS AREAS	
	E.1 - EXIT TO GRADE		HAZARDOUS
	E.2 - EXIT TO LEVEL OF DISCHARGE		
	E.A - EXIT ACCESS STAIR		
	C.S. - COMMUNICATION STAIR		
	LEVEL OF EXIT DISCHARGE ROUTE		
	EXIT		
PARTITION RATINGS		TOTAL COUNT	
	3 HOUR FIRE BARRIER	MHC E.1 - 2	
	2 HOUR FIRE/SMOKE BARRIER	NORTH TOWER E.2 - 3	
	2 HOUR FIRE BARRIER	CENTER TOWER E.1 - 2 E.2 - 1	
	1 HOUR FIRE/SMOKE BARRIER	SOUTH TOWER E.1 - 2	
	1 HOUR FIRE BARRIER	WEST BUILDING E.1 - 2 E.2 - 2 C.S. - 1	
	1 HOUR SMOKE BARRIER	HDVCH E.1 - 1 E.2 - 2	



Life Safety Program

Utilizing Software

- Eyewash
- Fire Extinguishers
- Purells



Life Safety Program

Why Life Safety Matters

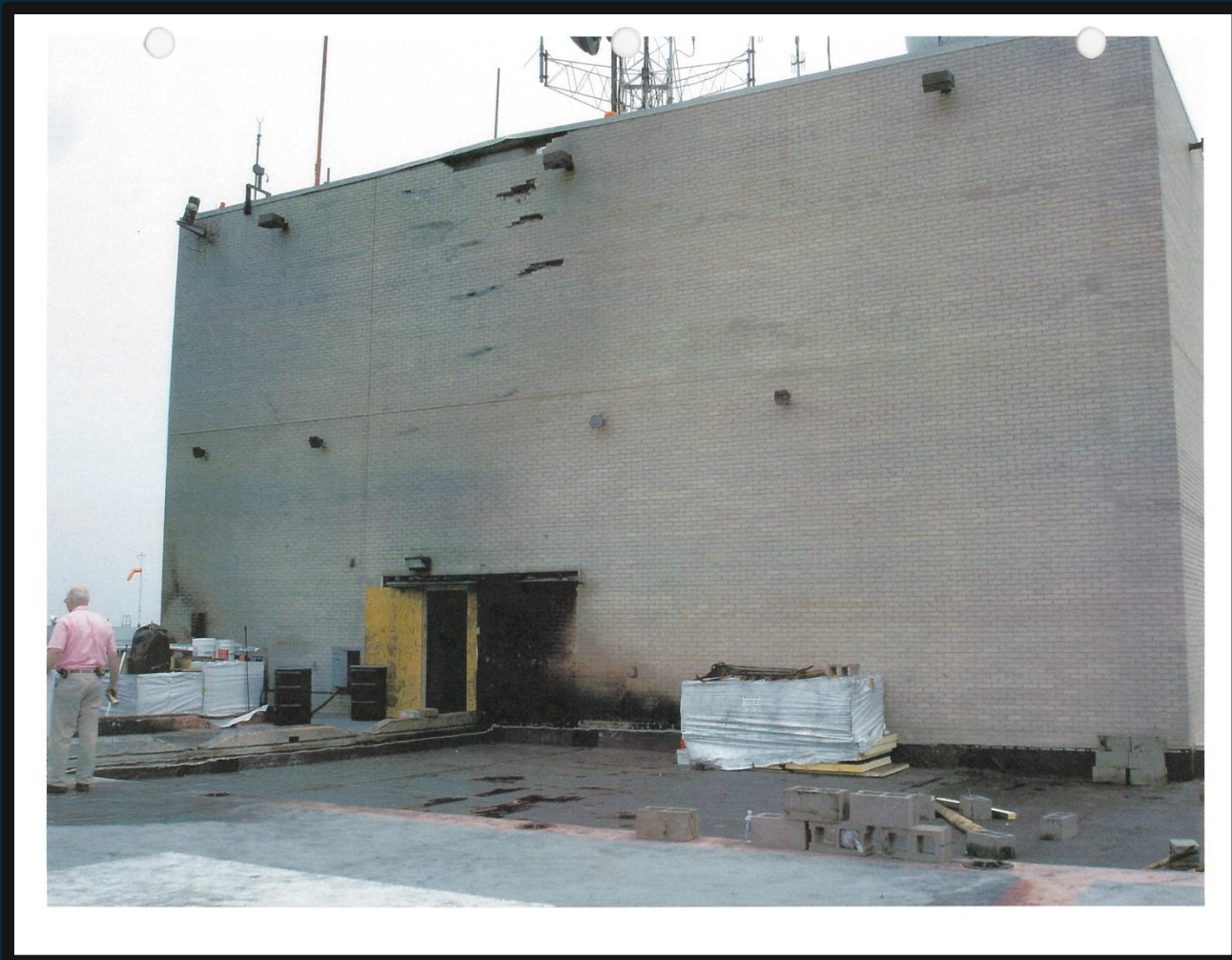
May 29, 2008



Life Safety Program

What Happens when a Sikorsky S-76A Helicopter Crashes

Life Safety Program



Life Safety Program



Life Safety Program





Life Safety Program



Life Safety Program

Lessons Learned

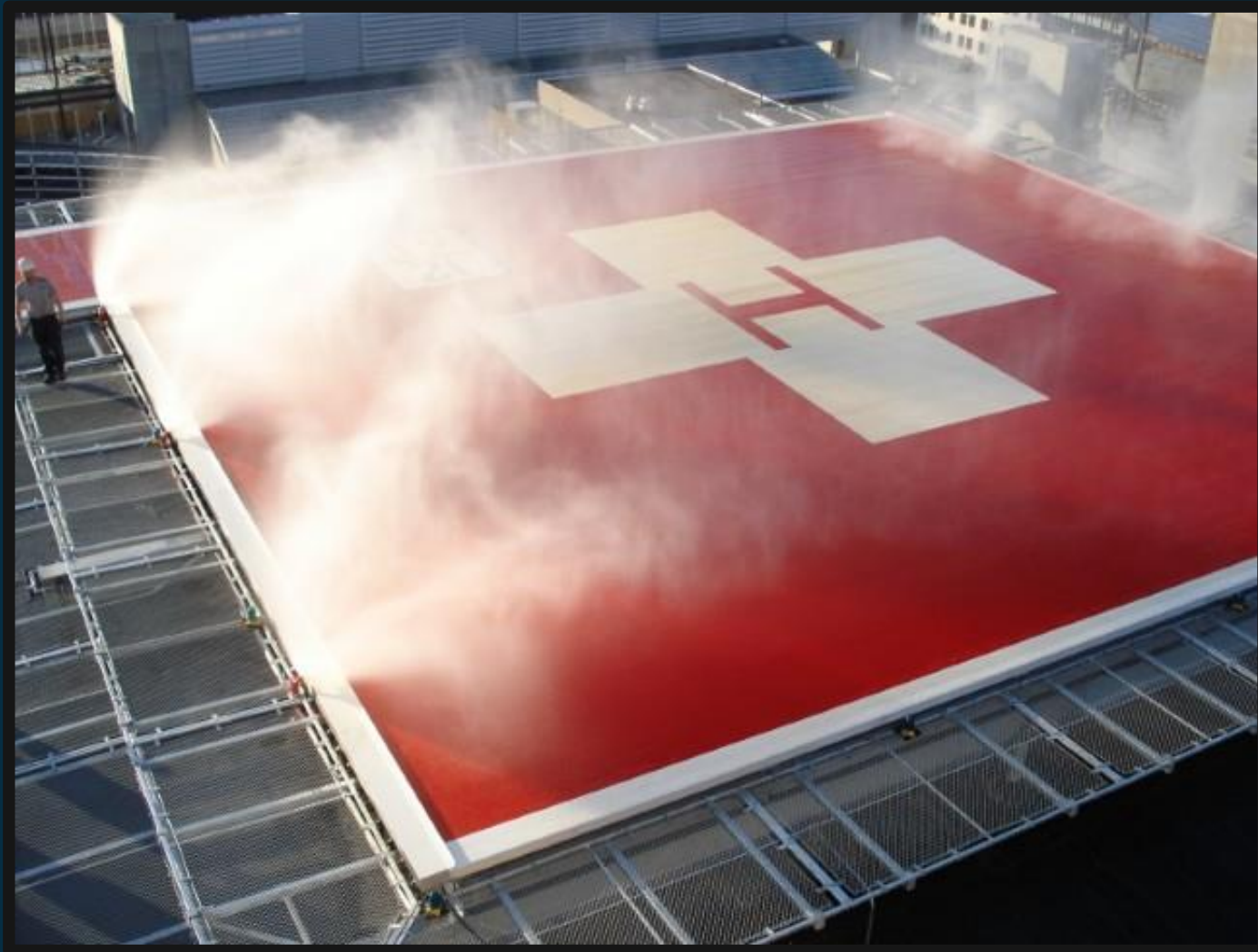
- Fire doors removed
- We tried to fight the fire
- Elevator shaft and “diesel fuel”
- “Turn off the power.....that’s an order”
- Full evacuation



Life Safety Program



Life Safety Program



Questions?

Tom Theoret

Tom.Theoret@spectrumhealth.org

Chuck Block

Chuck.Block@spectrumhealth.org

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FOR A BETTER LIFE.®

