

Contract Labor Housing



LSS Yellow Belt Project

Friends & Neighbors Caring For You



**Glendive
Medical
Center**

Team Members

Diana Levi

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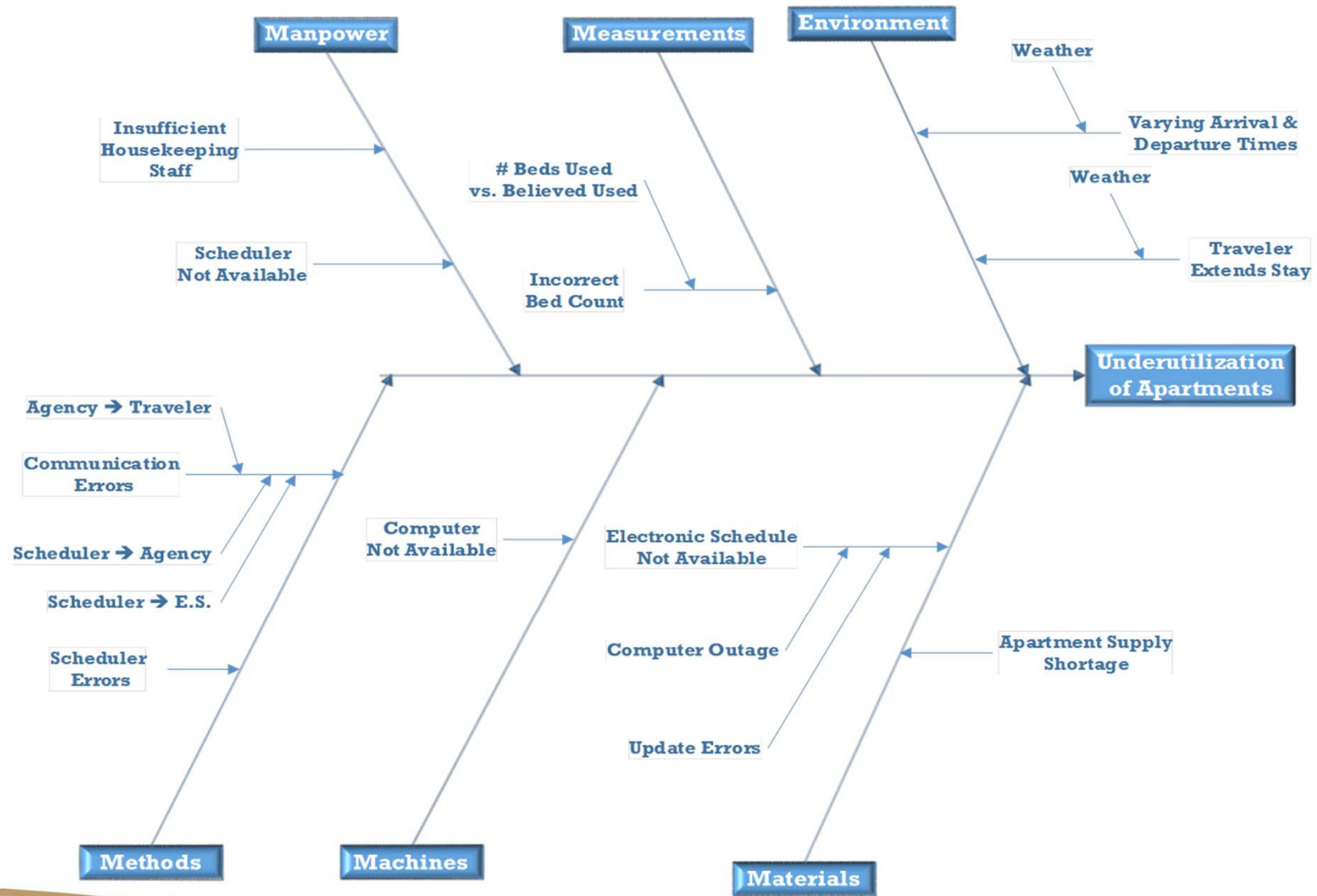


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**Glendive
Medical
Center**

Project Definition	
Basic Project Information	Initial Metrics and Benefits
Problem Statement (Current State)	Baseline Metrics
<p>The number of traveling contractors used by Glendive Medical Center (GMC) creates hotel costs of about \$72,000 annually, averaging 85 nights per month at \$70.55 per night.</p> <p>GMC owns 4 apartments able to house 2 contractors each, totaling 2,920 available nights per year. Over the 12 months, GMC's bed occupancy was 1,893, about 65%. Our target is bed occupancy of 2,185, or 75%. \$20,600 per year could be saved if occupancy were increased to the target level.</p>	<p>Key Metric Baseline: 65% occupancy of apartments</p>
Impact:	Target Project Objectives
Overproduction, staff dissatisfaction, inefficient processing and cycle times.	<p>Key Metric Target: 75% Min. occupancy of apartments</p> <p>Target Savings/Revenue: \$20,600 annually</p>
Desired State:	Primary LSS Tools Used to Assist in Project
Conduct a 7S event that by September 1, 2014 will result in better organization of supplies for turnover of apartments. 10% increase in occupancy rate, which will result in \$20,600 savings annually.	<p>7S</p> <p>5 Whys</p> <p>Fishbone Diagram</p> <p>SIPOC</p> <p>Control Plan</p> <p>Flow Chart</p>
Primary Waste Targeted by Project	Benefits
Hotel expenses	<p>Reduced hotel use</p> <p>Standardized scheduling process</p> <p>Improved cycle times</p> <p>Increased staff satisfaction</p>

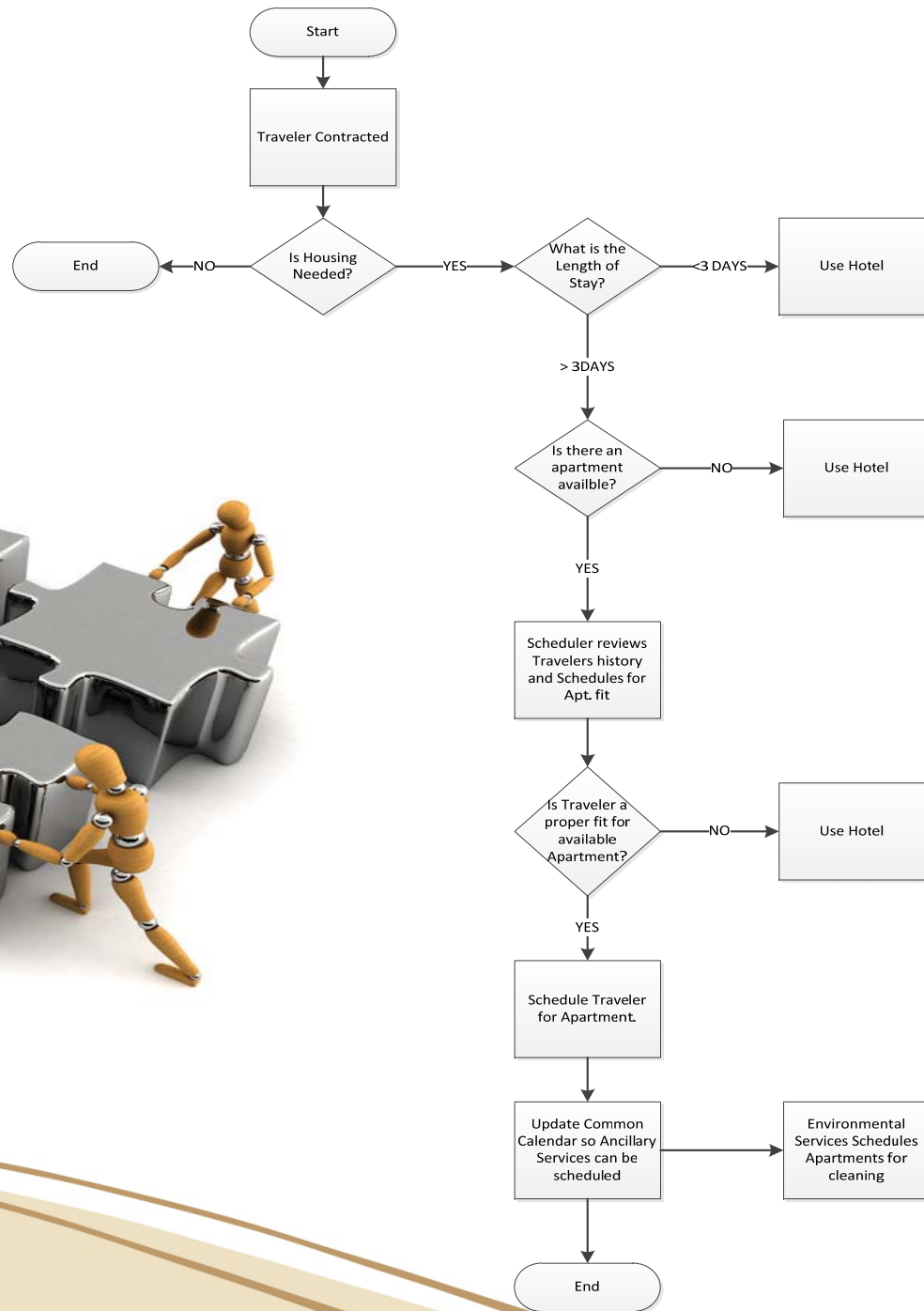


SIPOC CHART

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
Traveling Contractor	Traveler schedule	<pre> graph TD A([Traveler Contracted]) --> B([Determine housing needs]) B --> C[Apartments are allocated based on established parameters] C --> D[Common calendar updated] D --> E([Housing assigned; ES coordinated]) </pre>	Apartment or hotel scheduled	Contract labor
Staff scheduler	Apartment schedule		Efficient apartment turnover	Department managers
Environmental Services (ES) staff	ES schedule		Reduced hotel expenses	ES Staff
	Traveling Contractor			Co-workers
				Patient satisfaction



Process Flow Chart



Project Control Plan

Process: Increased utilization of GMC apartment housing for Contracted Labor

Key Contact: Todd Opp, Diana Levi

Last Updated: 6-Aug-14

Updated by : Diana, Kristine,Todd

What to Check (KPIV's and KPOV's)	Requirements or Specification Limits	When to Check or Measure (Sampling Plan)	How to Measure (Measurement System)	Who Measures	When to React (Method of analysis or decision rule)	Actions to be Taken (Reaction Plan)	Who is responsible for those actions	How control is Institutionalized
INPUTS								
Available apartment beds	Coordinated by 1 staff scheduler	Daily	By occupancy rate	Staff scheduler	Daily	Review; scheduler, ES Spvsr communication	Staff scheduler, ES Spvsr	Standard action plan
OUTPUTS								
Apartment occupancy rate	75% minimum	Monthly	Reconciliation of common housing	Staff scheduler	If monthly occupancy rate	Review apartment vs	Staff scheduler, ES Spvsr	Standard action plan
Hotel expense	variable	Quarterly	Reconciliation of hotel billing statements	Business office	Quarterly hotel expense increase over prior quarter	Review contract labor housing needs	Director of SS, Staff scheduler	Standard action plan



Shared Successes

- Centralized apartment allocation process
- Implementation of common calendar
- Improved ES scheduling
- Occupancy tracking
- Centralized bill contact
- 7S to limit supplies/trips



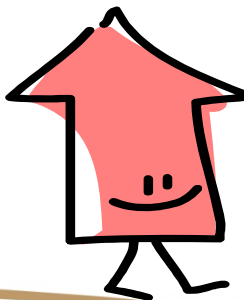
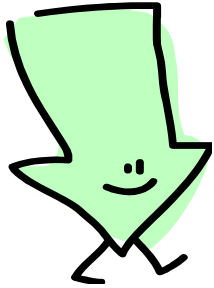
**7S project
reduced
cleaning
products for
the apartments
from 8 and a
cart to.....**



**....2
cleaning
products
and a tote !**



Average number of trips per week by Environmental Service for cleaning cut from 2.5 to 1!



Next Steps

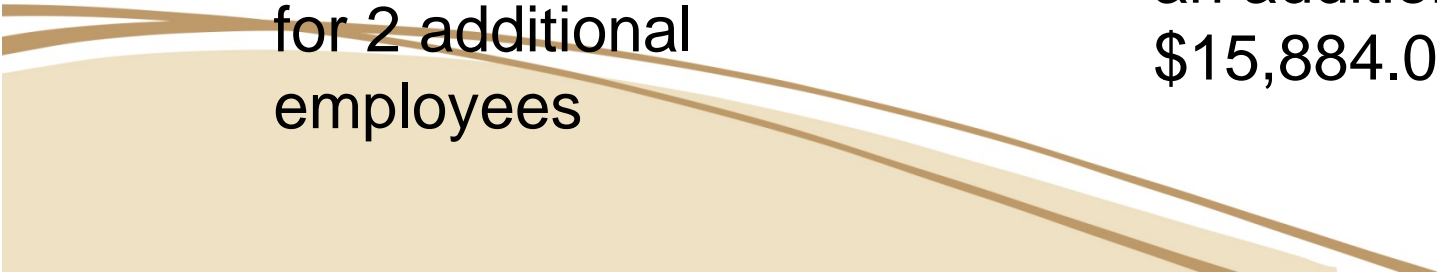


- Coordinate monthly apartment occupancy reports
- Streamline hotel statement reconciliation
- Monitor data to verify we meet the estimated \$20,600 or greater annual saving

Questions



After Implementation...

- Phase 1
 - Additional GMC owned housing utilized for Contract Employees, Newberry House holds up to 5 people.
 - An apartment was rented on South Sargent which allowed for 2 additional employees
 - July 2014 to June 2015
 - The Newberry house saved \$58,957.00
 - The South Sargent apartments saved \$10,429.04
 - GMC owned apartments resulted in an additional \$15,884.00
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After Implementation...

- Phase 2
 - After June 2015 the South Sargent apartment was discontinued in favor of 2 apartments closer to EMVH, the Plainview Apartments
 - Use of GMC apartments and Newberry house continues.



After Implementation...

- July 2015- March 2016
 - Plainview Apartments Total Savings \$50,285.00
 - Newberry House Total Savings \$36,372.00
 - GMC Apartments Total Savings \$ 11,015.00
- Total saved FY 2015 \$85,270.04
- Total saved YTD FY 2016 \$97,672.00
- GRAND TOTAL SAVED \$182,942.04

