



## UPMC SUSQUEHANNA

WILLIAMSPORT, PENNSYLVANIA

### QUICK STATS

PARTNER SINCE: 2007

HOSPITALS: 4

LICENSED ACUTE BEDS: 332

LONG-TERM CARE BEDS: 259

SERVES: 12-COUNTY AREA

FOUNDED: 1994

- Implemented on-site power plant, saving \$300,000 a year
- Received \$500,000 incentive from local electric utilities
- Streamlined out-of-service pump management, saving \$50,000 a year
- Improved supply closet management led to \$81,000 in savings at Williamsport Regional Medical Center alone
- New linen transport and usage has saved more than \$1.7 million since 2010

## UPMC SUSQUEHANNA SAVES ON COSTS WITH MORE EFFICIENT FACILITIES MANAGEMENT

Investing in the future of healthcare requires hospitals to run like a well-oiled machine. This calls for efficient operations that save on costs and facilitate further opportunities for advancement. In an effort to reach these goals ahead of plan, and think big, UPMC Susquehanna teamed up with Aramark.

The first step in this commitment was helping to fund an on-site power plant. This new system lowered heating costs and generated an annual savings of \$300,000. The health system also received a \$500,000 incentive from local electric utilities as part of the utility's E-power Custom Incentive Program. And the savings didn't stop there. Patients at risk for falls were given yellow gowns, making them easily identifiable to nurses. This small wardrobe change sparked a drop in patient falls, a result that has saved the hospital more than \$500,000 since implementation.

In 2010, three years after the partnership was launched, Aramark established a new role, that of unit leader. Unit leaders became responsible for all non-clinical

activities in their unit, providing proactive solutions as needed. When IV pumps became scarce, for instance, nurses began to stash theirs in various places to keep a supply on hand. This created various challenges — unnecessary inflation of inventory, improper servicing and wasted time searching for available pumps. By streamlining the maintenance of out-of-service pumps, the unit leader enabled easier access to pumps and more than \$50,000 in annual savings.

To keep operations running smoothly, unit leaders also took ownership of managing the supply closet. In addition to communicating out-of-stock items, and providing replacements in the interim, unit leaders also kept a close eye on items with low cycle turns to see if they were even necessary on the floor. At the Williamsport Regional Medical Center (RMC) alone, this led to a savings of \$81,000. An added benefit: The supply closets were standardized, so a unit leader could easily navigate its content if flexed into a different unit.

As the partnership thrived, Aramark continued to look for new ways to improve efficiency and lower costs. The team introduced observation-based immersion training and cross-training. Associates were trained to become multi-skilled associates (MSAs), removing the silo-based operation that was once in place. This paved the way for individual professional growth, greater opportunities for efficiency and multiplied cost savings.

Aramark identified a new process to streamline linen delivery. This new centralized inventory process was developed for all facilities, with items delivered in single bins. This helped to reduce linen usage and generate a total savings of more than \$1.7 million since 2010. The process drove down costs even more by reclassifying linens and using a multiple-warehouse approach to declutter facilities and optimize the use of space.

*"The health system has enjoyed a long-term relationship with Aramark. We have an adaptable team with quality personnel, leadership, programs and services that bring significant innovation to the customer experience."*

— VICE PRESIDENT OF ANCILLARY AND SUPPORT SERVICES,  
CHIEF ADMINISTRATIVE OFFICER

## CHALLENGES

### INEFFICIENT UTILITY SYSTEMS

Older utility systems led to greater costs for heating and electricity.

### LACK OF GO-TO PERSON FOR THE UNITS

Individual units lacked the go-to person necessary for proactive solutions on the floor.

### SILO-BASED OPERATIONS

Assigning associates to single tasks creates a more inefficient system.

## SOLUTIONS & RESULTS

### INVESTING IN AN ON-SITE POWER PLANT

The Aramark team helped find funding for a new on-site power plant. Heating costs decreased as a result, with an annual savings of \$300,000. Local electric utilities also provided a \$500,000 incentive to the health system as part of the utility's E-power Custom Incentive Program.

### ASSIGNING UNIT LEADERS

Aramark assigned unit leaders to manage all non-clinical activities for their respective hospital units. These individuals acted as the go-to problem solver for units, looking out for patterns and symptoms of problems to present potential solutions.

### EFFICIENT OPERATIONS ACROSS UNITS

By managing supply closets, unit leaders have optimized the management of various devices, reducing unnecessary inventory inflation and time wasted searching for items. In the case of out-of-service pumps, for instance, this new organization has led to \$50,000 in annual savings.

### TRAINING ASSOCIATES TO BE MULTI-SKILLED ASSOCIATES

To remove silos, Aramark cross-trained its associates and introduced observation-based immersion training. This increased growth potential created greater opportunities for efficiency and multiplied cost savings. One example: introducing the linen team to the transportation team prompted changes that generated more than \$125,000 in savings over the past year.

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advance your healthcare facilities?

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