



Remodeling of Sterilization Room

OHP Level 3 Facility, Toronto

Underlyte Project Management Division
Project Management Office

An OHP Level 3 Facility in Toronto needed remodeling and adding an additional sterilization machine for its growing surgery business. The clinic wanted to reduce associated sterilization costs in addition to improving the turnover time of sterilized equipment. They also wanted to make surgeries more profitable by doing a minimum of 6 to 8 surgeries in a day. Underlyte was engaged in initiating, planning, executing, and closing of this project. Besides the financial goals, the clinic was keen on improving, patient turnover time to 25-30 minutes, and OR utilization per day to 75% from the current 30%. The projects came in on budget and within established timelines. Underlyte in collaboration with the clinic management team brought on the right mix of experienced healthcare professionals to manage the project and complete it in less than 18 weeks. Using the combination of knowledge and experience, and expertise of the vendors and design team, the team executed the project and achieved all the metrics originally identified within a much shorter time than envisioned.

Underlyte successfully completed and handed over the remodeled sterilization room and additional equipment to the facility.

The Client's Challenges

The primary challenges facing the team:

- During the assessment phase of identifying the best approach for achieving the identified performance goals, the Clinic's executive leadership reduced the time to achieve the goals from 36 weeks to 18 weeks
- Existing sterilization machine had to be repositioned to accommodate the new machine and washer
- Plumbing and electrical work had to be redone in the room to accommodate new equipment
- The sinks in the dirty area along with storage units had to be moved
- The original vendor could not deliver the sterilization machine on time and so midway the vendor was changed
- Meet CPSO and IPAC regulations and standards
- The original vendor delivered the washer/disinfector well after the agreed delivery date
- The Clinic staff and surgeons had some difficult days managing their work due to construction noise
- The clinic sterilization staff had to be trained on the new equipment
- There was a shortage of materials and labor as the project was to be done during the COVID-19 pandemic lockdown period

Underlyte's Solutions

- Underlyte managed all aspects of the project including vendors and provided solutions to vendors facing shortages of supplies and labor.
- Underlyte team provided documentation and managed budget and resource management, organizational change management, strategic communications, risk management, and financial planning and combined them with project management best practices.
- Underlyte facilitated and executed all the project activities. The team used tools and templates and executed several deliverables that were critical to the success of the project, for example
 - Progress tracking report
 - Budget tracking report
 - Cost management report
 - Project-level tracking report
 - RAID report

Underlyte's team:

- Staffed recovery area with highly experienced healthcare professionals
- Changed the OR rental rates to recover the costs incurred on this project

- Helped clinic with onboarding of staff
- Helped clinic sign sterilization consumables and maintenance contract with the new vendor
- Helped the clinic with the business process and IT
- Initiated and managed several oversight processes, such as:
 - Chartered the project and team within the program
 - Designed, developed, and implemented a fully integrated communications strategy and plan to keep the clinic informed at different levels
 - Organized the clinic for Successful Transformation
 - Facilitated ongoing communication between the business and IT functions and resolution of any issues to ensure deliverables and milestones were achieved as planned
 - Created and executed risk, issue, and dependency management processes and reporting
 - Prepared budgets, established financial management controls, and led financial reporting
 - Identified and managed the interdependencies and timing of the project
 - Developed and monitored the integrated work plan at the program level
 - Provided project performance monitoring and reporting

The Results

- As a result of the team's support and services, the clinic achieved all its goals
- Reduced operations costs and achieved the related performance benefits associated with customer service.
- The clinic had consistency in the management, messaging, and transparency across the surgical and non-surgical teams.
- Underlyte met the budget and the established timelines.
- Other benefits that the clinic achieved were customer satisfaction and a reduction of system waste through improving operational efficiency and improved compliance with regulatory requirements