Case Study – Sun Country Health Region

In 1998 the South Central Health District had a solid infrastructure of enterprise and desktop systems deploying the usual standard operating environment (financial systems, Office, etc) but did not have an organized suite of applications to support the Maintenance and Facility Management functions. The SCHD had two main hospitals and 8 smaller Health Centers. Most were older buildings and in various states of repair. Maintenance funding was insufficient, particularly as changes within the health system were driving closures/consolidations and renovations. Even so, the SCHD was still one of the more successful Health Districts at maintaining it's properties because their Physical Plant centrality managed maintenance to the District. However, there was a need to implement a more structured and formal approach to Preventative Maintenance.

1998	
	- The Director of Physical Plant, Don Rose, and the V.P. of Finance Ken Adams make a decision to implement technology into Physical Plant Management and hire CADD:FM to conduct a Feasibility Study.
	- CADD:FM implements the Plan, starting with the collection of the existing CADD drawings of past projects from the Architects/Engineers and then begins creating the Space Inventory.
	- A Computerized Maintenance Management System (CMMS) software, PMC2000 (by DPSI Inc) is installed. A CMMS dispatch person is hired. CMMS procedures and Standards are implemented. **Demand Work Orders are generated** and a Close Out process enforced (Tammy makes this system work day to day).
	- **CADD Library/Space Inventory completed**, is linked to PMC. Management viewing software implemented to allow use of CADD Resources.
	- **Tactical applications** using the Space Inventory are explored: Keys Management, Project Tracking, Housekeeping, Furniture Inventory, Building Assessment. **Layers of information** are created in the CADD Library, ex. Code Red Signage.
	- **Management Reporting** of CMMS data developed using Crystal Reports – custom editable reports provide comprehensive breakdown of maintenance functions. Reports also identify where there is incomplete or inconsistent data.
	- New V.P., Lloyd Searcy, continues support, expects results.
	- CMMS standards and procedures are re reviewed, particularly data naming conventions, system matures
	- SCH *District* becomes Sun Country Health *Region* - now have 26 buildings over a region stretching 500 km.
	- Space Inventory expanded to include new sites, (ongoing).
	- **Preventative Maintenance** module within PMC2000 is implemented. One person, (Emile) in SCHR identified to identify PM requirements (Schedules/Procedures) and build the data in PMC2000. Methods for Wide Area distribution and return of Work Orders (both PM and Demand) are implemented.
	- **Parts Inventory** implemented, **Cost Centre** numbers used to track all costs. Management Reporting adjusted. New large central hospital commences construction – all systems expanded to include. Make effort to collect relevant M&O data during construction
	- Professional engineer comes on staff, Brain Cowan, bringing a method for doing **Technical Building Evaluations** – system built into ISIS. Evaluations of existing buildings begins.
2004	- All systems migrated to **Citrix Server** so that theses resources are available to staff everywhere in Region.

The Sun Country Health Region Physical Plant was/is successful because of one reason – **people**. It started with a Director of Physical Plant who had a vision. He was fortunate to have executive management who were/are willing to invest in the future and not just 'survive' with a breakdown mentality (no coincidence that this Region maintains a surplus every year). The Director created a team made up of the employees of SCHR Physical Plant, SCHR I.T., and CADD:FM. Most importantly, it was made clear by the Director that this is how the maintenance business shall be conducted in SCHR Physical Plant. Now it is to the credit of front line maintenance people, the Chris', Larry's, and Brian's out there who can take pride in having one of the best Maintenance departments in Health.