

ALN Healthcare Asset Leadership Board Presentation and Panel

**Art Kurland, Director, Capital and Asset Management,
University Health and ALN Senior Fellow**

Tia Maragos, Principal, Andrew James Advisory Group

Ezra (Ed) Safdie, Director, Grant Thornton

University Health: An Ongoing ISO 55001 Certification Journey

ALN Healthcare Asset Leadership Board Presentation and Panel



Art Kurland, MBA, CITAM, CPPA
ALN Senior Fellow

Director - Capital & Asset Management
University Health
San Antonio, Texas

Mr. Kurland initiated and implemented the first ISO 55001 Certification for a hospital in the world. He re-formed the Asset Management Department at University Health and dramatically improved its effectiveness. Mr. Kurland has been a consultant and has worked at a variety of companies dealing with many asset types.



Values and Benefits from Asset Management

University Health

Healthcare

San Antonio, Texas, USA

With more than **8,600 employees** University Health is one of the largest employers in the metro area

More than **1,900** physicians and resident physicians

Operating budget of **\$2.02 billion** in 2020

Organizational Context

- Strategic vision to be the premier health system in Texas
- Committed to delivering patient-centered, culturally competent and high-quality health care, based on outcomes-based research and innovative teaching
- Triple Aim goals of: Improving quality, Safety, and Outcomes; improving the patient experience; improving efficiencies and improving access to care
- Assurance to the residents of Bexar County that property tax dollar investments are being accounted for



Locations and phone numbers



Hospital & Emergency Departments

- 1 University Hospital
4502 Medical Dr. • 210-358-4000
Adult Emergency Department
Sky Tower, Level G
Women's Emergency Department
Horizon Tower, Level 4
Children's Emergency Department
Horizon Tower, Level G
(Main Entrance on Merton Minter Dr.)

ExpressMed Walk-in Care

- 2 ExpressMed at Medical Center Pavilion
4647 Medical Dr. • 210-358-8145
- 3 ExpressMed at Robert B. Green Campus
903 W. Martin St. • 210-358-3400
- PediExpress at Robert B. Green Campus
903 W. Martin St. • 210-358-3400
- 4 ExpressMed at University Health Lucky Ranch
11930 US Hwy. 90, Ste. 110 • 210-444-2500

Clinics & Outpatient Centers

- 5 Babcock
2425 Babcock Rd. • 210-358-8900
- 6 Breast Imaging Center at Mays Cancer Center
7979 Wurzbach Rd. • 210-644-8850
- 7 Dialysis South
3750 Commercial Ave., Ste. 110 • 210-921-5620
- 8 Dialysis Southeast
1407 Fair Ave. • 210-358-5780
- 9 Dialysis West at Texas Diabetes Institute
701 S. Zarzamora St. • 210-358-7300
- 10 Dominion Crossing
21727 IH 10 West, Ste. 103 • 210-644-1200
- 11 Dr. Robert L.M. Hilliard Health Center
919 Locke St. • 210-644-8700
- 12 Edgewood
911 Enrique M. Barrera Pkwy. • 210-644-8050
- 13 Family Health Center - North
302 W. Rector St. • 210-358-0800
- 14 Family Health Center - Southeast
1055 Ada St. • 210-358-5515
- 15 Family Health Center - Southwest
2121 S.W. 36th St. • 210-358-5100
- 16 Heart Station
Medical Arts & Research Center [MARC]
8300 Floyd Curl Dr., 3rd floor • 210-644-8201

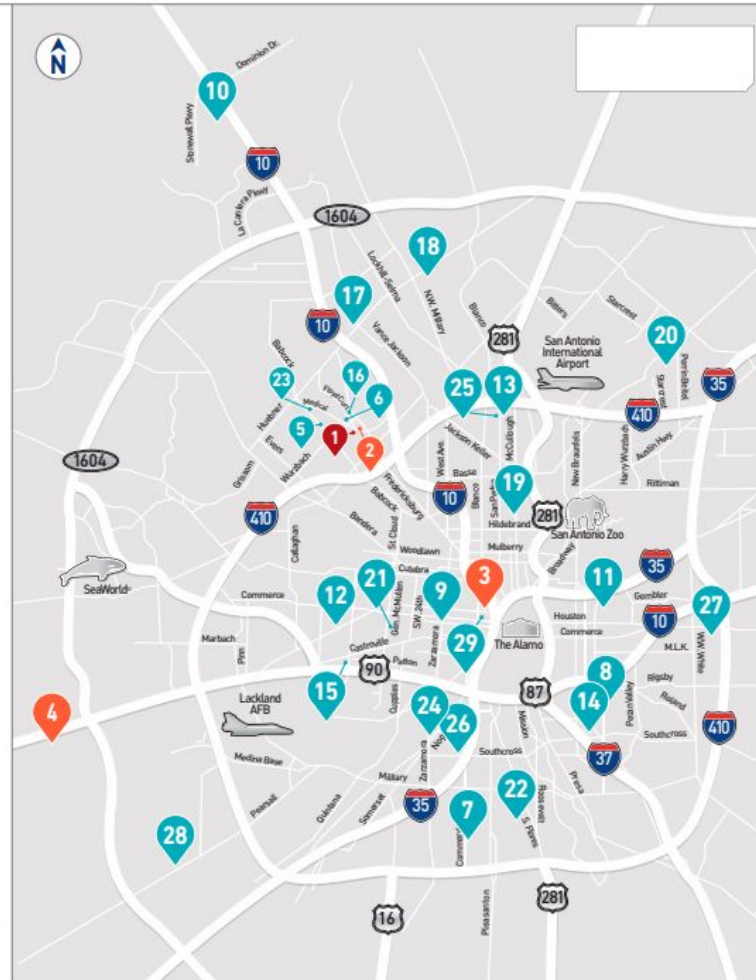
- 17 Huebner Commons
11703 Huebner Rd., Ste. 104 • 210-644-2300
- 18 Inwood
15102 Huebner Rd. • 210-644-2400
- 19 Kenwood
302 Dora St. • 210-358-8255
- 20 Medical Center Pavilion
4647 Medical Dr. • 210-358-8145
- 21 Naco Perrin
4020 Naco Perrin Blvd. • 210-358-8255
- 22 Robert B. Green Campus
903 W. Martin St. • 210-358-3400
- 23 Salinas
630 S. General McMullen St. • 210-358-8255
- 24 South Flores
7902 S. Flores St. • 210-358-8255
- 16 Surgery Center
Medical Arts & Research Center [MARC]
8300 Floyd Curl Dr., 2nd floor • 210-644-9300
- 9 Texas Diabetes Institute
701 S. Zarzamora St. • 210-358-7000
- 23 Westgate
5282 Medical Dr. • 210-644-2100
Women's & Children's - Suite 240
Primary Care - Suite 250
- 24 Zarzamora
4503 S. Zarzamora St. • 210-358-8255

CareLink Offices

- 3 CareLink - Main Office
903 W. Martin St. • 210-358-3350
- 25 CareLink - North
126 W. Rector St., Ste 116 • 210-358-3350
- 14 CareLink - Southeast
1055 Ada St. • 210-358-3350
- 15 CareLink - Southwest
2121 S.W. 36th St. • 210-358-3350

School-Based Clinics

- 26 Collier School-Based Clinic
Collier Elem., 834 W. Southcross • 210-644-1500
- 27 Davis School-Based Clinic
Davis MS, 4702 E. Houston St. • 210-644-2050
- 28 Southwest School-Based Clinic
11914 Dragon Lane, Bldg. 303 • 210-644-7770
- 29 Talolla School-Based Clinic
Talolla MS, 1303 W. Cesar E. Chavez • 210-644-2000



7/9/21



Focused on excellence. Achieving results.

Magnet: The “Gold Standard” in patient care
5% of U.S. hospitals



Specialized care:



Good health, safety & supporting our community:



Technology, employee learning & efficiency:



Values and Benefits from Asset Management

Objectives of the Asset Management Project / Activity

University Health Financial Controller ensures that the Capital and Asset Management department goals, established by the Director of Capital and Asset Management are in alignment with University Health objectives.

The Asset Management Assistant Director supervises the Asset Management Coordinator, Specialist, and Technicians and ensures that work order requests are completed timely, facility inventories are conducted annually or when necessary, and that Asset Management Staff are in compliance with established processes and procedures.



ASSET MANAGEMENT COUNCIL



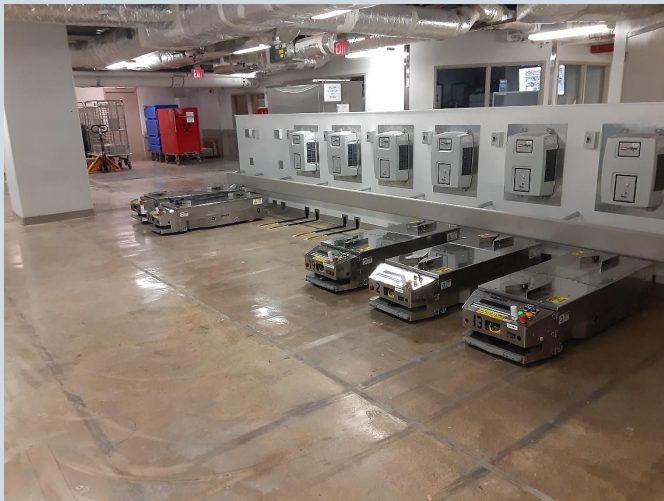
Asset Leadership Network

Values and Benefits from Asset Management

Objectives of the Asset Management Project / Activity

The Asset Management Assistant Director, in conjunction with the Director, creates department processes and procedures, and conducts asset management related training sessions to external departments.

Improve efficiency, increase accuracy, improve patient experience, improve employee satisfaction, reduce risk, improve safety, reduce wasted time, improve utilization of existing assets, improve ancillary revenue from sale of assets. Ensure highest organizational value from assets.



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Values and Benefits from Asset Management

Scope of Asset Management Project / Activity

MANAGEMENT OF ASSETS FOR PERSONAL PROPERTY LIFECYCLE
Lifecycle Processes and Monitoring for Hospital Personal Property



- o Acquisition
- o Delivery
- o Storage
- o Transfers
- o Returns/Exchanges
- o Inventory
- o Disposal
- o Reconciliation
- o Reporting



Values and Benefits from Asset Management

Key Challenges of the Asset Management Project Activity

- No Hospital-wide Personal Property Asset Management System
- Antiquated and not proactive Personal Property Asset Management System
- Departmental Silos that are inherent in a large organization
- No existing training about Personal Property Asset Management for AM Department



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Asset Leadership Network

Values and Benefits from Asset Management

Key Challenges of the Asset Management Project Activity

Key Factors to Overcome Challenges

- Hospital staff are familiar with the benefits of certification and were open to learning how to improve
- Top Leadership supported the Asset Management initiatives
- Existence of organizations such as ISO and National Property Management Association to provide information and education about improving personal property asset management
- Asset Management Council and Asset Leadership Network offer excellent programs and certifications



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Values and Benefits from Asset Management

Outline of the Asset Management Activity

- 1) **Observed opportunity** to improve personal property asset management
- 2) **Obtained information** about how to improve and trained AM staff
- 3) **Initiated initial activities** to prove value of improved personal property asset management
- 4) **Sought top leadership support** to commit to ISO 55001 certification
- 5) **Established support** from departmental leaders
- 6) **Worked across departments** to establish processes and procedures to benefit the organization
- 7) **Obtained the first ISO 55001 certification for a hospital in the world**
- 8) **Enacted Continuous Improvement**
- 9) **Obtained ISO 55001 Recertification** with expanded scope
- 10) **Informed IT and Facilities Departments** on how to improve their asset management processes



Values and Benefits from Asset Management

Measurable Value of Asset Management Project / Activity

- **Saving clinic staff time** – 700 hours per year
 - Clinical staff can use that time savings to focus on patient care
- **Increased revenue** from sales of unneeded assets - (approximately \$260,000 in revenue per year)
- **Saving money** by making assets available for reutilization - (approximately \$250,000 savings per year)
- Initiated metal and electronics **recycling** – 220,000 pounds per year (\$6,000 in revenue per year)
 - Environmental impact reporting to the State is improved
 - Landfill reduction
 - Recycling electronics reduces information management risks
- **Manage limited space** more efficiently
- **Updated Corporate Policy** with full leadership support for continuous improvement (Section 5.2)
- **Asset Management Governance Committee** formed – stakeholder needs & expectations (Section 4.2)
- More than **300 departments** actively participate in the AM Program
 - Improved communication across departments leads to innovations and unplanned improvements



Values and Benefits from Asset Management

Lessons Learned and Insights Gained from Asset Management Project / Activity

- Enhanced organizational reputation for completing ISO 55001 certification and recertification
- Increased industry awareness about the use of ISO 55001 for personal property asset management
- Not all goals need to be achieved immediately in order to have dramatic, positive impact
- Map existing processes and make incremental improvements while incorporating the current practices to avoid pushback and resistance
- **Be patient** – it is a marathon, not a sprint
- Don't be afraid to learn from mistakes – such as learning the politics of your organization the hard way



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Asset Leadership Network

Values and Benefits from Asset Management

An International Web Program Series of Asset Management Success Stories

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Author of

“Herding Cats:

Applied Personal Property Asset Management Principles for Hospitals”

Course Available

info@AssetLeadership.net



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