Lower Mainland Biomedical Engineering

Providence Healthcare is the lead organization for Lower Mainland Biomedical Engineering (LM BME); Executive Director Chris Buck leads the consolidated department.

SERVICES

Lower Mainland BME manages medical technology through the entire life cycle from the facilities/program/service planning stage to disposition.

SCOPe

The department employs approximately 170 staff across 14 locations.

All Lower Mainland Biomedical Engineering staff became employees of Providence Healthcare in 2012.

In addition to forming a consolidated structure and achieving savings, the service has for example:

• centralized its after-hours on call services, leading to more consistent quality service delivery and reduced duplication across the region
• begun to improve the management of medical technology by standardizing its processes according to national or provincial standards
• managed to utilize the size of the Lower Mainland department to negotiate better conditions with suppliers

Contact:

Chris Buck, Executive Director
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Vancouver Coastal Health is the lead organization for Lower Mainland Business Initiatives and Support Services (LM BISS); Vice President David Handley leads the consolidated department.

SERVICES

Lower Mainland Business Initiatives and Support Services manages patient and retail food services, housekeeping, laundry, waste management, and patient transportation and tests new service and business models to improve service quality and cost sustainability. The BISS team pioneered large scale contracting out of select non-clinical services in 2003 and began consolidating similar units across the organizations two years before the LMC program was launched. LM BISS provides contract and project management expertise to other departments and runs the Collaboration Council Program Management Office (formerly the Lower Mainland Consolidation Program Management Office), the central coordinating body for LMC.

SCOPE

The department serves 63 locations across the Lower Mainland. It is responsible for cleaning 10 million square feet of space, processing 40 million pounds of soiled laundry a year, serving 25,000 meals daily and transporting 80,000 patients annually, all within the quality standards for health care. To deliver these services, BISS manages contracts with over 20 vendors, which in turn deploy 2,600 staff across the facilities. BISS also directly employs approximately 510 staff, largely for its in-house food operations. Of the BISS budget, food alone accounts for 43 per cent, Housekeeping for 35 per cent and Laundry for 10 per cent.

In addition to forming a consolidated structure and achieving savings, the service has for example:

- developed and established integrated, standard quality service models that are considered an innovation in outsourced support services in BC
- moved to several new contracts following contract renegotiations for standardized services and processes
- introduced innovation at almost every site to reduce food waste and laundry utilization, raise housekeeping quality and roll out sustainable improvements in food service

CONTACT:

David Handley, Vice President david.handley@vch.ca
Lower Mainland Facilities Management

Fraser Health is the lead organization for Lower Mainland Facilities Management (LM FM); Chief Facilities Operating Officer Paul Becker leads the consolidated department.

SERVICES

Services include Facilities Maintenance, Operations and Planning; Real Estate, Leasing, Property and Asset Management; Capital Projects, Energy and Environmental Sustainability, and support for Public-Private Partnerships.

SCOPE

The department employs approximately 700 staff and manages over 20 million square feet of space.

All Lower Mainland Facilities Management excluded staff became employees of Fraser Health in 2012.

In addition to forming a consolidated structure and achieving savings, the service has for example:

- consolidated its administrative offices at two central hubs and initiated a “Flexible Workplace” program to support mobile working arrangements
- begun to improve client service and standardized work flow through an Integrated Workplace Management System based on best practices
- completed a plan how to take advantage of efficient leasing and real estate opportunities across the Lower Mainland
- improved support for capital projects based on best practices
- launched a regional environmental sustainability strategy including the “Cut the Carbon Community”, an innovative social media application

CONTACT:
Paul Becker, Chief Facilities Operating Officer
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Lower Mainland Health Information Management

Providence Healthcare is the lead organization for Lower Mainland Health Information Management (LM HIM); Executive Director Yoel Robens-Paradise leads the consolidated department.

SERVICES

LM HIM includes Registration, Transcription, Coding and Records Management.

SCOPE

The service employs approximately 1,500 staff across 36 locations.

All Lower Mainland Health Information Management staff became employees of Providence Healthcare in 2011.

In addition to forming a consolidated structure and achieving savings, the service has for example:

- improved support for seamless patient journeys through shorter data turnaround times (e.g. 32 per cent in Coding), better data quality, and state-of-the-art patient registration kiosks
- standardized physician documentation to support continuity of care and patient-focused funding
- co-located Transcription staff in Vancouver at one central hub

CONTACT:

Yoel Robens-Paradise, Executive Director
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The Provincial Health Services Authority is the lead organization for Information Management Information Technology Services (IMITS); Chief Information Officer Barry Rivelis leads the consolidated department.

**SERVICES**

IMITS provides IMIT solutions that support clinical outcomes for every citizen in British Columbia. The department is comprised of three portfolios: Provincial, Collaboration & Enterprise Solutions; Clinical Solutions; and Client Experience & EHSC (the IT group supporting the Emergency Health Services Commission).

Technology Services (provided by Health Shared Services BC), Health Information Management, and Fraser Health IMIT are not part of IMITS.

In addition to forming a consolidated structure and achieving savings, the service has for example:

- consolidated office space to two central office locations
- integrated BC Ambulance Services’ Information Management department into its structure and made system and infrastructure changes for integrated financial management with this service
- avoided significant costs through continuous quality improvement efforts

**SCOPE**

IMITS employs approximately 400 staff at two main Vancouver offices who support agencies, health service delivery areas, and departments across PHC, PHSA and VCH.

All IMITS staff became employees of the Provincial Health Services Authority in 2010/11.

**CONTACT:**

Barry Rivelis, Chief Information Officer
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Integrated Protection Services

Fraser Health is the lead organization for Integrated Protection Services (IPS). Executive Director Jeffery Young leads the consolidated department.

SERVICES

The department is responsible for protection/security, parking and photo identification services.

SCOPE

IPS has 30 employees and works with approximately 250 contracted staff at 40 facilities. Parking manages over 15,000 stalls.

All Lower Mainland Integrated Protection Services excluded staff became employees of Fraser Health in 2013.

In addition to forming a consolidated structure and achieving savings, the service has for example:

• increased staff and patient safety through a Lower Mainland Targeted Violence Threat Management Program
• created more secure yet accessible facilities through improved, standardized security systems and reporting at security operations centers and sites
• streamlined its 24/7 on-call protocols
• created more efficient parking systems through further automation

CONTACT:

Jeffery Young, Executive Director
jeffery.young@fraserhealth.ca
Interpreting Services

The Provincial Health Services Authority is the lead organization for Interpreting Services (IS); Corporate Director Kiran Malli leads the consolidated department.

SERVICES

The department provides verbal interpreting services on site and over the phone, as well as related back office activities such as intake, scheduling, interpreter contract management and program development.

SCOPE

Interpreting Services works with over 350 contract interpreters serving 35 sites and with 11 employees at three locations.

All Interpreting Services staff became employees of the Provincial Health Services Authority in 2011.

In addition to forming a consolidated structure and achieving savings, the service has for example:

- moved to central scheduling and established online-booking for advance requests
- standardized contracts and processes
- improved its overall ability to address growing demand with the available resources

CONTACT:
Kiran Malli, Director
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Vancouver Coastal Health is the lead organization for Integrated Medical Imaging (MI); Executive Director Sue Avery leads the consolidated department.

**SERVICES**

Medical Imaging includes Radiology, Angiography, Computed Tomography, Magnetic Resonance Imaging, Ultrasound, Diagnostic Breast Imaging, and specialty procedures. Nuclear Medicine and Diagnostic Cardiology are included at Fraser Health sites.

PET Imaging, the Screening Mammography Program of BC and Cardiology Services are not included.

**SCOPE**

Integrated Medical Imaging employs approximately 1,400 staff at more than 30 locations.

All Medical Imaging staff became employees of Vancouver Coastal Health in 2011.

In addition to forming a consolidated structure and achieving savings, the service has for example:

- created more consistent, regional service delivery that frees up capacity for more equitable access
- performed more than 57,000 additional MRI and other exams over the past year, significantly reducing patient wait times
- improved quality and patient safety through standardized processes based on best practices, e.g. new Physicist positions improve radiation safety

**CONTACT:**

Sue Avery, Executive Director
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Lower Mainland Pathology and Laboratory Medicine

The Provincial Health Services Authority is the lead organization for Lower Mainland Pathology and Laboratory Medicine (LM LAB); Vice President John Andruschak leads the consolidated department.

SERVICES

The department delivers all publicly provided laboratory services in the Lower Mainland.

SCOPE

Lower Mainland Pathology and Laboratory Medicine employs approximately 1,900 staff and physicians across 32 laboratory sites.

In addition to forming a consolidated structure and achieving savings, the service has for example:

- begun to integrate the various Laboratory Information Systems in the Lower Mainland to improve efficiency in test ordering and access to test results
- created a single administrative team to oversee the operations and transformation of Laboratory Services
- formed laboratory discipline-based teams who find opportunities to improve quality and generate efficiencies
- initiated renegotiations to consolidate contracts and supply purchases

CONTACT:

John Andruschak, Vice President
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Lower Mainland Pharmacy Services

Fraser Health is the lead organization for Lower Mainland Pharmacy Services (LM PS); Executive Director Michele Babich leads the consolidated department.

SERVICES
Lower Mainland Pharmacy Services (LM PS) provides facility-based pharmaceutical services and is comprised of eleven functional areas: Medication Safety and Quality Improvement, Information Systems and Technology, Medication Use Evaluation, Parenteral Services, Residential Care and Mental Health, Business Support, Community-based Pharmacy Programs, Pharmaceutical Production, Professional Practice and Education Programs, Drug Procurement, and Medication Order Management.

In addition to forming a consolidated structure and achieving savings, the service has for example:
- improved patient safety through a standard medication safety tracking and monitoring tool
- started to install efficient, automated dispensing machines
- supported the development of one aligned BC Health Authorities Formulary

SCOPE
Approximately 900 employees provide services at 38 hospital pharmacy locations.

All Lower Mainland Pharmacy Services staff became employees of Fraser Health in 2012.

CONTACT:
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michele.babich@fraserhealth.ca
Collaboration Council Program Management Office

The Collaboration Council Program Management Office (CC PMO; formerly the Lower Mainland Consolidation Program Management Office LMC PMO) is led by Vice President David Handley and reports to the MoH’s Assistant Deputy Minister Lindsay Kislock, Chair of the Collaboration Council (CC).

SERVICES FOR CC

The CC PMO is the centralized, neutral, co-ordinating body for the provincial Collaboration Council. The CC PMO facilitates the LMC program, identifies opportunities, develops strategic recommendations for the Collaboration Council, fosters effective program and project management, engages stakeholders, drives resolution of systemic issues through working groups, identifies interdependencies across the program, ensures implementation of common/practical solutions and identifies provincial opportunities to collaborate.

A small team coordinates the CC program across the seven health organizations and their currently eleven consolidated services.

CONTACT:

David Handley, Vice President
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