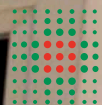


Policlinico di Sant'Orsola



SERVIZIO SANITARIO REGIONALE
EMILIA-ROMAGNA
Azienda Ospedaliero - Universitaria di Bologna

INNOVATIVE HEALTHCARE FACILITY MANAGEMENT FOR PEOPLE

JUNE 2015

EcoQUIP

Delivering Efficiency, Quality and Sustainability in Healthcare



MARKET SOUNDING PROSPECTUS

WE INTEND TO QUALIFY THE EXPERIENCE OF PATIENTS, IMPROVE PROFESSIONAL STAFF LIFE, ENSURE WELL BEING AND ENVIRONMENTAL HYGIENE FOR ALL PEOPLE HAVING TO LIVE IN THE HOSPITAL, THROUGH INTEGRATED LOW CARBON INNOVATIVE SUSTAINABLE SERVICES

This document is a tool aimed to explore the market in order to obtain advanced information on services and to open a dialogue with the operators of the entire supply system. The results will be used to guide the strategy of the tender, as well as to shape the tender and the related technical specifications.

“The Hospital stands out for its excellent ability to innovate in health care, both in research and at clinical level. The comparison of clinical and professional is a profound value of our organizational identity. We are recognized both nationally and internationally for these skills and values. This announcement is the result of an innovation process started two years ago with the intention to spread this ability to innovate to all welfare services for people”

Mario Cavalli, General Manager

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INTRODUCTION

The University Hospital of Bologna (Italy) - **AOSP** from now on - intends to launch a tender for the organization and management of a system of user-centered soft-services structured with a logic of integration, innovation and sustainability. The awarding process will be completed indicatively by 2015, in order to activate the contract at the beginning of year 2016.

The service system is based on combining in a joint effort the following main activities:

- cleaning and sanitizing,
- service of washing and rental of linen and uniforms of the operators,
- transport and logistics of things (biological material, medical equipment, medicines,
- food, office supply and administrative materials, surgical instruments, etc...),
- escort and internal transport of patients.

These services are designed as an **integrated system**, and should therefore be managed by a single organization that will take over both service management, in different specialties, and synergies from integration, coordination, monitoring and control of the services.

The services will be allocated mainly within the Hospital premises.

AOSP in addition to the area between the streets Massarenti and Mazzini, owns two Historical Archives located in Minerbio (Bologna) and a car park for the employees in Via Zaccherini Alvisi, which must be served.

AOSP believes this is an opportunity to redesign support services that are not strictly charitable, exploring the market aiming to find innovative procurement models. It has been made a full evaluation of the approach to user's needs in hotel services and of contracts as a whole. The intention is to open to new ideas, technologies, innovative solutions and alternative management approaches that shall cover all the services and their supply.

The objective is the realization of a system of services that substantially improves the response to the needs of the patients, of the medical staff, of all the operators and users of the Policlinic, guaranteeing the highest respect for the dignity, wellbeing and safety of all persons.

Some services may require collaboration between internal personnel and operators of outside operators. The internal structure that is in charge of the service government is the People-centered Soft services Unit (SSP "Servizi supporto alla persona"), from now on **SSP**.





CONTEXT

The University Hospital of Bologna is one of the largest university hospitals in Italy. It is located in the heart of the city of Bologna, with 27 pavilions on an area of about 1.8 square kilometers. In the course of 2015 it will activate the new Polo Cardio-Thoracic-Vascular covering 37,000 square meters. Medical and administrative activities are organized into 84 operational units. The Hospital has a total of 1,583 beds, 72,000

in-patients annually and it provides annually about 4 million specialist medical services for outside patients. The staff, including university professors, amounts to approximately 5,500 units.

The persons daily present in the premises of the Hospital (employees, students, patients, visitors and suppliers) are about 20,000.



MEETING THE MARKET

In 2013-14 AOSP, in particular through the activity of the SSP, has carried out a deep analysis on the met and unmet needs of internal and external stakeholders, and has identified the key elements around which redesign service.

It has also been accomplished an exploration of market best practices at national and international level in order to identify effective and innovative solutions.

With the present document and Prior Information Notice a period of consultation with the market will start, prior to the race and of the tendering process, which aims to create greater awareness and precision in shaping the requirements.

AOSP is interested in the experiences of all parts involved in the supply chain that can:

- respond adequately to the needs of quality of service on the activities concerned
- contribute to achieve specific improvements in one or more aspects of the solutions required
- help with the development of a completely new, comprehensive and innovative solution
- facilitate a process of incremental improvement through a gradual change in the short, medium and long term.

“The purpose of the pre-consultation process of the market is to obtain feedback from the whole supply chain of providers with regard to feasible and sustainable solutions, and at the same time to achieve an innovative contract that allows us to respond effectively to both the identified and the unmet needs. The aim is to enhance a continuous improvement process for service quality and budget”.

Marco Storchi, Director of SSP People-centered Soft Services.



Timing

The Market Sounding and the successive process for granting the contracts will proceed according to the following timeframe (updates and changes on the website:

<http://www.ausl.bologna.it/per-le-imprese/bandi-e-procedure-in-corso/auslbandogara.2015-06-09.3678170544>):

- **1 July 2015** - public presentation of the tender strategy, of this Prospectus and other relevant issues matter of confrontation. The Details of this Market Sounding Prospectus will be presented to all interested parties (stakeholders) at the Polyclinic headquarter (participation is not mandatory)
- by **31th July 2015** - Return by all stakeholders of the exploratory questionnaire "Questionnaire Integrated Services of Support to the person" and any hearings / depth meetings. The questionnaire is a structured collection of market feedback to AOSP in relation to issues relevant to the tender invitation. The questionnaire is available on the website indicated above, and is to be returned completed by mail at dssp@aosp.bo.it)
- by **31 August 2015** transmission to the European Commission (TED) and start the tendering process.

"The process of pre-consultation of the market tends to encourage the stakeholders of the specific industries to detect the state of the art of innovative products and services and explore ideas emerging from research & development projects throughout the supply chain".

Rosanna Campa, Director of Purchasing Office

THE PROJECT TEAM

The requirements for hotel services provision have been developed by a inter-disciplinary team formed by SSP in collaboration with:

- medical and nursing staff (several internal audit from wards, surgery groups, ambulatory services),
- general management and management of specific areas (Health Directorate, Nurses Directorate, Unit of Hygiene, Evidence-based Nursing Center, Chief of the Information and management control Systems Unit)
- representatives of other Health Agencies and of healthcare best practice sorted out from the National Health Service SSN.
- representatives of International Healthcare Agencies and partners of EcoQUIP European project <http://www.ecoquip.eu/>



IMPROVING PATIENT EXPERIENCE

AOSP intends to procure services that will improve hospitalized patients' experience.

It aims to develop a system of **hotel-services that enhances well-being, comfort and security of the person within our structure.**

We intend to improve the comfort and safety in healthcare while respecting the dignity of the person, first of all of the patient, considering relevant the effect of the physical and functional environment of the services on the perception and the emotions of the patient himself.

To be sure of being received and treated in a friendly and safe way, plays a significant role in improving the patient experience.

"Citizens must have answers not only to their health needs, but also for the needs of reception and tranquility, very important when the patient is outside his home, especially in time of fragility in which they are in the circumstances of hospitalization. Even their relatives should be supported in such moments!"

Head Nurse

Not all the patients are the same, and we aim to offer personalized services designed upon different patients' needs, therefore our goal is to stimulate in our suppliers the awareness for offering services designed considering the specific needs of different typologies of patients.

The main typologies of patients hospitalized at AOSP are:

- Inpatients (long stay DO or a day-long stay DH)
N° posti letto totali: 1.442 (DO) + 115 (DH) .
Ordinary inpatients per year: 52.820
Day hospital inpatients: 14.134
- Patients undergoing Surgery
Number of surgery interventions: 20.762 (DO+DH) + 3.427 (births)
- Emergency admissions
Number accesses: 143.372
- Outpatients
Outpatients visits: 3.077.885



SUPPORTING HEALTHCARE PROFESSIONALS

In the last years, public healthcare has gone and still going through processes of deep reorganization, spending review and hiring freeze.

We plan to support staff addressing in particular the following needs:

- 1) Support services facilitating clinical activities and removing obstacles.

“In my ward I have a very fast beds occupancy rotation and each room has numerous beds, therefore they are rarely completely empty, in spite of that, I do not want to miss the periodic cleaning of the rooms!” [head nurse]

“I cannot waste time on the phone to book services necessary for my patients, I want more direct and easy possibilities for doing that.” [intensive care nurse]

- 2) Support services managed by external personal in synergy / well coordinated with the services provided by internal staff.

“Most of the day, my aid nurses have to be outside for logistic tasks! I need that they can devote more of their time to their main tasks!” [head nurse of surgical unit]

“We have several hundreds of operative nurses and nurse aids that should be dedicated to the patients’ assistance, and from a rough collection of internal data we realized that a quarter of their time daily is devoted to logistics! (the Managers)

- 3) Coordination and integration of internal and external activities with reference to the typical day of the patient in different situations (most appropriate organization of the activities per day and night time slots, on a 24 hours bases).

We call for a service system smartly designed and implemented to respond to the stated objectives.





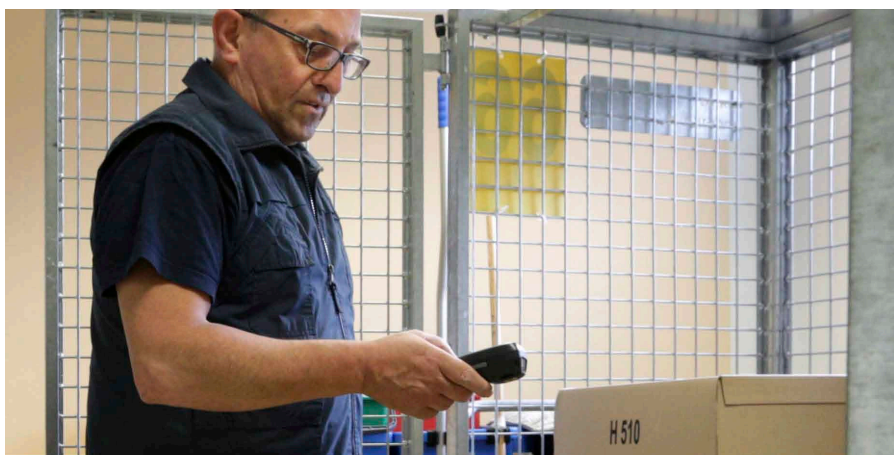
PERFORMANCE AND TRACEABILITY

We request that the processes of our hotel services shall be traceable, so that SSP on the one hand, and the hospital staff (nursing coordinators and nurses, OSS, doctors), on the other, can receive real-time feedback to support their decisions and daily routines.

We have recently designed and are implementing a user-centered software that aims at integrating different data from our Suppliers (e.g. information dashboards).

“Speaking of controls... I can't check every day if in my ward there has been, for example, deep cleaning and in which rooms. I do not have time. There is a nurse in charge of that, but she too has other activities to execute. Or we take a person outside of the regular personal, to help us with all that is related to the services ... I do not know, a sort of handyman of the ward, or we should have an information system that helps us to check periodically when we have had the deep cleaning service.”

[Head Nurse]



We need therefore the Supplier information systems to be integrated with our software.
(Business Management and Information Systems)

Through several workshops, internal staff has created a list of key performance indicators, related to consumption and quality of the services.

Furthermore, the internal staff has the objective to develop a better awareness of consumption, the level of the performed services, of generated costs and savings earned and it is looking for solutions that foster and diffuse such an awareness.

We envisage to have a supplier-partner that will structure information and feedbacks to promote virtuous behaviors and that will develop our set of KPI (Key Performance Indexes) with the inclusion also of other actors (for instance the patients).

"Our mission is also to support Hospital Units in collecting data related to patients and employees perceptions, through surveys or interviews."

[Communication office]





CONTINUOUS IMPROVEMENT method

Improvement and innovation can more likely happen one step at a time, especially in a complex environment as a University Hospital. We are aiming to find a managing subject - proactive partner that will seek a continuous improvement with reliable testing methodologies, in technical, scientific, managerial, organizational and economic aspects.

An improvement that has to be able to develop a process of growth also cultural.

We will test the ability of our supplying partners in maintaining a continuous improvement approach and define a common platform which can produce human resources, economic, environmental saving in a continuous progression.

New products or innovative solutions come out continually: to meet periodically our partners to decide which innovations to test and how, maybe in a few pilot areas, is one of our priorities.

If the results will show that we can decrease costs or raise the service level outcome, we intend to quantify those savings and activate a concerted plan with our supplier to achieve them with the intent to pursue advantages from both sides ". [SSP staff]

We intend to be rigorous in implementing best practices and to be pioneers and experimenters in testing innovative methodologies, products, services or processes.





continuous improvement for **OPTIMIZATION and SERVICE INTEGRATION**

We aim at a smart service design project that can optimize the huge amount of goods and resources that get transferred among several buildings and wards.

This optimization can develop both as integrated logistics as well as a service that is extended up to the inclusion of the logistics of last mile, collaborating with internal staff to date involved in the various logistics, reorganization and control activities.

“Already at the present time many of our transport are managed in part by nurse aids, in part by internal units with their own staff, in part by external suppliers. Today all these actors are obliged to work without coordination and without being able to optimize therefore the activities that have an impact on the department. We want a supplier that can handle the programming and optimization techniques with daily logistics” [Nursing Coordination]

“For the protection and prevention, I would like to get uniformity of product and of procedure on the service, regardless of who performs the service, whether it is an external, an internal employee of a service, or a nurse aid” [Director of Prevention and Protection]

continuous improvement for ENVIRONMENT SUSTAINABILITY AND LOW CARBON SOLUTIONS

AOSP is aware that important goals have to be established regarding lower carbon emissions, efficiency in using human resources, energy and natural resources. The Hospital has already participated to the Region Emilia-Romagna campaign, started in 2008, aimed to reduce the waste of energy in Hospitals (project called "I shut the waste").

Energy production and its use are more and more recognized, on one hand, as relevant sources of carbon emissions, the most important producer of GHGs (greenhouse gases), on the other hand as crucial policy makers issue linked to scientific development and human behaviors.

The major results for such an ambitious programme are forecasted to come from:

- the Integration of the services allowing higher efficiency,
- the Engagement from the whole supply chain to provide low carbon solutions.

AOSP will continue in its activities for increasing the awareness about environmental issues among staff and employees as well as patients and visitors, considering this goal as an educational mission, that, for the same nature of an hospital environment, has high potentiality of getting significant and important successes.

The influence of environmental problems on human health, necessarily encompasses these into the core activities of an institution dedicate to healthcare .

In particular, as University hospital, AOSP considers an innovative project of support services for the wellbeing of people as an important part of an overall commitment to pursuing important values like the quality of care, the environmental sustainability, the experience of lifelong learning for the entire community.

Link of reference:

<http://www.ausl.bologna.it/per-le-imprese/bandi-e-procedure-in-corso/auslbandogara.2015-06-09.3678170544>

<http://www.ecoquip.eu/>