

# Exeter Hospital Hood Renovation Project

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MS in Project Management

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# Hood Renovation Project

## Hood Renovation Project Summary

- The current kitchen ventilation system in the kitchen is failing due to age.
- Environmental conditions for staff and equipment is not up to standards.
- The goal is to improve the air quality, control temperature, enhance the working environment and enhance efficiency.
- The Hood Project is part of the infrastructure plan to improve the physical plant

## Current Food Service Operation

- Room Service For Patient Meal Ordering – 100 Beds
- Two Full Kitchens Operating Simultaneously
- Guest Services & Maternity Meal Specialties
- Full Catering
- Full Cafeteria Service – Facility Employees 1500
- One Central Area for Food Prep, Storage & Dish machine

## Planning and Development

- Planning started in September 2014
- Logistics - Relocation of Food Preparation, Tray assembly and Store Room Locations Identified
- 2 Mobile Kitchens Rented
- Reviewed Levels of Service, Pare Down Menus, Coordinate Use of Storage
- Inspections – Town of Exeter, Fire Department, Engineering
- Conducting Information and Training Sessions for Staff
- Project began April 7, 2015 and was Completed May 8, 2015



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## Foreseeable Risk

- License and Permits – Needed Off-Site Food License
- Project Overrun – Unanticipated Construction Issues
- Quality Control – Storage & Preparation of Food
- Mobile Kitchen Site Challenging

## Preventable Actions

- Plan well in advance to mitigate risks
- Pre-construction review and budget based on findings
- Test logistics effect upon quality of meals – Time and Temperature
- Construct access under cover – stairs, ramps and storage areas

## Project Benefits and Costs

Budget				Budget with Reserves			
Labor	Material	Other	Total	Labor	Material	Other	Total
\$188,258	\$635,780	\$110,800	<b>\$934,838</b>	202,703	651,000	122,000	<b>\$975,703</b>

Net Present Value:

**\$462,805.65**

PV of Expected Cash flows:

**\$1,397,805.65**

### **Interpretation:**

With a discount rate of 6.00% and a span of 10 years, your projected cash flows are worth \$1,397,805.65 today, which is greater than the initial \$935,000.00 paid. The resulting positive NPV of the above project is \$462,805.65, which indicates that pursuing the above project may be optimal.



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## Lessons Learned

### ***Achievements:***

- Communication Plan was excellent between all parties
- New hood system has solved the environmental quality issues

### ***Challenges:***

- Space limitation with storage and access
- Operating food service with limited capacity

## Conclusion

Project completed on time and budget

Impact to patient and cafeteria service minor

Stakeholders are please with outcome of the project



## Project Team

Project Leader and/or Sponsor: Bob Dupuis

Project Team: Rebekka LaDuke, Elizabeth Bryan,  
Diane Loranger

Project Title: Hood Project Renovation

Dates: April 7<sup>h</sup> through May 8<sup>th</sup>, 2015

