

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



Hood Renovation Project

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	\$934,838	202,703	651,000	122,000	\$975,703

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.



Hood Renovation Project

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^h through May 8th, 2015

