

Facility Transition Planning and Activation

BIG PICTURE THINKING DOWN TO THE SMALLEST DETAILS

FTI delivers a depth of strategy and planning services from initial fact finding to implementation.

Knowing Where You Stand

- Asset Portfolio Evaluation
- Strategic Options Identification
- Market Assessment, including Population Health
- Comprehensive Due Diligence

Building Organizational Strength

- Business Plan Development
- Service Rationalization
- Hospital-Physician Alignment
- Ambulatory Transformation
- Affiliation/M&A Readiness
- Academic Medical Center Strategy, Operations and Funds Flow
- New Services Design/Execution
- Value-Based Payment Readiness

Making it Happen

- Enterprise-wide Strategic Plan Development
- Implementation Assistance
- Board Retreat Facilitation
- Governance Support
- Space Programming and Facility Transition Planning
- Transaction Integration Assistance

BRING NEW FACILITIES ON-LINE IN A SAFE AND PREDICTABLE MANNER

Preparing for occupancy of a newly constructed or renovated healthcare facility requires careful planning and coordination of a series of complex processes. FTI's approach to transition planning and activation is to assist an organization in understanding and effectively managing these interrelated processes. We help our clients to prepare for safe and predictable occupancy of new space as well as to confidently deliver care and services on day one.

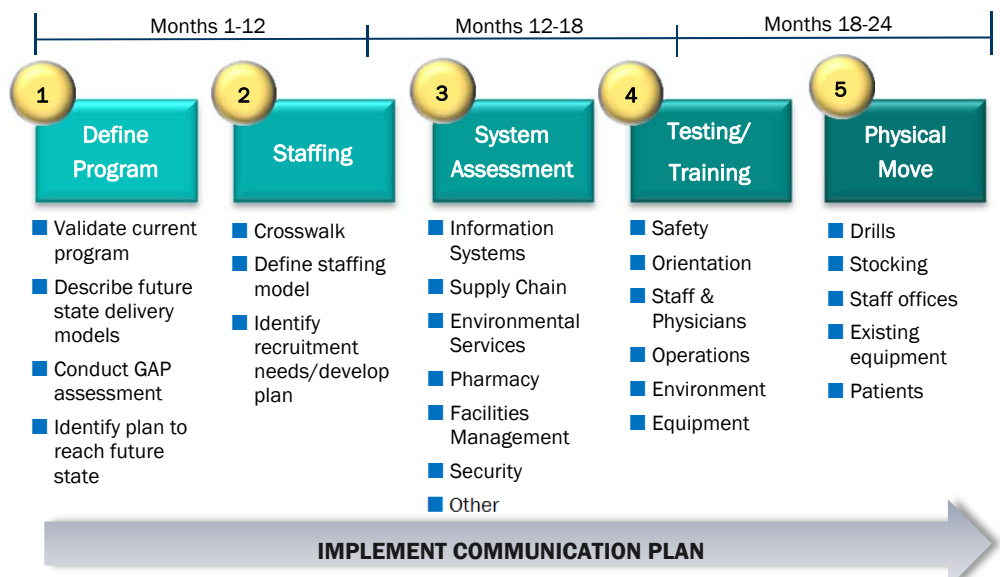
Our consultants have significant experience in creating project structures and organizing activities that anticipate every detail of operations before, during and briefly following occupancy. We believe that in order to effectively address the operational and physical attributes of a new facility prior to first patient use, the transition planning and activation process should begin 18-24 months prior to opening.

We assist organizations in determining the factors within the transition planning and activation elements that pose the greatest potential risks and cost overruns and develop plans to mitigate those risks. We typically assist with creating an appropriate project structure, management tools and controls, as well as developing a detailed project implementation plan and providing guidance and facilitation throughout the project. The detailed implementation plan identifies and addresses critical interdependencies and milestones among several key areas, including:

- Patient safety
- Patient, visitor, staff and physician experience
- Construction
- Procurement, installation and testing of equipment and systems
- Key future state processes and service delivery models
- Education and training
- Regulatory inspections
- Relocation of staff, equipment and patients
- Post-occupancy issue resolution

FTI BRINGS ACTIVATION EXPERIENCE

If any item is missed or incomplete within the specified timeframe of any one of the five phases, it may compromise patient safety, overall timing and/or project cost.



Most healthcare executives, physicians and staff are likely to have had little, if any, direct involvement in new facility transition planning and activation. It is often much more complicated to navigate the details and effectively coordinate the required activities than most envision at the outset. FTI can help you carefully and thoughtfully plan and monitor your activation process, which will instill confidence throughout the organization and community that your new facility will operate effectively to support the delivery of safe, high-quality care from day one.

At FTI, we have professionals with years of activation planning expertise and experience.

Having assisted other provider organizations with their preparations for bringing new facilities on-line, we bring a breadth and depth of knowledge, methodologies and tools that very few strategic planning consulting practices can offer. We can boast a 100% track record of success in meeting targeted opening dates, and have received overwhelmingly positive feedback with respect to opening day moves and operations from patients, families and staff. Moreover, our clients have stated that they felt fully prepared and confident in their ability to seamlessly provide care and service in the new facilities.

Should you have any questions about our activation planning capabilities, please contact us.

Examples of Activation Potential Risks or Lessons Learned

CONCERN	POTENTIAL RISK (S)	REMEDIATION STRATEGY
Lack of structured, disciplined decision-making and accountability	Project delays, cost overruns, confusion and participant dissatisfaction	Create a formal project structure with charters and carefully determined memberships
Inattention to future state processes and workflow design for the new facility	Operational confusion, patient safety, significant operating cost increases	Create operational teams; include detailed process redesign in their charters
Lack of documentation and communication of key project planning assumptions	Poor coordination between operational and facility planning with potential project delays and cost overruns	Develop, maintain and communicate a dynamic project assumptions document
Loosely managed or poor equipment planning and procurement process, including IT	Lack of standardization, late delivery, inadequate testing and/or training, delayed opening	Utilize a qualified equipment planner and integrate their schedule into the project schedule
Inadequate orientation to the new facility and/or education on new delivery methods and processes	Patient safety from unfamiliarity, poor support to the clinical areas, decline in physician, staff and patient satisfaction	Allow adequate orientation and education time and materials for staff in the new facility prior to opening
Introduction of “too much” change in new facility	Insufficient time and resources to train	Establish a “moratorium” for change in timeline
Inadequate attention to Change Management needs of staff transferring to the new facility	Significant deterioration in staff satisfaction and morale, possibly also leading to poor performance, attrition, and patient and visitor dissatisfaction	Formally incorporate a change management initiative into the activation plan and provide adequate time and resources
Excessive reliance on relocated versus new equipment	If equipment scheduled for relocation cannot be moved ahead of opening, no advanced calibration and testing can be performed	Develop appropriate contingency plans for equipment failures/downtime procedures and ensure sufficient staff on-site on move day
Inadequate interior and exterior wayfinding	Physician, staff, patient and visitor confusion	Utilize “outsiders” to test wayfinding systems



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About FTI Consulting

FTI Consulting, Inc. is an independent global business advisory firm dedicated to helping organizations manage change and mitigate risk: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities. Connect with us on [Twitter \(@FTIConsulting\)](#), [Facebook](#) and [LinkedIn](#).

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