

UCSF Campus Life Services

HALEY ALDRICH

Elevator Program Ups & Downs

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Learning Objectives

- Learn about the collaborative process UCSF is committed to that makes this program an ongoing success
- Hear about what worked initially and what was learned after the roll-out of the reorganization that shifted people into the right roles for them
- See how a concept called Lean can help align people, foster a culture of continuous improvement, and respect everyone throughout a system
- See how UCSF's work may be relevant and applicable at other campuses

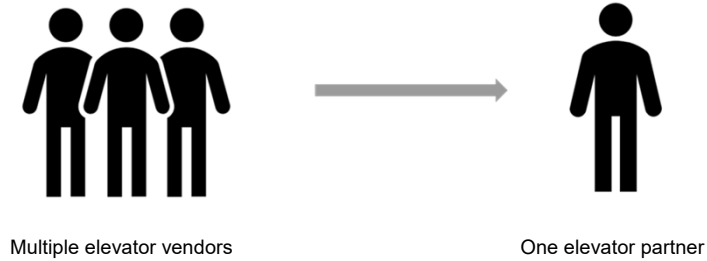
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Background

UCSF underwent a major change to its campus-wide vertical transportation:

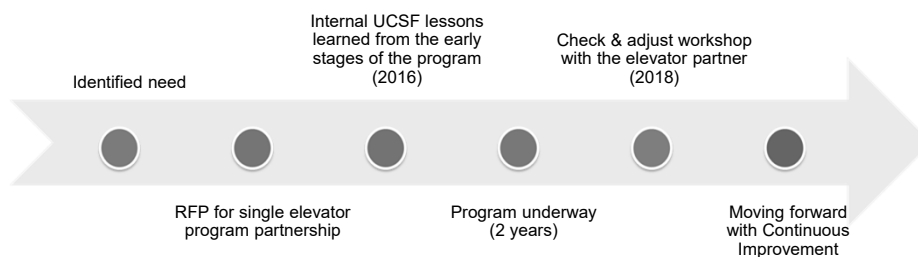


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The process for a 3-Tiered Contract: Operations/Maintenance/Repair, Modernization, and New



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Challenges of Operations of Maintenance & Modernization

Conditions Report – which impacts maintenance operation and modernization priorities

- UCSF's elevator contractor, Otis, performed an assessment of elevator conditions that illuminated maintenance compliance shortcomings to be addressed.
- Prior to the contract's start date, we negotiated the shortcomings' order of magnitude, which UCSF paid for up front, so that Otis could have a fresh reset and absorb all maintenance and non-operator error repair work, moving forward.



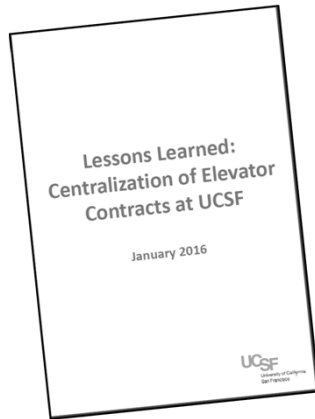
UCSF Conditions Report (12-7).pdf

The original need

1. Operating in silos with different vendors made it difficult to align and manage as a whole
2. Anticipated cost savings by working with one partner instead of multiple
3. Difficult to work with different proprietary systems

WHY?

Lessons learned: The early days (2016)



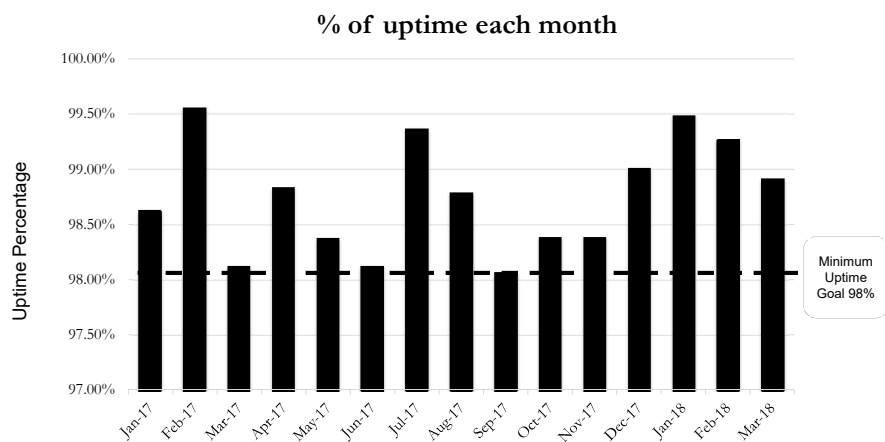
- Explicitly aligned with the University's mission
- There was clearly a high need (pipeline) = (relatively) easy agreement to do this
- New program = need for new systems, documents, processes, metrics
- Resistance from the market because this was trail-blazing
- Budgeting buckets were challenging because they came from different sources
- Defects or present conditions were not well known
- The team felt rushed to get an RFP out on time since prior contracts were expiring
- Decentralized (previous) structure = lack of sharing information / documentation

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Average uptime over the last 15 months has been 98.76%



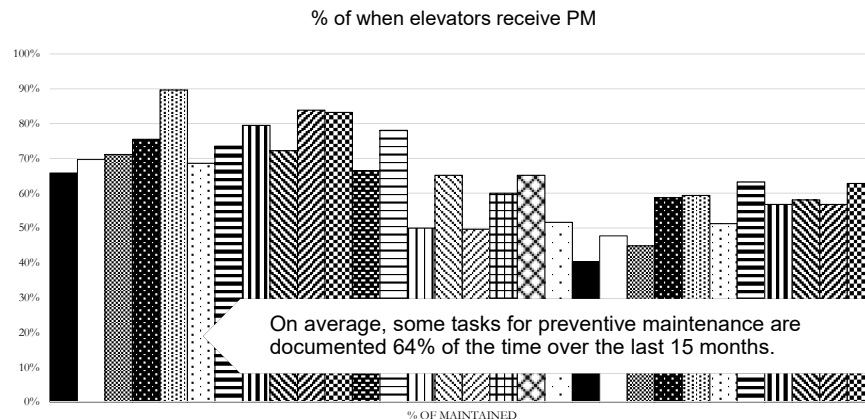
Source: Otis E-Service Data
Jan 2017 – March 2018

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Current maintenance track record: Jan 2017-March 2018



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Lessons learned: Two years in (2018)

- The Key Performance Indicators (KPIs) originally established are now outdated and need be revisited based on what UCSF values
- Originally, there were 26 elevators planned for modernization. Due to operational challenges and equipment obsolescence, reprioritization and preventative maintenance adjustments became necessary.
- There need to be some quality improvements related to communication
- We need to better align on systems: UCSF's maintenance management system, EZMax/Maximo, doesn't integrate well with E-Service (Otis' elevator software management program)

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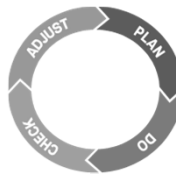
The Lean approach: Checking & adjusting the program

1. **Treat problems as gold**
“Yesterday’s solutions are today’s problems”

– Peter Senge



2. **It’s about the process, not the people**



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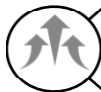
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Our next steps



Improve communication



Revisit modernization list of priorities, align and decide on what to work on *today*



Begin conversations for a contract amendment to better align with UCSF values



Aligning on systems to track assets: Improving Maximo to serve the elevator program

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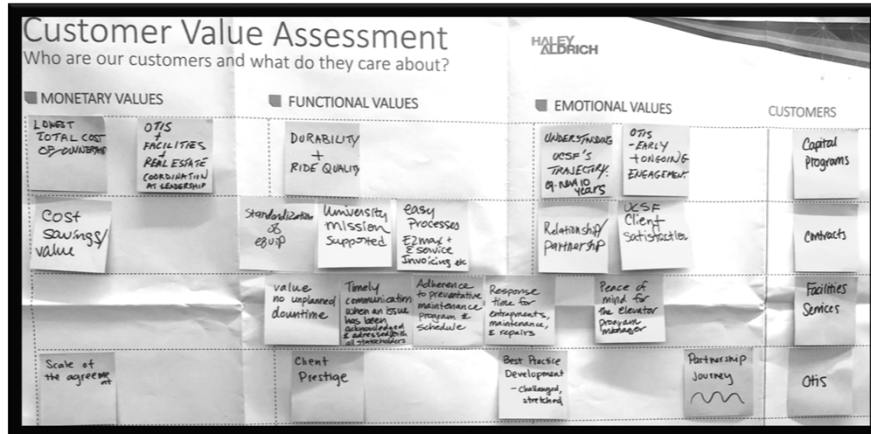
Key takeaways: What you can take from this

1. Make sure all key stakeholders are involved *before* the RFP goes out
2. Utilizing a Lean approach to check and adjust will help improve over time
3. Given the complexity of this program, create a consistent, clear approach for communication and roles & responsibilities
4. Establish clear expectations of the University (based on the value of the customers within the University)
5. Outline the process for the elevator company so that they know what to do and how the University needs things done

Appendix

To share if questions arise that these slides will help to address.

We did a Customer Value Assessment to better understand what each of us valued as customers and stakeholders



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In our next set of work, we are going to consider what didn't go well. Some important guidance:

▪ **Treat problems as gold**

"Yesterday's solutions are today's problems"
– Peter Senge



▪ **It's about the process, not the people**

In general, people inherently want to come to work each day and add value. If they are not doing so, there is usually something in the process that is keeping them from being able to do so. Therefore, focus on a process. (We do not want to blame.)



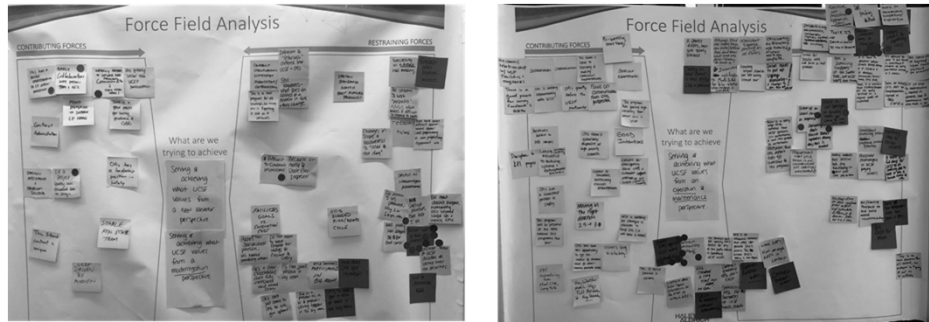
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Force Fields

What's working well (**contributing**)? What's not (**restraining**)? Why?



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