



HOW TSEBO ACHIEVED A 91% CLIENT SATISFACTION SCORE FOR THE LARGEST FM HOSPITAL CONTRACT IN AFRICA



INTRODUCTION

Tsebo Solutions Group is a leading workplace management solutions provider operating in 27 countries across Africa Middle East. Our local expertise, global standards and innovative integrated solutions enable us to offer our clients improved workplace productivity that supports their success.

In 2002, Tsebo Facilities Solutions (formerly Drake & Skull) entered into a first-of-its-kind in Africa public-private partnership (PPP) to deliver integrated workplace management solutions for the Inkosi Albert Luthuli Central Hospital in Kwa-Zulu Natal. The world-class, newly constructed **846-bed referral hospital, 440-unit residential village and management building** required a single-source solution for all of its technical, auxiliary and business support services (including maintenance and replacement of fixed plant and equipment). This became the largest, most extensive outsourcing integrated workplace management contract on the continent.

The first public-private partnership facilities management (FM) contract awarded in the healthcare sector in Africa at the time; and the largest, most extensive outsourcing integrated workplace management solutions contract on the continent.

THE CHALLENGE

To attain an exemplary level of service excellence as well as superior empowerment credentials, the KZN Department of Health formed the Impilo Consortium, comprising three principle subcontractors. AME Africa Healthcare (information management and technology), Consulens (central medical technical department) and Tsebo, together with its joint venture partners, would be solely responsible for all integrated workplace management solutions.

The initial 15-year contract included a proviso that Tsebo employs local staff from a 60 km radius, with an emphasis on hiring previously disadvantaged individuals and people with disabilities. Tsebo also needed to support and enrich the community through a B-BBEE joint venture with the local company. In addition to the integrated workplace management solutions required for the hospital and management building, Tsebo was also responsible for the on-site nurses' residence comprising 440 modern single, double and three bedroom townhouse units. Staff facilities included a 24-hour reception, laundry and catering services, fitness and club room, prayer rooms, hairdressing salons, a restaurant and a multi-purpose hall. Squash, badminton and tennis courts, and a swimming pool were also built.

Tsebo had **only six months to mobilise** in time for the first ward opening in February 2002. This included rolling out a full suite of services from mechanical, electrical and maintenance to essential soft services, such as portering and a help desk. **The total area covered was 327 656 m².**

CLIENT PORTFOLIO SCOPE



327 656 m² of total property size



846-bed referral hospital



440-unit residential village



3 canteens



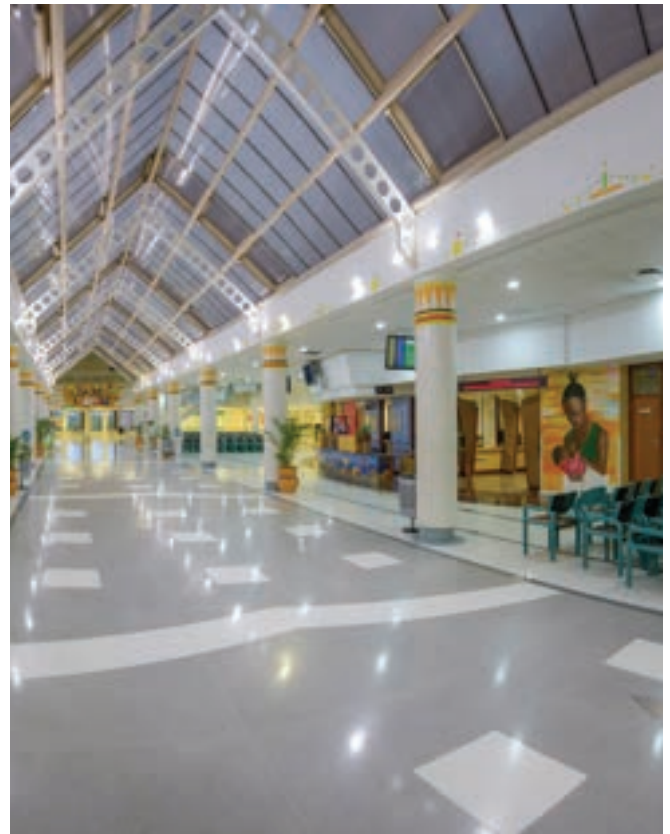
6 000 keys to manage



One million items procured and managed annually



6-month mobilisation period



SOLUTIONS

To overcome challenges and achieve the strategic objectives of the contract, Tsebo offered extensive on-the-job training to upskill staff from the local communities, focusing on **black economic and woman empowerment objectives** as a priority.

Umongi Facilities Services was formed to manage the contract's soft services in a joint venture between Tsebo (60% shareholding), Omame Investments (20%) and Mbekani Health and Well-Being (20%). Together, Tsebo-Umongi Facilities Services implemented and managed a full range of integrated workplace management solutions, including hard (technical), soft (auxiliary), and business support services to ensure that all essential hospital support functions were operating at **100% efficiency, 24/7**.

BENEFITS

Given the scope of the contract, the benefits to the client were significant. In addition to cost savings and effective asset management and maintenance, Tsebo delivered a full raft of services with a relentless focus on risk management and health and safety. To meet the client's expectations for the operation of a world-class facility, Tsebo implemented advanced technology and assisted the client through several projects.

INNOVATIONS

Asset tracking and centralised reporting register

An innovative computer-aided-facility-management system was implemented to allow the client to track data and centrally monitor the exact cost of items. In addition, the system ensures that the highest possible standards are attained for asset-maintenance management and long-term asset preservation. One of Tsebo's main responsibilities is to ensure that the hospital is fully stocked with all the necessary items for both treating patients and maintaining infrastructure. Repairs to all items are completed on-site.



Tsebo procures, stores, manages, and distributes close to **one million items annually**.

SCOPE OF SERVICES

Technical Services

- Heating, ventilation, air-conditioning
- Electrical reticulation systems
- Standby generators
- Steam generating plants
- UPS systems
- Building management systems
- Fire detection and control systems
- Security systems, access control and CCTV
- Water reticulation systems
- Plumbing and drainage
- Sterilisation systems (CSSD and TSSU)
- Pneumatic tube systems
- Nurse call and communication systems
- Microbiological validation and testing
- Fabric maintenance
- Roads, fencing and signage
- Helipad

Auxiliary Services

- Cleaning and hygiene
- Pest control
- Catering (for patients and non-patients)
- Portering
- Linen and laundry
- Security and risk management
- Waste management (clinical and non-clinical)
- Landscaping
- Main hospital and 60 satellite stores
- Parking management
- Residential and sports complex
- Crèche

Business support services

- 24/7 help desk
- Computerised maintenance management system
- Meeting room logistics
- Switchboard
- PABX and telephone system maintenance
- Safety, health and environmental (SHE) management
- Contracts and SLAs
- Equipment and spare parts procurement
- Financial management (Opex and Capex)

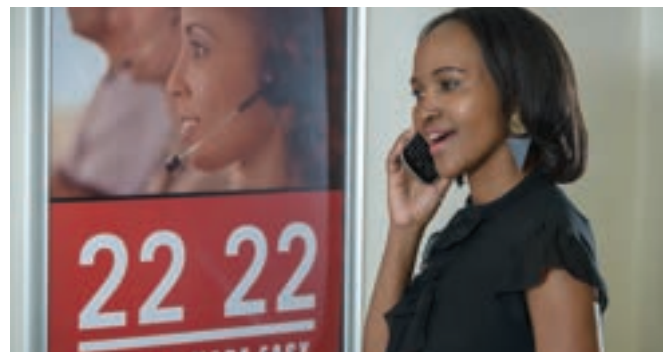
Central catch-and-dispatch 24-hour help desk

Tsebo Facilities Solutions introduced South Africa's first 24/7/365 facility help desk, which is managed by Tsebo employees and can be accessed by clients and service providers via a single contact number. This facility is also accessible to staff who stay on site for any problems encountered after hours.



Management and staff at Tsebo go the extra mile to complete duties and tasks and are always willing to assist the client.

*LP Mtshali Acting CEO,
Inkosi Albert Luthuli Central Hospital*



Integrated Management System

Tsebo Facilities Solutions implemented its internationally developed proprietary solutions known as the integrated management system (IMS). The IMS integrates the management of quality and SHE issues into one system. The emphasis is on the management and coordination of documentation, including version control, record keeping and file management across the range of disciplines.

PARTNER IN RISK REDUCTION & SHE

Tsebo's operational management systems and procedures to render FM and associated support functions meet the highest standards in the industry. These, underpinned by Tsebo's unique **IMS**, ensure the effective management and integration of the highest quality and safety, health and environmental (SHE) standards. Furthermore, Tsebo Facilities Solutions has subscribed to **SHE Legal**, which allows us to keep up to date with the legal requirements of the industry relating to legal summaries, legislation, alerts and more.

During the mobilisation phase of the project, Tsebo conducted a **full risk assessment** of the client's property and highlighted several structural design flaws in the hospital's floors. As a value add, Tsebo committed to work with the client in repairing the floors in a phased approach to correct the original contractor's design flaws, ensuring that the hospital meets the highest level of safety standards. In addition, Tsebo conducted a water audit and recommended the construction of a second reservoir to store an additional 1.2 million litres and increase the hospital's emergency water supply to three days. Construction of the reservoir will commence in due course.

UTILITY MANAGEMENT AND ENERGY EFFICIENCY

Tsebo Energy Solutions monitors the monthly electricity consumption through **23 on-site metres and an online metering system**, which keeps track of various parameters such as voltage, current, loading and power outages to verify the accuracy of the Metro bill, and highlight any electrical faults. Water usage is monitored weekly to detect abnormal use and potential leaks. Over the years, these initiatives have resulted in significant cost savings and environmental and sustainability benefits for the client.

STAFF DEVELOPMENT AND TRAINING

Tsebo sources professional, skilled, semi-skilled and unskilled staff from a 60 km radius. On-the-job training is offered to upskill staff and provide a path for career development. Staff work in 24-hour shifts, with additional employees on standby in case of emergency.

Community members are offered initial employment at the help desk and switchboard where they are trained and allowed to develop their skills for a year. Once training is successfully completed, they are offered a permanent position to develop their career further and the initial positions are made available to new community members.

SPECIAL PROJECTS

Milk bank

A specialised milk bank was constructed on site to screen, collect, process, and distribute human breast milk to ill or pre-term babies, or in the event that a mother is unable to supply sufficient milk for her child. The project was funded by the Impilo Consortium but was consulted on and project managed by Tsebo Facilities Solutions.

Sterilisation of non-surgical equipment

Tsebo manages the system that tracks the sterilisation procedures and ensures that all safety measures are adhered to, to ensure a sterile environment. All non-surgical equipment is disinfected with alcohol swabs. Packs are arranged and organised according to various surgical procedures. Strict safety protocol is followed to ensure a sterile environment.

COVID-19 INFLUENZA CLINIC

In response to the recent COVID-19 pandemic, all provincial hospitals were tasked with building an on-site flu clinic. The Impilo Consortium funded the clinic that was designed and executed by Tsebo, following the advice of clinicians.

Thorburn Security Solutions, a subsidiary of the Tsebo Solutions Group, recently donated and installed a **Multiple Thermographic Fever-Screening Solution at the clinic to the value of R162 156**. The advance technology is used to monitor, and isolate elevated body temperatures of any persons entering the clinic and thereby identify fever potentially associated with the COVID-19 pandemic.



RESULTS

The partnership between Impilo Consortium and the Inkosi Albert Luthuli Central Hospital has been highly praised. The initial 15-year contract has therefore been extended by a further three years and an additional 18 months with Tsebo, and its JV partner Umongi, continuing to maintain exceptional standards of excellence through its integrated workplace management solutions.

 **91%** average client satisfaction score

 **101%** customer satisfaction score



The services rendered by Tsebo Facilities Solutions are of a high quality as proven by the quarterly CSAT scoring achieved over the years.

*Roy Delhove,
Company Secretary Impilo Consortium*



 **LAUNDRY**

- **10 000** units washed daily

 **KEYS**

- **6 000** keys managed, together with electronic access control permits

 **PROCUREMENT**

- Over **one million** items a year, sourced procured and managed

 **RECEPTION AND 24-HOUR HELP DESK**

- **49 000** calls per month answered by the switchboard
- **22 000** calls per month logged on the help desk



 **ENERGY AND WATER**

- Decreased water consumption by **40%** over the past five years
- Decreased electricity consumption by **2%** year-on-year despite an increase in medical equipment dependent electricity

 **CATERING**

- **16 500** patient meals on average served per month
- **6 000** non-patient cooked meals served on average per month
- **4 500** takeaways and **4 000** pies sold on average per month

More than **3.8 million patient meals** served throughout the contract



RISK REDUCTION & SHE

Tsebo Facilities Solutions has attained **ISO 9001:2015 (Quality Standard)**, **ISO 14001:2015 (Environmental Standard)**, **ISO 45001:2018 (Health & Safety)** certifications for its exceptionally high standards in rendering facilities management and associated support functions at the hospital.

84% decrease in Health & Safety risks over the last four years

STAFF AND COMMUNITY DEVELOPMENT

Throughout the contract, the Facilities Solutions staff complement grew from **20 employees to over 160 employees** (Tsebo + Umongi staff), with nearly **50%** of all staff recruited locally

In line with its commitment to hire locally:

- **90** people from within a 60 km radius are employed at the hospital (Tsebo + Umongi staff)
- **70** have received specialised training
- **19** staff members have gone for mechanical, electrical, refrigeration and plumbing trade tests
- **2** staff members have been promoted from artisan aid to mechanical artisans
- Tsebo's formen and contractors hold **on-site training** at least once every six months

Staff regularly contribute to **Tsebo-funded CSI initiatives** including regularly donating second-hand furniture to local churches and creches. The Cato Manor creche has received assistance in the form of painting and repair work, and staff.

FROM CLASSROOM TO BOARDROOM

Hlo Gabela was hired from the inception of the contract as one of the managers earmarked for skills transfer and accelerated development, in line with the spirit of this PPP. She was recognised for her managerial skills and qualifications and transferred from Durban Correctional Services where she was a Principal Educator. Tsebo Facilities Solutions exposed her to consistent training which has seen her rise in rank across four promotions to her current position as Tsebo Coastal Director.



Umongi Facilities Solutions achieved **Level 1 B-BBEE** status

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