

Since 1943, Bristol-Myers Squibb employees in Syracuse, New York, have been developing and manufacturing new medicines that help patients prevail over serious diseases. From the early days of penicillin to the current era of protein therapeutics, Bristol-Myers Squibb has maintained a strong commitment to the Syracuse community through employment, philanthropic endeavors and environmental stewardship.

Several critical functions are located at this 90-acre site in East Syracuse, New York, including:

- Development of biologics manufacturing processes (shared with employees located at our Hopewell, NJ, facility);
- Manufacturing of biologics medicines for use in clinical trials;
- Manufacturing of biologics medicines for commercial use.

## Program Highlights

The maintenance organization leverages orbits quarterly to provide visibility and focus to the single highest priority project for each individual. This has proven to be an effective way to manage these projects and to keep them on track. This also supports a more level loaded focus throughout the year. Some examples of projects already accomplished this year include: adding 10 CRLs, updating the work management SOP, training critical individuals on Maximo tools, the development of an electronic form for Maximo change controls and archival of paper-based records to support a future relocation of the Maximo Administration Team. All of these projects are critical to the success of the maintenance organization.

Our physical asset management process is focused around our Site Master Plan. This plan identifies strategic changes to the site, as well as our asset replacement needs. The engineering group manages this plan, and the plan is directly tied into the Capital Project Plan. The site is approaching 75 years old, but the current manufacturing infrastructure is only three decades old. A constant focus and investment on the right assets keep the site current with leading technology and one of the leading cost/Kg biologics manufacturing sites anywhere on the planet!

The Syracuse extended reliability team (everyone on site) is very aligned and supportive of our reliability strategy. We are open, honest, innovative, and collaborative. BMS is truly operating in alignment with reliability excellence and fully taking advantage of it to provide value back to the business. Integrity is something we live by. Yearly, we all sign a Weight of Your Signature commitment, which states that we hold our signatures to the highest integrity and consider them a legal commitment. There are times when we take on a little too much, but the site is known for delivering on time. The site often acts as a launch site for new products, proving the process at commercial scale and getting approval from the FDA and many other regulatory bodies throughout the world. This constant activity with products has enabled us to adapt with ease and handle project management very efficiently.

Human capital management is very important to BMS Syracuse. From the recruitment process onward, we take steps to invest in our most important assets. We invest in internal training, but also look outward to conferences and professional groups for learning opportunities.



## Best Leadership for Reliability Program

