





1

Specifications

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Manage the specification and installation of low voltage systems

- RFID
- Nurse call
- Security
- CCTV
- Patient monitoring
- Building technology
- Etc.

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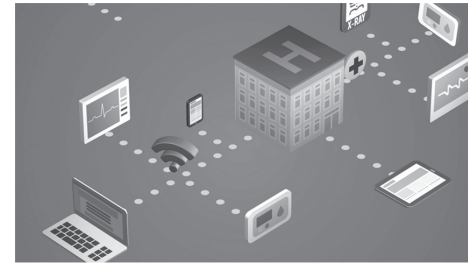
Specifications

Operational review of specifications for all maintained systems is vital for successful operation.

- Maintenance review
- Vendor local support
- Parts availability
- Interaction with related systems/equipment
- Infrastructure requirements
- Cybersecurity
- HVAC needs
- Recall/product update support

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Connectivity with existing systems



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2

Replacements/Upgrades

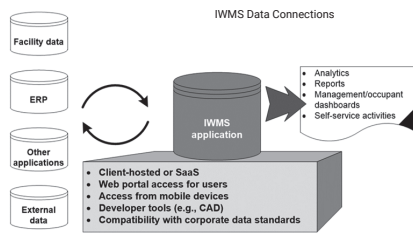
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Coordinate Building System Improvement Projects

- Long term preventative maintenance planning
- Condition assessment
- As-Built / As-maintained
 - Blueprints
 - Mechanical views
 - Use in maintenance
 - CAD
 - BIM
- Integration with CAFM System

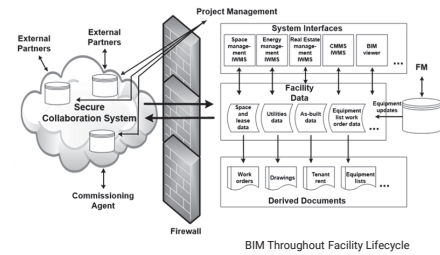
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Building/Equipment Records Management



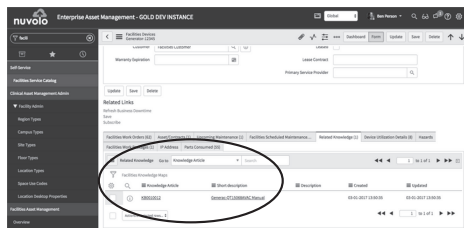
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Building/Equipment Records Management



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Active Knowledge (Available in WO)



Source: www.Nuvolo.com

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3

Move Management

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Organize moves that take place within the healthcare facility

Relocation Management

- Follow-up
- Employees involved
- Departments involved
 - IT
 - Security
 - Mail/Signage

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Organize moves that take place within the healthcare facility

Types of moves

- Box
- IT
- Furniture
- Renovation

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Churn

If Significant:

- Assign permanent Project Manager
- Contracts with Vendors
- Program elements?
 - Fit out for new space
 - Refurbish space moved out of
 - Swing space for major projects?

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4

Life Safety During Construction

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Life Safety During Construction

ICRA
ILSM

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ICRA – Example Process

Infection Control Risk Assessment (ICRA) during Construction and Renovation
The ICRA is a key part of all planning on the site, including design, program, and other planning. It is a critical component of the overall project plan and should be completed before construction begins. The ICRA should be updated as the project evolves.

Table 1. Identify the Table of Construction Activities Planned

Activity	Location	Start/End Dates	ICRA Level	ICRA Description
Construction of new building	Building A	1/1/2020 - 12/31/2020	Level 1	Construction of new building, including foundation, framing, and exterior walls. No occupancy during construction.
Renovation of existing building	Building B	1/1/2020 - 12/31/2020	Level 2	Renovation of existing building, including interior walls, ceiling, and floor. Occupancy during construction.
Construction of new building	Building C	1/1/2020 - 12/31/2020	Level 1	Construction of new building, including foundation, framing, and exterior walls. No occupancy during construction.
Renovation of existing building	Building D	1/1/2020 - 12/31/2020	Level 2	Renovation of existing building, including interior walls, ceiling, and floor. Occupancy during construction.

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Source: www.NebraskaMed.com

Coordinate the installation of healthcare facility clinical and non-clinical equipment


- Occupied Spaces
 - Occupant notification
 - Fit-out for new equipment (Infrastructure, utilities, etc.)
 - Access (after hours?)
 - ILSM
 - ICRA
 - Security
 - Construction utilities access
 - Inspection & acceptance
 - User acceptance/training
 - Documentation
 - Records & warranty management

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Coordinate the installation of healthcare facility clinical and non-clinical equipment

- Equipment/Space Renovation
 - Occupant notification
 - Abatement?
 - Fit-out for new equipment (Infrastructure, utilities, etc.)
 - Swing Space?
 - Access (after hours?)
 - ILSM
 - ICRA
 - Security
 - Construction utilities access
 - Inspection & acceptance
 - User acceptance/training
 - Documentation
 - Records & warranty management

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MODULE 06-F
Approval processes
Enter a brief description of the module. Describe the topic of the module and what learners should pay special attention to.
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1

Approve Capital Equipment Purchases

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Approve Capital Equipment Purchases

Signature Authority

- Dollar value of purchase limit by level of responsibility
 - May need to justify multiple times at different levels

Technical buying influences as well as financial

End-users

- Primarily for recurring/replacement purchase

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Approve Capital Equipment Purchases

Budget Cycle and Capital Plan

- Approval for Capital Plan
- Approval for Annual Budget
- Project Budget Approval
- Project Approval for Capital Equipment (Specific)
 - Specification
 - "or equal"
 - Bid Acceptance

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Approve Capital Equipment Purchases

Business Case Developed

- Educate/Inform presenter (may be your boss instead of you)
- Document? Reference materials, back-up
- Presentation?

➤ Discussed in greater detail later

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2

Evaluate & Justify Needs and Purchase

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Evaluate And Justify Needs And Purchases

- Impact of reconfiguration on equipment needs
- Equipment end of life replacement
- Upgrades
 - Change of space use
 - Productivity
 - Efficiency
 - Reduced operational cost

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Evaluate and justify needs and purchases

- Define need
 - Use case
 - Strategic value
- Consider alternatives
 - Benefits
 - Risks
 - Cost

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Evaluate and justify needs and purchases

Market and Encourage Purchase

- Benefits are often not obvious to decision-makers
- Usually we are in a "capital restricted" environment
- "Sales" a necessary part of our job

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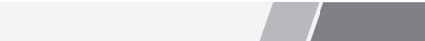
MODULE 06-G
performance management

Enter a brief description of the module. Describe the topic of the module and what learners should pay special attention to.

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1

Goals



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Performance: Where our goals come from

Corporate goals drive Departmental goals

- Service Delivery
- Service Reliability
- Safety
- Relationship Management
- Customer Service
- Financial
- Continuous Improvement
- Project Management



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Performance: Where our goals come from

Departmental goals drive Team goals

Service Delivery	PM for Life Safety and Compliance
	PM for All Equipment
	Accurate Completion of Work Orders
	Emergency Call Response
	Non-Emergency Repairs
Service Reliability	Critical Interruptions
	Reporting

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Performance: 2 Different Activities

Performance Management is different than Benchmarking

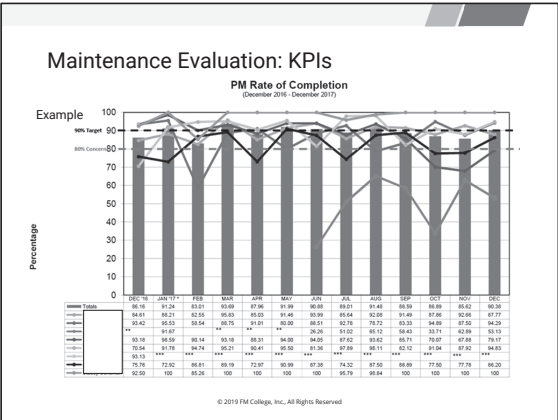
Performance Management	Benchmarking
Goal Driven	Standards Based
Improvement Over Time	Peer to Peer Comparison
"Key" Indicators	Often a Comprehensive List
Continuous Monitoring	Usually an Annual Process
Corporate Process Usually	Public Reference Databases
May Directly Impact Team & Individual Rewards	May Justify Process Change

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2

Benchmarking/Performance Management

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Percentage of PM work orders completed within schedule window.

Note that this is a general list for all PMs.

Some PMs are required by regulation or rule to be performed within a specific window (i.e. "not sooner than" and "not later than"). Those would be tracked separately as a subset of this overall KPI.

Issues also arise if a PM has not been completed prior to the next one in the series being issued. (ie. A monthly PM not completed before the next monthly PM becomes due. ~ do you do both? Or does one replace the other?) Tracking this is also an important KPI.

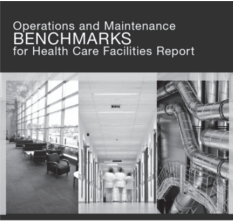
Reliability Excellence

Maintenance Evaluation: KPIs


TR Tenant Response By Market							
Market	Total Work Orders Completed	Average Response Time (Hours)	Average Completion Time (Hours)	Completed Within 24 Calendar Hours	Completed Within 48 Calendar Hours	Total Work Orders Completed per 10K Sqft	Square Footage
Casey	210	12.44	21.19	64.76	71.43	6.83	323,853
Chad	1,177	7.08	28.55	59.05	69.67	16.40	717,849
Ellene	132	39.26	56.47	47.54	56.66	5.93	205,568
Ellene	204	37.47	65.10	33.33	42.65	6.67	305,703
Frank	171	26.39	38.25	47.95	54.39	7.38	214,370
Richard	290	24.34	55.96	54.48	63.79	7.86	368,978
Stacey	144	5.21	6.43	76.39	84.72	5.75	258,209
Thom	333	19.98	19.19	88.78	84.69	5.04	669,229
Thom	151	19.35	29.31	68.93	68.21	3.07	492,265
Totals	2,802	14.55	32.50	59.53	67.95	7.92	3,539,184

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Benchmarking Resource



Operations and Maintenance
BENCHMARKS
for Health Care Facilities Report



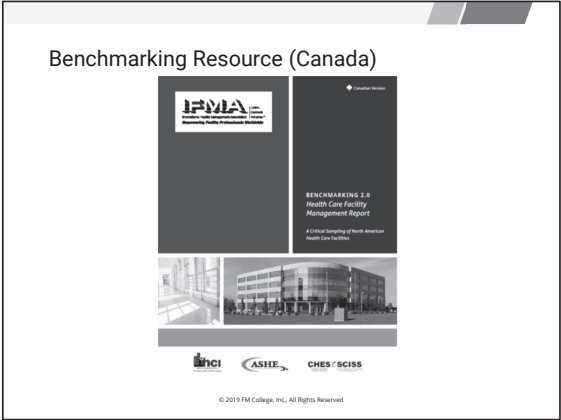
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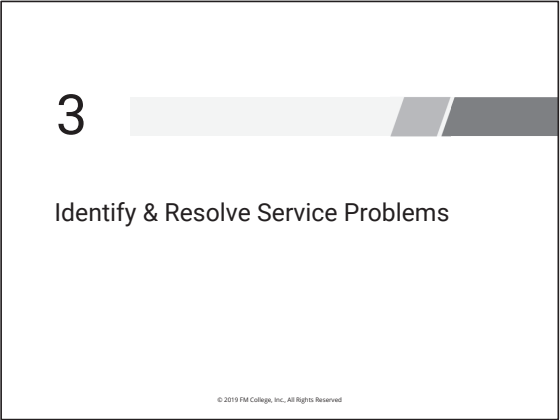
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Issues also arise if a PM has not been completed prior to the next one in the series being issued. (i.e. A monthly PM not completed before the next monthly PM becomes due. ~~do you do both? Or does one replace the other?~~) Tracking this is also an important KPI.





Service Level Agreement in Place

- Agreed upon scope
- Points of contact
- Regularly scheduled reviews
- KPIs established
- Issue resolution process

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Provide for the identification and resolution of problems with delivery of services

- Pre-planned resolution methods
- Team building
- Long-term relationship
- Escalation
- Information sources about service contractors
- Exchange partners

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Inspection/Audit Cycle

- Facility Manager
 - Service managers for each service
 - Safety/Security representatives
- Intake Meeting with Customer Representatives (managers)
- Exit Meeting with CRs
- Findings and action items documented

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4

Evaluate Capital Equipment & Systems Improvements

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Evaluate Capital Equipment And System Improvements

- Measure delivered performance/efficiency
- Compare to design intent
- Resolve gaps between intent and delivered result
 - Warranty issue?
 - Re-commissioning?
 - Follow up project
- Based on results from above update design standards for future projects

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Evaluate Capital Equipment And System Improvements

- Value engineering
- EPS (Engineered Performance Standards)
 - Establish equipment standards based on FM needs and equipment history
 - Maintain as equipment is modified
 - Incorporate in specifications for new equipment and construction projects

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MODULE 06-H

communication

Enter a brief description of the module. Describe the topic of the module and what learners should pay special attention to.

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1

Proposals & Reports

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Report vs Proposal

Report

- Past Performance
- What happened
- How it was done
- What the results were
- Does not sell – Informs!

Proposal

- Future focused!
- What needs to be done
- Why it needs to be done
- Recommends solution
- Sells a new project or program!

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Report

- Title/Topic
- Summary
- What was authorized
- What was done
- Results & Analysis
- Conclusions/Recommendations

Factual



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2 

Business Cases

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Proposal – Short Business Case

- Problem/Proposed Solution
- Background
- Benefits
 - 1
 - 2
 - 3
- Risk Mitigation ~ Why this alternative is best
- Costs/Financial Benefits
- Summary
- Recommendation
- Authorize _____



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Proposal – Regular Business Case

Better Business Cases

Detailed Business Case Template

Prepared by:	
Prepared for:	
Date:	23 February 2014
Version:	
Pages:	

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Audience & Buying Influences

“If you build a better mouse-trap, the world will beat a path to your door.”

Importance of marketing ideas, projects and programs

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Audience & Buying Influences

Buying Influences	Response Modes
> Economic	> Growth
> Technical	> Trouble
> End user	> Even-Keel or Confident
> Coach	> Overconfident

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3

Presentations

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Report – Short Presentation

- Usually part of a longer presentation
- 1 topic among several (i.e. monthly report on PM as part of Monthly FM Report)
- 3 – 5 slides – stay on topic!
- Results oriented usually, not whole report

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Report – Long Presentation

- Intro slide
- Usually composed of "sections" (see previous)
- Each section may have a different presenter
- Know your audience!
 - Account general meeting of all employees?
 - Account leadership only?
- Don't get down in the weeds. Should be just highlights
- Formal close with Q&A

If delivering to leadership consider having formal report (with appendices) available for reference, but usually best to not hand out in advance. (You will get drawn of topic!)

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Proposal – Short Presentation

➤ A few key slides to summarize a short business case

1. Problem/Proposal
2. Benefits
3. Risk management / Why this is the best alternatives
4. Cost
5. Recommendation

Recommend that short business case, with executive summary be available to attendees/decision-makers

Practice delivery of presentation prior to meeting!

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Proposal – Detailed Presentation

- Based on regular business case
- For large and/or complex projects
- Timing – 1 hour?
 - 30-minute delivery,
 - 20-minute Q&A
 - 10 minutes for close and decision

Recommend that regular business case, with executive summary be available to attendees/decision-makers

Practice delivery of presentation prior to meeting!

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MODULE 06-1
Training & development

Enter a brief description of the module. Describe the topic of the module and what learners should pay special attention to.

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Develop and provide equipment and systems training programs for maintenance staff

- Provide in-house training on standard operations
- Maintain library of equipment training materials from construction projects
- Make use of training programs from your contractors

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Required Certifications & Licenses

- Required certifications
 - Provide in-house or off site
- Licensing
 - Establish programs
 - Should be part of employee career advancement plans
 - Training/education
 - Documentation of hours

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Leadership & Advancement

- Employee career advancement plan
 - Mentoring?
- Advanced education
 - Program approval by leadership
 - Funding contract or agreement
 - Time allowances for study etc. discussed and agreed
 - Considered and included in annual review of employee

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MODULE 06-J
operations

Enter a brief description of the module. Describe the topic of the module and what learners should pay special attention to.

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Manage and oversee operations of:

<p>General</p> <ul style="list-style-type: none"> ➢ CMMS ➢ Work control center <p>Plant Maintenance.</p> <ul style="list-style-type: none"> ➢ Equipment evaluation to predictive maintenance ➢ Maintenance deficiencies ➢ Engineering assessment ➢ Mechanical system hygiene <p>Healthcare facilities engineering.</p> <ul style="list-style-type: none"> ➢ Safety plan ➢ Safety Committee 	<p>Building and grounds.</p> <p>Construction.</p> <p>Fire safety.</p> <p>Environmental issues.</p> <ul style="list-style-type: none"> ➢ Green buildings ➢ Recycling <p>Architecture/design.</p> <p>Planning.</p> <p>Safety management.</p> <p>Waste management.</p> <p>Emergency management</p>
---	--

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Facility Permits, Licenses & Certificates

Ensure that healthcare facility permits, licenses, and certificates are maintained, recorded, and current (e.g., boilers, elevator, heliport).

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Staff Permits, Licenses & Certificates

Ensure that all healthcare facility staff licenses and certificates are maintained, recorded, and current (e.g., boiler operator, electrical, refrigeration).

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Create/Manage the following for (TJC) inspections

Statement of Conditions
(SOC)
Plan for Improvements
(PFI)

 **Statement of Conditions* Instructions**

EQUIVALENCY INSTRUCTIONS

The Joint Accreditation / Equivalency (JAE) is a collaborative effort for organizations seeking additional time to complete a physical assessment of an Accredited Organization (AO) located at one of the sites covered within the number of assessment centers (AC) allowed time on the Framework of ACET for Safety Code* reflects the intent to complete all major construction.

A. INTRODUCTION

Organizations seeking to meet building, fire or life safety requirements that are not compliant with the National Fire Protection Association (NFPA) Life Safety Code (LSC) also known as NFPA 101. The purpose of this document is to provide the following information. In some instances, the conditions which may pose a liability to the organization and the Accredited Organization, such as other safety codes may conflict. The organization may submit a request for an equivalency to The Joint Commission for review.

B. ACCREDITATION STATUS

The Accredited Organization may submit either a Traditional Equivalency or an FDS based Equivalency.

1. Traditional Equivalency: A Traditional Equivalency is based on field verification by either the Accredited Organization (AO) or a Certified Fire Protection Specialist (CFPS), Accredited Professional Engineer (APE) or Certified Fire Protection Specialist (CFPS), or the Accredited Organization (AO) Equivalency. The FDS Equivalency process may be completed by NFPA or a Registered Professional Engineer (RPE) or Certified Fire Protection Specialist (CFPS) as designated by the Accredited Organization. Once the conditions are completed, the Accredited Organization must submit a request for an equivalency to the Accredited Organization for review.
2. FDS based Equivalency: An FDS based Equivalency is based on the Accredited Organization (AO) Equivalency. The FDS Equivalency process may be completed by NFPA or a Registered Professional Engineer (RPE) or Certified Fire Protection Specialist (CFPS) as designated by the Accredited Organization. Once the conditions are completed, the Accredited Organization must submit a request for an equivalency to the Accredited Organization for review.

C. EQUIVALENCY TO STATEMENT OF CONDITIONS (SOC) REPORT, THE STANDARD CONSTRUCTION CODE (SCC) REPORT OR THE STANDARD CONSTRUCTION CODE (SCC) REPORT

To accurately report to your Statement of Conditions* (SOC) report, the Standard Construction Code (SCC) Report or the Standard Construction Code (SCC) Report, the Accredited Organization must submit a request for an equivalency to the Accredited Organization for review.

*Example, the Joint Commission.

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Manage Compliance with NFPA 99 & 101



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Manage the Safety Program



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Manage the Security Program



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Conduct Hazard Survey Tour



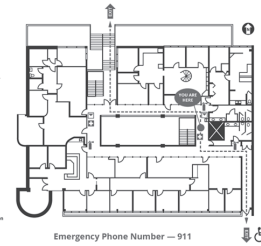
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Inspect healthcare facility buildings and grounds to ensure compliance with standards and regulations

Emergency Evacuation Map 2nd Floor

In case of fire, use stairs. Do not use elevators.

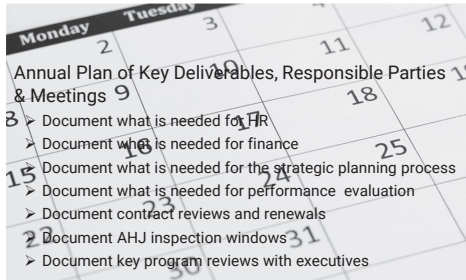
- Legend**
- Staircase
 - Elevator
 - Fire Extinguisher
 - Accessible
 - Exit
 - Fire Alarm Pull Station
 - First Aid Kit



Emergency Phone Number — 911

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Rhythm of Business Model

- 
- Annual Plan of Key Deliverables, Responsible Parties & Meetings
- Document what is needed for HR
 - Document what is needed for finance
 - Document what is needed for the strategic planning process
 - Document what is needed for performance evaluation
 - Document contract reviews and renewals
 - Document AHJ inspection windows
 - Document key program reviews with executives

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MODULE 06-K

safety

Enter a brief description of the module. Describe the topic of the module and what learners should pay special attention to.

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1

Oversee Safety Program

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Safety Program

Oversee the functionality of the healthcare facility safety programs including reviewing summaries of deficiencies, problems, failures, and user errors

Related to:
Emergency preparedness.
Hazardous material and waste.
Life/fire safety.
Medical equipment.
Safety.
Security.
Recommendations.
Utility systems.

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OSHA

OSHA Laws & Regulations / Regulations (Standards - 29 CFR)

Regulations (Standards - 29 CFR)

By Industry By Standard Number

Standard Number - 1910

- 1910 - Title of Contents
- 1910 Subpart A - General
- 1910.1 - Purpose and scope
- 1910.2 - Definitions
- 1910.3 - Authority to enforce, enforcement, or appeal of a standard
- 1910.4 - Authority to file plans
- 1910.5 - Authority to enforce
- 1910.6 - Interpretation by OSHA
- 1910.7 - OSHA and OSHA-approved State or Federally Recognized Safety Organization
- 1910.8 - OSHA and OSHA-approved State or Federally Recognized Safety Organization
- 1910.9 - OSHA and OSHA-approved State or Federally Recognized Safety Organization
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Authority Having Jurisdiction - AHJ

State Fire Marshall Office - example

Healthcare Facilities

Inspection Information

These inspections are completed in coordination with the DHS or DOH survey team. The facilities that fall into this category are Nursing Homes, Hospitals, Ambulatory Surgical Centers, End Stage Renal Dialysis and Hospice Care facilities.

Inspections

Healthcare facilities are inspected to the 2012 Life Safety and Health Care Codes. Nursing Homes are inspected on average annually. Hospitals receive inspection approximately every 18 months and the Ambulatory Surgical Centers are inspected upon request of DOH. All of these inspections are announced.

Plan of Correction (POC)

A POC is prepared by the facility to address code citations received.

Informal Dispute Resolution (IDR)

IDRs are used when a facility would like to informally challenge a code citation. Unless you become entitled to a federal administrative hearing following imposition of a Federal remedy, this is the only opportunity to challenge the Life Safety Code deficiencies described on the enclosed Centers for Medicare and Medicaid Services (CMS) Form 2567L.

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2

Insurance Inspections & Claims

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Participate in insurance inspections and claims

Insurance types

- Liability
- Fire
- Equipment
- Earthquake, Floods, other hazards
- Etc.

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Insurance Inspections

Required for continued coverage

Voluntary for risk reduction

Claims made

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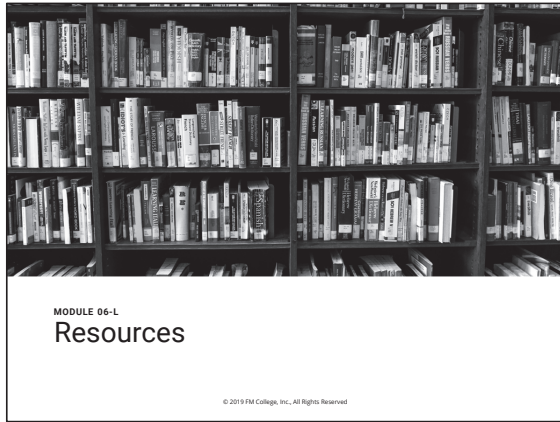
Claims Processes

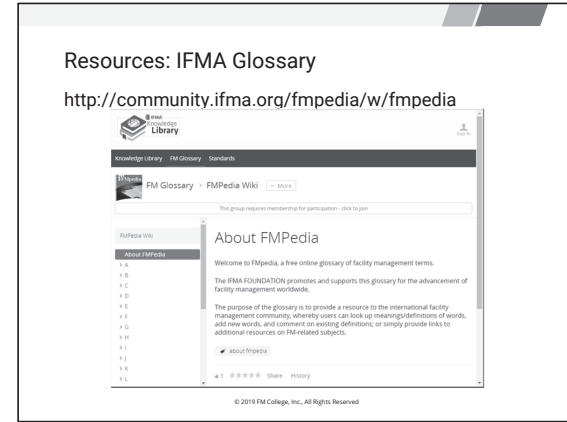
Death or Injury

Weather or Hazard (Fire) etc.

Equipment Casualty

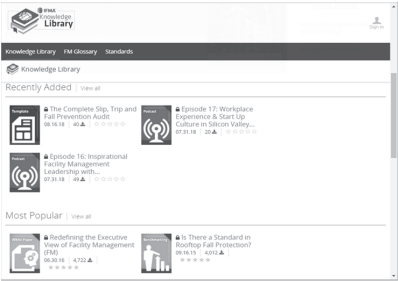
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Reliability Excellence

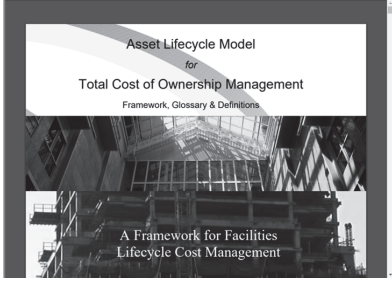
Resources: IFMA Knowledge Library
http://community.ifma.org/knowledge_library/



The screenshot shows the IFMA Knowledge Library interface. At the top, there are navigation links for 'Knowledge Library', 'IM Library', and 'Standards'. Below this, there's a search bar and a 'Recently Added' section with two article cards. The first card is titled 'The Complete Slip, Trip and Fall Prevention Audit' and the second is 'Episode 17: Workplace Experience & Start-Up Culture in Silicon Valley...'. Below that is a 'Most Popular' section with two more article cards: 'Redefining the Executive View of Facility Management' and 'Is There a Standard in Facility Fall Prevention?'. A copyright notice '© 2019 FM College, Inc., All Rights Reserved' is at the bottom.

Reliability Excellence

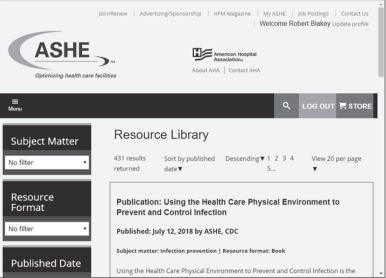
Resources: Asset Lifecycle Model
<https://www.appa.org/files/pdfs/assetlifecyclemodel.pdf>



The image shows the cover of a document titled 'Asset Lifecycle Model for Total Cost of Ownership Management: Framework, Glossary & Definitions'. The cover features a black and white photograph of a modern building's interior with a glass and steel structure. Below the photograph, the text reads 'A Framework for Facilities Lifecycle Cost Management'. A copyright notice '© 2019 FM College, Inc., All Rights Reserved' is at the bottom.

Reliability Excellence

Resources: ASHE Resource Library
<http://www.ashe.org/resources/library.dhtml>



ASHE
Optimizing health care facilities

AMERICAN SOCIETY OF HEALTHCARE ADMINISTRATION
ASHA

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Menu | Search | LOG OUT | STORE

Subject Matter: No filter

Resource Format: No filter

Published Date

Resource Library

431 results returned

Sort by published date | Descending | 1 2 3 4 | View 20 per page | 5...

Publication: Using the Health Care Physical Environment to Prevent and Control Infection

Published: July 12, 2018 by ASHE, CDC

Subject matter: Infection prevention | Resource format: Book

Using the Health Care Physical Environment to Prevent and Control Infection is the

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Resources: Whole Building Design Guide
<https://www.wbdg.org/>



WBDG
a program of the
National Institute of Building Sciences
WHOLE BUILDING DESIGN GUIDE

ABOUT | WE MAP | CONTACT | CREATE ACCOUNT | LOGIN | Search WBDG

DESIGN RECOMMENDATIONS | PROJECT MANAGEMENT & O&M | FEDERAL FACILITY CRITERIA | CONTINUING EDUCATION

ADDITIONAL RESOURCES

Welcome to the Whole Building Design Guide

THE GATEWAY TO UP-TO-DATE INFORMATION ON INTEGRATED WHOLE BUILDING DESIGN TECHNIQUES AND TECHNOLOGIES

The goal of Whole Building Design is to create a successful high-performance building by applying an integrated design and team approach to the project during the planning and programming phases.

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