

Healthcare Facilities Management

Module 5: Administration

Student Workbook



Lesson 16 ~ Administration 1





MODULE 05-A
Achieving high performance in FM

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1

Productivity

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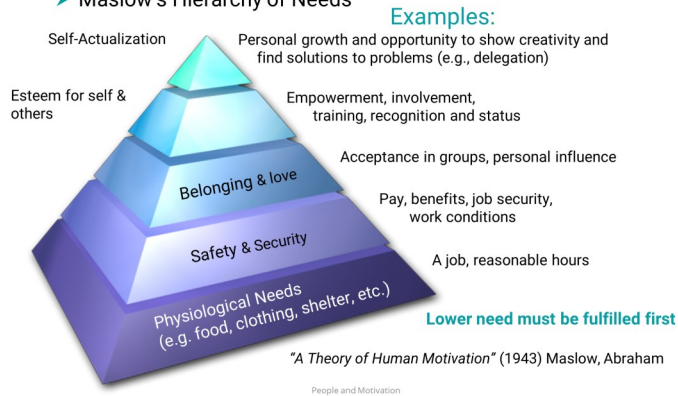
Service Delivery in a Complex Environment



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Motivation

➤ Maslow's Hierarchy of Needs



Leadership

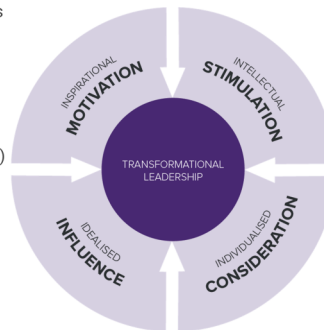
➤ The 4 I's of Transformational Leadership

II : Idealized Influence - The leader with this kind of influence "walks the talk"

IM : Inspirational Motivation - Leaders of change have this astute ability to inspire and motivate their troops

IC : Individualized Consideration (Empathy) - Transformational leaders are genuinely concerned about other team members feelings

IS : Intellectual Stimulation - Transformational leaders use their innate emotional intelligence to inspire their team members to innovate & create so that change becomes visible and actionable.



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2

Quality

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Quality

Quality is the process of confirming customer expectations, establishing performance standards and metrics based on those expectations, measuring the degree to which current products and services meet the standards and metrics, and identifying and implementing improvements to satisfy the standards and metrics.



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Quality of FM Services

Quality of FM Services Is Measured by ... <ul style="list-style-type: none">➤ Auditing FM operations➤ Defining desired service levels➤ Establishing baseline performance levels➤ Assessing customer satisfaction➤ Benchmarking	Quality of FM services Is Improved by ... <ul style="list-style-type: none">➤ Implementing systematic process improvement➤ Understanding customer needs and expectations➤ Focusing on quality initiatives➤ Delivering innovative services➤ Utilizing best practices
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3

Service Improvement

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Process Improvement: Lean Methods

Value stream mapping (VSM)

- Value stream mapping refers to developing a visual picture of the flow of processes, from start to finish, involved in delivering a desired outcome, service, or product, which could include multiple processes. (a "value stream").

Kaizen events

- Kaizen is a combination of two Japanese words that mean "to take apart" and "to make good." Kaizen refers to the belief that small, incremental changes routinely applied and sustained over a long period of time result in significant performance improvements.

Process mapping

- The process map is a visual image or depiction of the specific process you would like to improve.

5S

- 5S is a simple methodology for creating a clean, safe, orderly, high performance work environment. The concept is that an orderly environment promotes efficiency.

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Workplace: Organization / Productivity

Workplace organization (5S)



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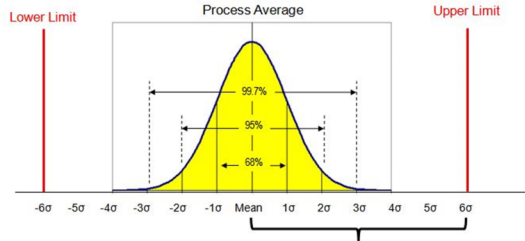
Workplace: Organization / Productivity (5S)

- Sort
 - Clearly distinguish needed items from unneeded and eliminate the latter.
- Set In Order/Straighten
 - Organize and identify a specific place for everything. Keep needed items in the correct place to allow for easy and immediate retrieval.
- Shine
 - Keep the workplace neat and clean.
- Standardize
 - This is the method by which sort, straighten and shine are made habitual.
- Sustain
 - The final S involves the effective, ongoing application of 5S in order to improve organizational performance.

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Process Improvement: 6 Sigma (DMAIC)

- Define
- Measure
- Analyze
- Improve
- Control



Six Sigma can also be thought of as a measure of process performance, with Six Sigma being the goal, based on the defects per million. The goal is to continually improve the sigma level striving towards 6 sigma

For example, if a product must have a thickness between 10.32 and 10.38 inches to meet customer requirements, then the process mean should be around 10.35, with a standard deviation less than 0.005 (10.38 would be 6 standard deviations away from 10.35).

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Workplace: Continuous Improvement

Kaizen Events

- Kaizen is a combination of two Japanese words that mean "to take apart" and "to make good."
- Kaizen refers to the belief that small, incremental changes routinely applied and sustained over a long period of time result in significant performance improvements.
- Kaizen focuses on eliminating waste in a targeted system or process of an organization, improving productivity, and achieving sustained improvement.
- Kaizen activity often involves rapid improvement events (sometimes called a kaizen blitz), which bring together a cross-functional team for two to five days to study a process and begin the implementation of process changes.

Kaizen Event Overview

Day 1: Training	Lean training: begin mapping and measuring current work process
Day 2: Discovery	Measure and analyze current work process
Day 3: Do	Create and map new process
Day 4: Do, Re-Do, Document	Evaluate improvements, operate using new process, finalize
Day 5: Celebrate Results	Present results and celebrate

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Continuous Improvement Philosophy

Time

Quality Improvement

Continuous quality improvement is achieved by iterating through the cycle and consolidating achieved progress through standardization.

Johannes Vietze

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Process Innovation Philosophy

Kaikaku

- This term refers to “quantum leap” or “breakthrough” improvements that are significantly greater than the level of gains typically achieved through daily continual improvement activities. Japanese for “radical improvement of an activity.”

Strive to amaze customers	Ask “Why? What If?” questions
Be creatively dissatisfied	Engage other stakeholders
Strive to do much more with less	Brainstorm solutions, look for synergies
See problems as opportunities	Act promptly and learn as you go
Challenge the status quo	Follow Kaikaku with Kaizen

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Two Parts of the Search for Excellence

Kaizen

- Evolutionary.
- Company-wide.
- Involves everyone.
- Continuous – never ends.
- Limited productivity impact.
- Modest efficiency gains in labor requirements, space needed.

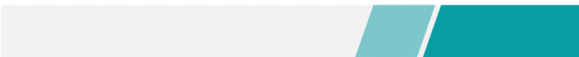


Kaikaku

- Revolutionary.
- Product/Distribution.
- Involves managers/engineers
- Discrete project timeframe
- High productivity impact.
- Significant reduction in labor requirements, space needed.

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4



Customer Service

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Customer Service: Complaints

Effective Complaint Management System

- Process orientation
- Organizational commitment
- **Customer and service provider input**
- Ease of access
- **Timeliness**
- **Empowered service providers**
- Complaint tracking and analysis
- Key performance measures
- **Continuous improvement**
- **Customer satisfaction**

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Customer Service: More than the sum of our parts

- Improved speed of response
- Scalable – depending on task size/complexity
- Urgent response, while backup is preparing
- Task can be divided into sub-tasks & teams
- Better able to handle with interruptions
- Safer! Heavy loads, fire watches, etc.
- Cross-training opportunities!

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Overall Indoor Environmental Quality (IEQ)

What else is impacting the customer?

Checking & Dealing with other facilities issues noticed during service call

Strategies and systems used to provide occupants with a healthful, comfortable and safe workplace.



Temperature and relative humidity



Indoor air quality



Lighting



Noise



Cleanliness

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REACTIVE vs PROACTIVE

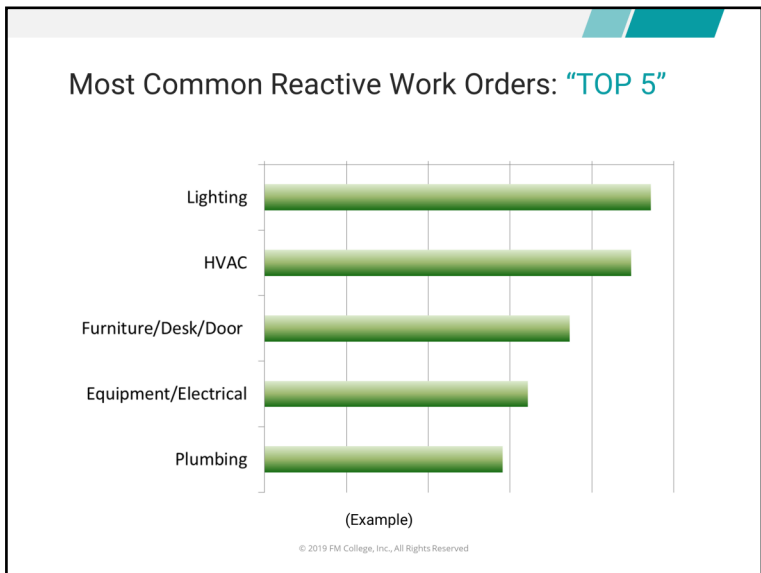
REACTIVE

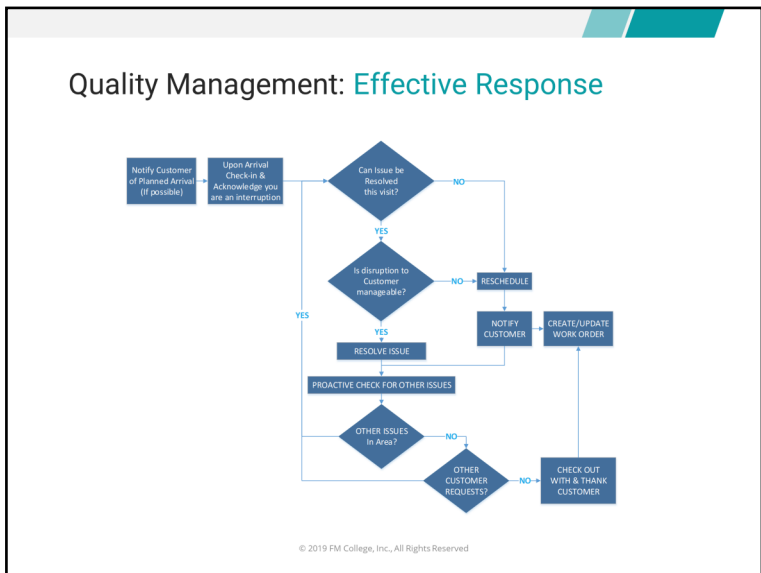
- Customer creates the work order

PROACTIVE

- Facilities staff discovers and resolves the issue before the customer becomes irritated enough to create a work order

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Proactive Routine Task / Cleaning Delivery

- Notify customer of intended response date / schedule
- Contact customer when you arrive (if possible)
- Listen and observe any non-verbal cues from customer and area
- Complete Daily, Weekly, Monthly, Quarterly and Annual items efficiently
 - Complete as many tasks during one "customer interruption" as possible
 - Don't just go on "auto-pilot" for daily routine, etc.
- Check for "Top 5" in same area (resolve or write up)
- Inform customer of your actions and ask if they know of any other issues in the area.
- Acknowledge you have disrupted their day and thank them for their time and understanding!

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15 Customer Service Skills that Every Employee Needs

- | | |
|---------------------------------------|---------------------------------|
| 1. Patience | 9. A Calming Presence |
| 2. Attentiveness | 10. Goal Oriented Focus |
| 3. Clear Communication Skills | 11. Ability to Handle Surprises |
| 4. Knowledge of the Product | 12. Persuasion Skills |
| 5. Ability to Use "Positive Language" | 13. Tenacity |
| 6. Acting Skills | 14. Closing Ability |
| 7. Time Management Skills | 15. Willingness to Learn |
| 8. Ability to "Read" Customers | |

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THANK YOU

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