

Healthcare Facilities Management

Module 5: Administration

Student Workbook



Lesson 17 ~ Administration 2





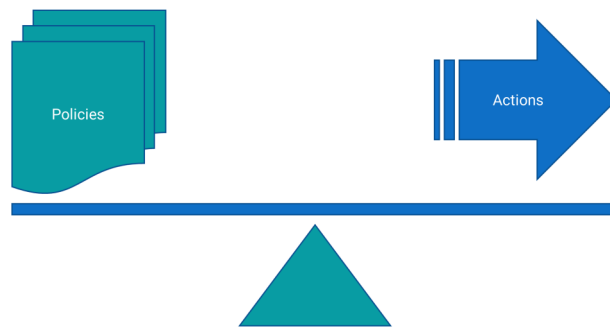


1

Review/Revise Policies

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Policies and Actions Must Agree



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Policy Review Process

Most organizations have 100's



Scheduled regular review of all policies

- 3-year cycle?
 - Staggered so a manageable number each month
 - Policy approval Policy
 - Who approves
 - How revised
 - When revised/reviewed
- Revised/reviewed
 - When scheduled
 - When concern/problem
 - Regulatory/code change

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Policy Organization

(Terminology may vary)



Policy
Statement of Principles

Procedure
Details
Code References
Process Steps

Implementations
Site Specific Details

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Example Policy Form

Policy			
Title			
Category		Date of Board Approval	
Policy Owner		Effective Date	
Version		Review Date	
Context			
Definitions			
Purpose			
Scope			
Policy Principles			
Roles & Responsibilities			
Process (Optional and/or Related Documents)			

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2

Train Staff on Policies

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Conduct Staff In-services On Department Policies And Procedures



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Review/Reference Policies When Assigning Work



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Request Feedback on Policies Upon Task Completion



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Report To Management Regarding Policies



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Participate in Departmental Review of Policies



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MODULE 06-C
planning

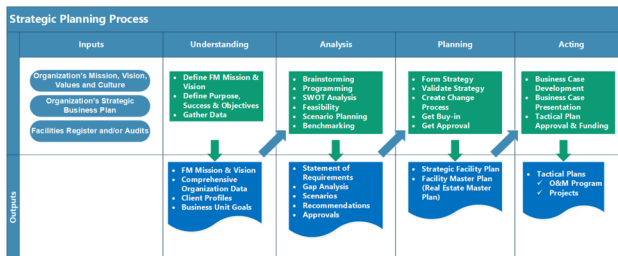
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1

Strategic Management

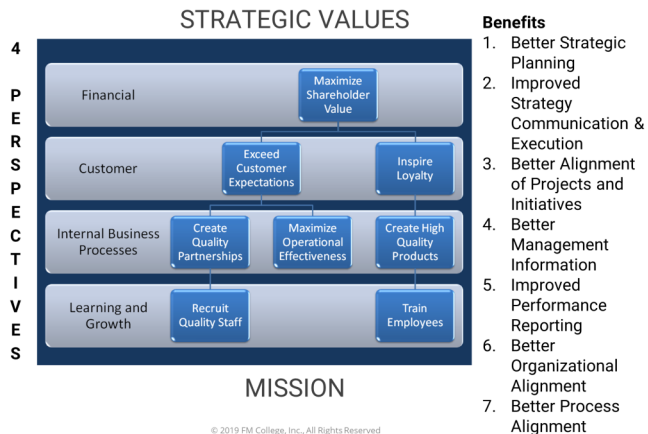
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Develop departmental strategic management plan

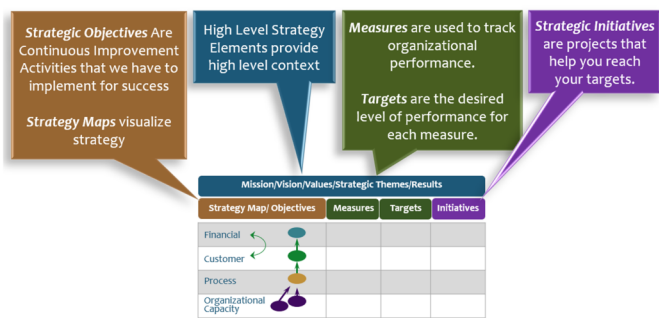


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Strategic Management: Balanced Scorecard






Strategic Management: Balanced Scorecard



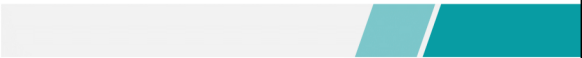
www.balancedscorecard.org

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Strategic Management: Smart Goals

				
Specific	Measurable	Achievable	Realistic	Time-Bound
What is the specific task?	What are the standards or parameters?	Is the task feasible?	Are sufficient resources available?	What are the start and end dates?

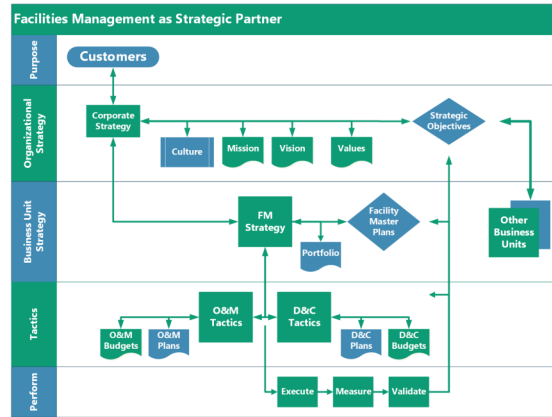
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2 

Strategic Planning

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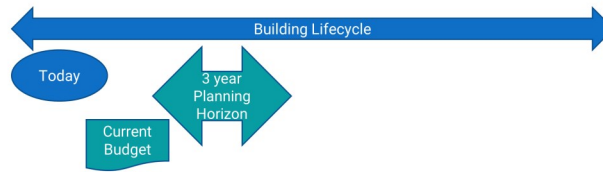
Strategic Planning: Overview Model



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Develop a long-range capital improvement plan

- Long-range improvement plan
- Allocated funds, committed funds, and expended funds
- Don't forget staffing and training



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Allocate resources for capital improvement

Fund allocation for projects

- Review/impact project budgets as developed
- Request/require
 - Energy efficiency
 - Sustainability
 - Technology systems
 - Staff training
 - Integration with existing systems/processes
 - Documentation
- Business Cases
- Impact project budgets

Capital equipment purchases

- Do not simply "replace in kind"
- "Future Proofing"
- Commissioning for full year
- Installation planned for maintenance access
- Contracted service?
- Documentation
- Rebates/incentives

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Manage a process to prioritize proposed projects on an annual basis

Strategic goals of organization

- Regular involvement and influence
- Trusted advisor role
 - Energy
 - Technology
 - Sustainability

Prioritizing programs

- Energy efficiency standards/goals/program
- Sustainability standards/goals/program
- Safety/Security
- Staffing/Training
- Best Value not lowest price

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Technology Management

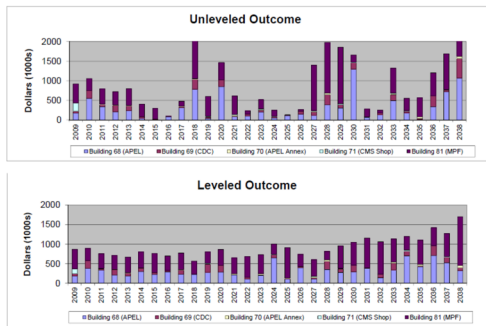
Provide counsel on available and emerging technologies, infrastructure, human capital, and changes in risks.



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Create & Manage Capital Renewal

➤ Deferred Maintenance Schedules & Projects



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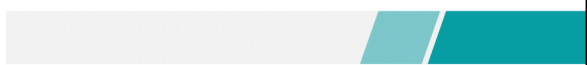


MODULE 06-D

Resource management

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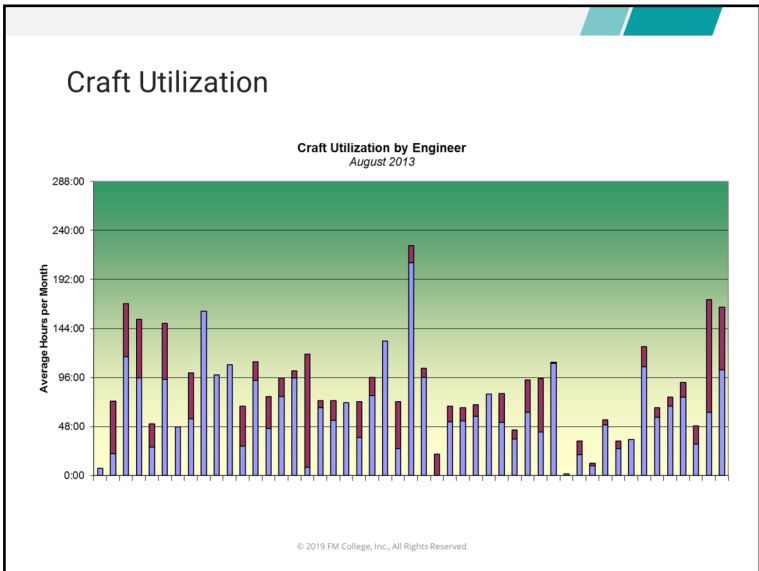
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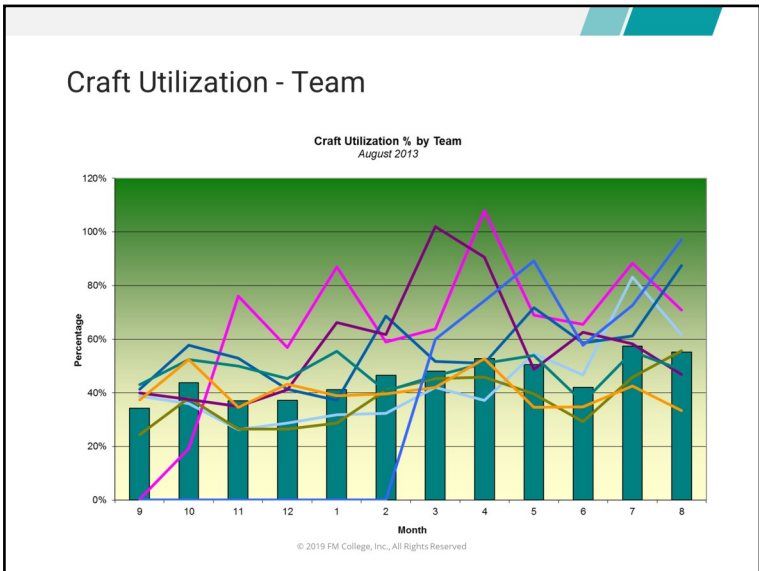
Manage Labor Distribution

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Craft Utilization



Craft Utilization - Team

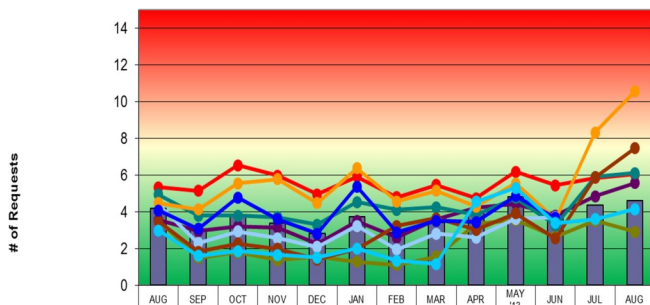


Proactive / Reactive

Total WO per 10K Sq Ft (Non-proactive)

(August 2012 to August 2013)

**Note: Request types that did not apply have been removed from these numbers.*



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2

Manage Actual Expenditures to Budget

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Manage actual expenditures to assure that departmental operations fall within budget

- Allocated funds, committed funds, and expended funds
- Budget review and reports
- Budget variance

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Budget Variance Example

		CLEAR					
		Enter AU or Portfolio		Month			
Month	Portfolio	Actual	Jan 2013 Budget	Var \$'s	Var %		
1	AU						
48	21940 COMP & TAXES ENGINEERS	-	-	-	0%		
49	400250 Comp-Carpenters - Regular Pay						
50	21920 COMP & TAXES LOGISTICS	-	-	-	0%		
51	21980 COMP & TAXES CARPENTERS	-	-	-	0%		
52	TOTAL R&M LABOR & BENEFITS	-	-	-	0%		
53	R&M SERVICE CONTRACTS						
54	442000 Repair & Maintenance						
55	22360 R&M SVC CONTRACT HVAC	8,381	4,514	(3,867)	-86%		
56	22380 R&M SVC CONTRACT BLDG MGMT SY	11,767	10,227	(1,540)	-15%		
57	22400 R&M SVC CONTRACT ELECTRICAL	-	-	-	0%		
58	22420 R&M SVC CONTRACT PLUMBING	-	-	-	0%		
59	22440 R&M SVC CONTRACT ELEVATORS	19,661	8,545	(11,116)	-130%		
60	22480 R&M SVC CONTRACT LIFE SAFETY	10,982	1,647	(9,335)	-567%		
61	22500 R&M SVC CONTRACT ROOF	-	-	-	0%		
62	22520 R&M SVC CONTRACT PARKING LOTS	2,204	2,664	460	17%		
63	22560 R&M SVC CONTRACT GEN R&M	11,267	14,561	3,294	23%		
64	22570 R&M SVC CONTRACT PAINTING	56,321	64,338	8,017	12%		
65	22580 R&M SVC CONTRACT PEST CONTROL	1,860	3,052	1,192	39%		
66	23420 R&M SVC CONTRACT LANDSCAPE INT	5,112	3,777	(1,336)	-35%		
67	23440 R&M SVC CONTRACT LANDSCAPE EX	25,979	24,826	(1,153)	-5%		
68	TOTAL R&M SERVICE CONTRACTS	153,535	138,151	(15,384)	-11%		

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Variance Factors

- Staffing Factors
- Seasonal
- Invoice Timing
- Project delays/scheduling

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3

Participate in Selecting Outside Sources

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Participate in selecting outside sources (preparing RFPs) for needed services

FM Role

- Identify Service Level required by occupants etc.
 - Survey
 - Validate
 - Agree
 - Document
- Define Scope of Work & Document for Procurement
 - Service description
 - Service level
 - Multiple scopes?
- Selection of resource and contracting

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MODULE 06-E

Project coordination

Specifications, Replacements/Upgrades, Installation Coordination and Move Management

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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

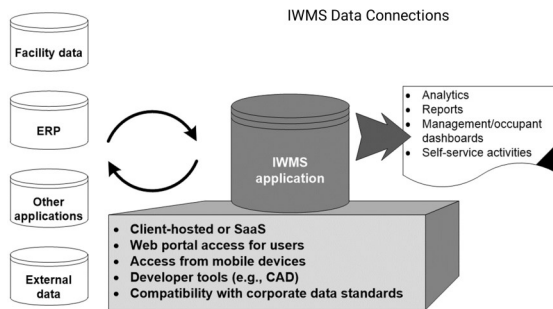
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Coordinate Building System Improvement Projects

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

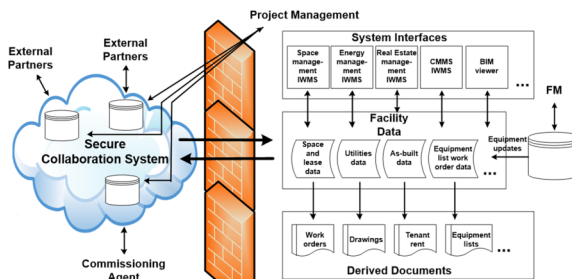
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Building/Equipment Records Management



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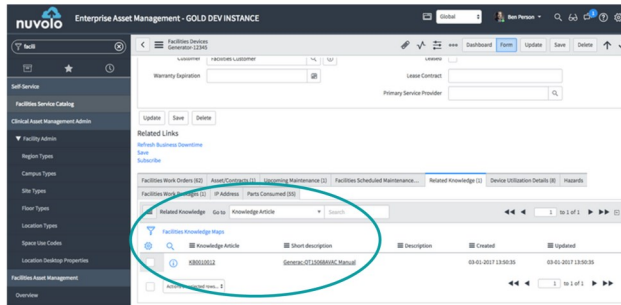
Building/Equipment Records Management



BIM Throughout Facility Lifecycle

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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 Renovation¹

This matrix is to be used to set guidelines on the appropriate infection prevention and control practices required for the type of activity depending on where the activity will occur. The Infection Prevention and Control team (IPC) or an individual responsible for IPC in a project, Environmental Services and is to be consulted before commencing any work.

Step 1: Identify the Type of Construction Activity Planned:

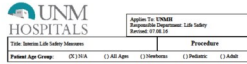
Type A	<p>Repairs and maintenance activities.</p> <p>Includes but is not limited to removal of ceiling tiles for visual inspection limited to 10 feet per 100 square feet, painting, and covering, electrical test work, minor plumbing, and activities that do not generate dust or require ceiling of walls.</p>
Type B	<p>Installation, repair, replacement, and removal of ceiling tiles.</p> <p>Includes but is not limited to installation of lightboxes and computer cables, access to above ceiling, wiring of walls or ceiling where that wiring will be fully contained at the source.</p>
Type C	<p>Any work that generates a concentration of dust or requires demolition or removal of wall and ceiling components or structures.</p> <p>Includes but is not limited to taping walls, for painting or wall covering, removing from structure, ceiling tile and related work and activities, work on exposed or exposed hard surface work on the ceiling or wall surface.</p>
Type D	<p>Includes but is not limited to activities that require construction work within, heavy demolition or removal of a complete ceiling system and new construction.</p>

¹Matrix modified from Barlett J. Infection Control Issues in Construction and Renovation Toolkit. Association for Professionals in Infection Control and Epidemiology, Inc. 2007: 88-91.

Source: www.Nebraskamed.com

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ILSM



REMARKS/REVISIONS

To assess the safety of all building occupants during periods when the Life Safety Code is not met or during periods of construction in any of the UNM buildings delivering health care services.

REFERENCES

The Joint Commission, 2016, Life Safety Chapter, LS.01.02.01 EP 1-14

AREA OF RESPONSIBILITY

The Life Safety Department and the Construction and Planning Department are responsible for ensuring that all construction projects adhere to deficiencies affecting Life Safety Systems as evaluated for Internal Life Safety Measures.

PROCEDURE

Whenever a life safety code deficiency exists that cannot be immediately corrected at when construction occurs at UNM Hospitals, the Life Safety Department will complete an ILSM Assessment to determine what, if any, Internal Life Safety Measures are needed based on the impact of said activities. Designated staff may be assigned to conduct periodic inspections of the construction site and document findings on the Construction Life Inspection form or the Project Surveillance Log. Internal Life Safety Measures (ILSM), will be implemented as follows:

1. Provide processes for maintaining clear exits. The hospital will post signage identifying the location of alternate exits to emergency egress in demand scenarios. This includes signage directly adjacent as well as all other exits. It shall be deemed necessary to issue egress permits of designated alternative or temporary exits (before the changes are made). Exits in and near the affected areas must be inspected daily under Project Surveillance records. Areas under construction must maintain egress routes for construction workers at all times.
2. Provide free access to emergency departments or services and for fire, police and other emergency services. Alternate egress must be provided for public and emergency traffic, whenever a disruption occurs. Policy and procedures must ensure that roads and pathways are clear of signs, materials, etc.
3. Ensure that fire alarm detection and suppression systems are in good working order. A temporary fire suppression system must be provided when any fire systems are not working. Temporary systems must be inspected and tested each month and appropriate documentation.

See: Internal Life Safety Measures
Internal Life Safety

Source: UNM Hospitals

5

Installation Coordination

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

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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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THANK YOU

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