Healthcare Facilities Management

Module 5: Administration

Student Workbook

Lesson 18 ~ Administration 3

www.FM-College.com

ADMINISTRATION

MODULE 06-G
performance management

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1

Goals

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

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

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

2

Benchmarking/Performance Management

Maintenance Evaluation: KPIs

PM Rate of Completion
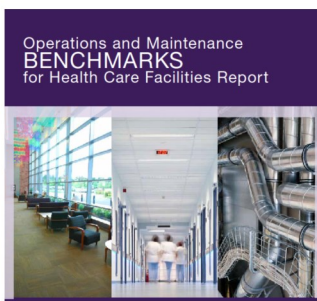(December 2016 - December 2017)
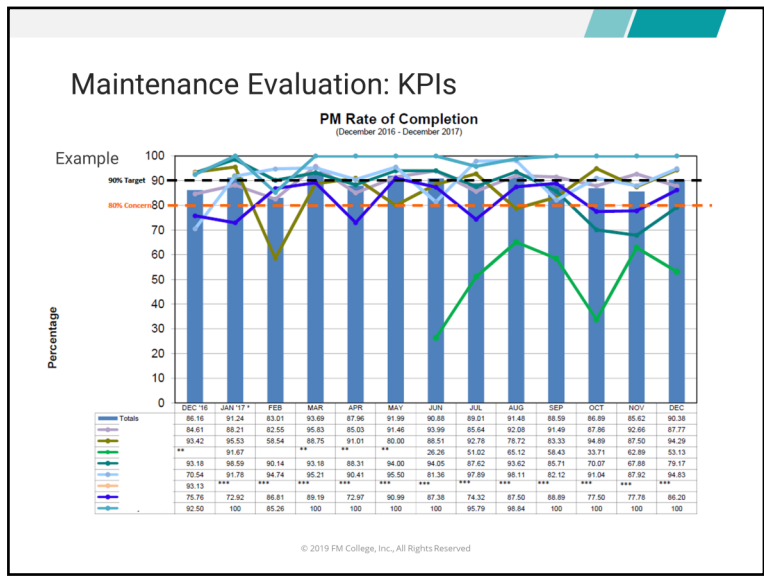
Maintenance Evaluation: KPIs

TR Tenant Response By Market

Market	Total Work Orders Completed	Average Response Time (h:mm)	Average Completion Time (h:mm)	Completed Within 24 Calendar Hours	Completed Within 48 Calendar Hours	Total Work Orders Completed per 10K SqFt	Square Footage
Casey	210	12:44	21:59	64.76	71.43	6.48	323,853
Chad `	1,177	7:08	28:55	59.05	69.07	16.40	717,849
Eileen	122	35:26	55:47	47.54	56.56	5.93	205,568
Eilene	204	37:47	65:10	33.33	42.65	6.67	305,703
Frank	171	26:39	38:25	47.95	54.39	7.98	214,370
Richar	290	24:14	55:06	54.48	63.79	7.86	368,978
Stace	144	5:21	6:43	76.39	84.72	5.75	250,329
Thoma	333	10:08	16:19	80.78	84.68	5.04	660,229
Tim W	151	19:35	28:31	60.93	68.21	3.07	492,305
Totals	2,802	14:55	32:50	59.53	67.95	7.92	3,539,184

Benchmarking Resource

Operations and Maintenance
BENCHMARKS
for Health Care Facilities Report

Benchmarking Resource (Canada)

3

Identify & Resolve Service Problems
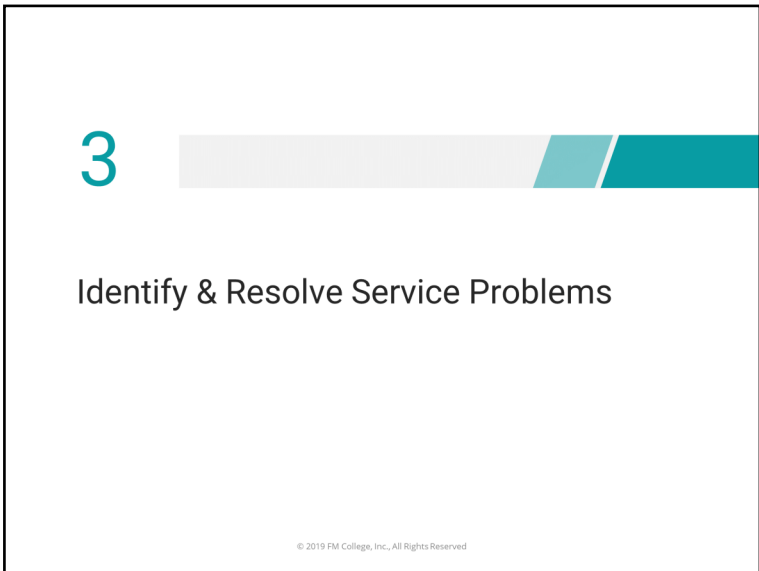
Service Level Agreement in Place

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

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

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

4

Evaluate Capital Equipment & Systems Improvements

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

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

MODULE 06-H

communication

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1
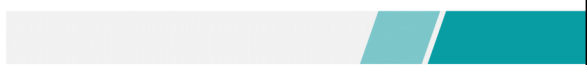
Proposals & Reports

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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!

Report

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

Factual

2

Business Cases

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 _____

1
Page!

Proposal – Regular Business Case

Better Business Cases

Detailed Business Case Template

Prepared by:	
Prepared for:	
Date:	28 February 2014
Version:	
Status:	

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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
- Economic
- Technical
- End user
- Coach

Response Modes
- Growth
- Trouble
- Even-Keel or Confident
- Overconfident

3

Presentations

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

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!)

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!

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!

MODULE 06-I
Training & development

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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

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

MODULE 06-J
Operations

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Manage and oversee operations of:

General
- CMMS
- Work control center

Plant Maintenance.
- Equipment evaluation to predictive maintenance
- Maintenance deficiencies
- Engineering assessment
- Mechanical system hygiene

Healthcare facilities engineering.
- Safety plan
- Safety Committee

Building and grounds.
Construction.
Fire safety.
Environmental issues.
- Green buildings
- Recycling

Architecture/design.
Planning.
Safety management.
Waste management.
Emergency management

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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).

Staff Permits, Licenses & Certificates

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

Create/Manage the following for (TJC) inspections

Statement of Conditions (SOC)

Plan for Improvements (PFI)

Manage Compliance with NFPA 99 & 101

Manage the Safety Program

Manage the Security Program

Conduct Hazard Survey Tour
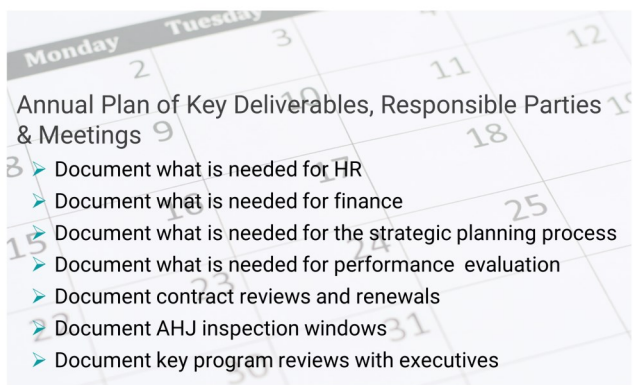
Inspect healthcare facility buildings and grounds to ensure compliance with standards and regulations
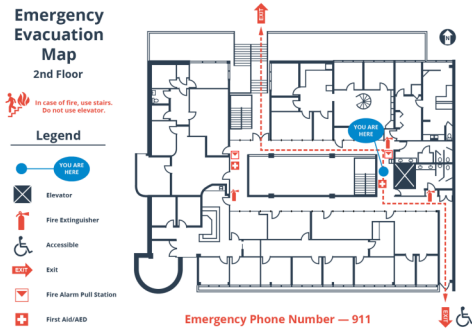
Rhythm of Business Model

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
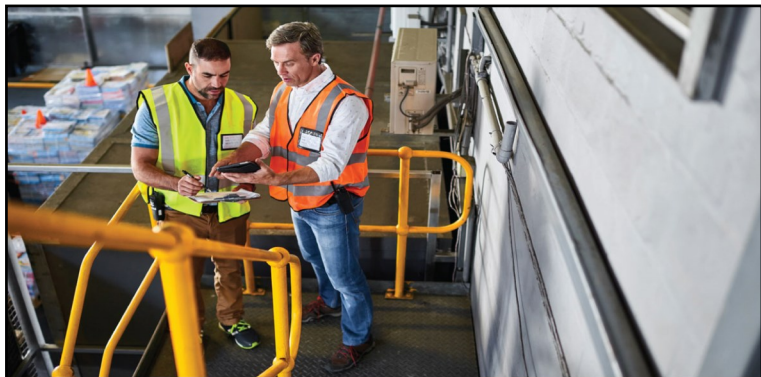
MODULE 06-K
safety

1

Oversee Safety Program

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.

OSHA

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

Regulations (Standards - 29 CFR)

By Industry | By Standard Number

Standard Number > **1910**

- 1910 - Table of Contents
- 1910 Subpart A - General
  - 1910.1 - Purpose and scope.
  - 1910.2 - Definitions.
  - 1910.3 - Petitions for the issuance, amendment, or repeal of a standard.
  - 1910.4 - Amendments to this part.
  - 1910.5 - Applicability of standards.
  - 1910.6 - Incorporation by reference.
  - 1910.7 - Definition and requirements for a nationally recognized testing laboratory.
    - 1910.7 App A - OSHA Recognition Process for Nationally Recognized Testing Laboratories.
  - 1910.8 - OMB control numbers under the Paperwork Reduction Act.
  - 1910.9 - Compliance duties owed to each employee.
- 1910 Subpart B - Adoption and Extension of Established Federal Standards
  - 1910.11 - Scope and purpose.
  - 1910.12 - Construction work.
  - 1910.15 - Shipyard employment.
  - 1910.16 - Longshoring and marine terminals.
  - 1910.17 - Effective dates.
  - 1910.18 - Changes in established Federal standards.
  - 1910.19 - Special provisions for air contaminants.
- 1910 Subpart C - Reserved
- 1910 Subpart D - Walking-Working Surfaces
  - 1910.21 - Scope and definitions.
  - 1910.22 - General requirements.
  - 1910.23 - Ladders.
  - 1910.24 - Step bolts and manhole steps.
  - 1910.25 - Stairways.
  - 1910.26 - Dockboards.
  - 1910.27 - Scaffolds and rope descent systems.
  - 1910.28 - Duty to have fall protection and falling object protection.
  - 1910.29 - Fall protection systems and falling object protection-criteria and practices.
  - 1910.30 - Training requirements.
- 1910 Subpart E - Exit Routes and Emergency Planning
  - 1910.33 - Table of contents.
  - 1910.34 - Coverage and definitions.
  - 1910.35 - Compliance with alternate exit-route codes.
  - 1910.36 - Design and construction requirements for exit routes.

Authority Having Jurisdiction - AHJ

State Fire Marshall Office - example

Healthcare Facilities

Inspection Information
These inspections are completed in coordination with the DSHS or DOH survey teams. 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 unannounced.

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.

2

Insurance Inspections & Claims

Participate in insurance inspections and claims

Insurance types

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

Insurance Inspections

Required for continued coverage

Voluntary for risk reduction

Claims made

Claims Processes

Death or Injury

Weather or Hazard (Fire) etc.

Equipment Casualty
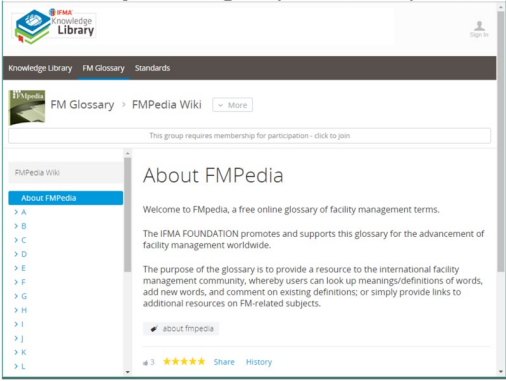
MODULE 06-L

Resources

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Resources: IFMA Glossary

http://community.ifma.org/fmpedia/w/fmpedia

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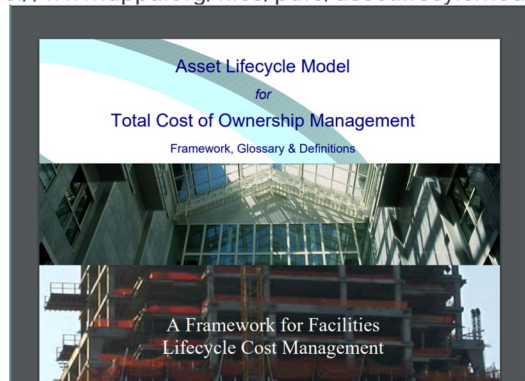
http://community.ifma.org/knowledge_library/
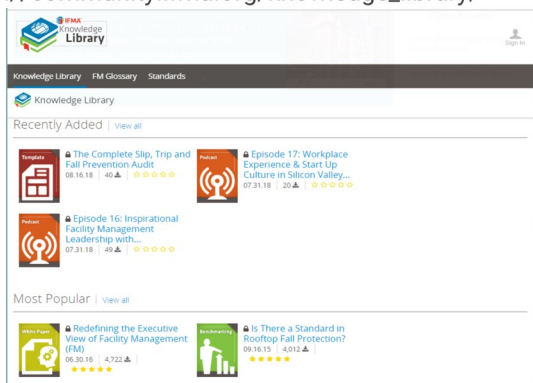
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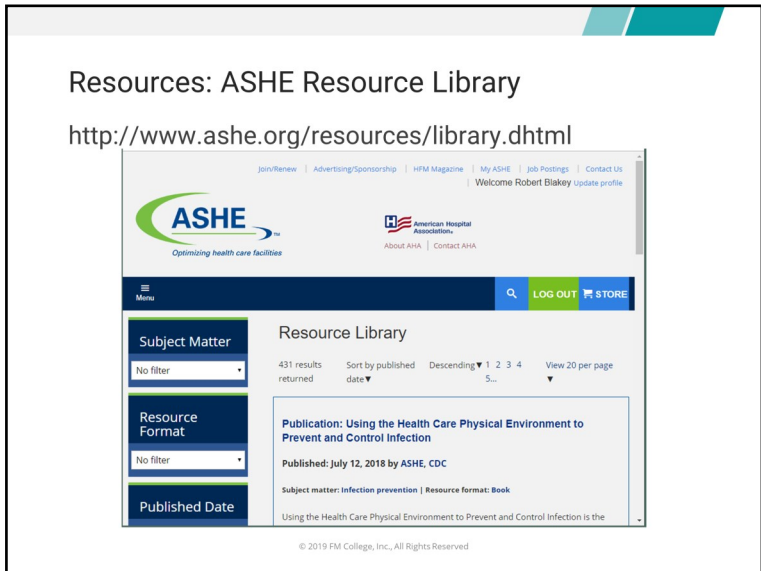
Resources: Asset Lifecycle Model

https://www.appa.org/files/pdfs/assetlifecylemodel.pdf

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Resources: ASHE Resource Library

http://www.ashe.org/resources/library.dhtml

Resources: Whole Building Design Guide

https://www.wbdg.org/

THANK YOU