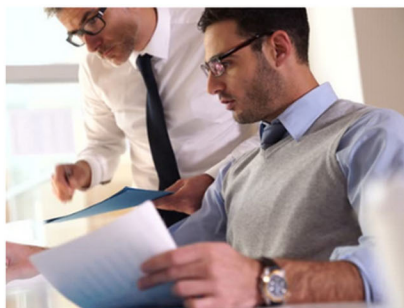


Healthcare Facilities Management

Module 1: Introduction & Compliance Student Workbook



Lesson 1 ~ Introduction





MODULE 01 - A
HEALTHCARE FACILITIES MANAGEMENT IN CONTEXT

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Healthcare Facility Manager (HFM): Definition

The HFM's responsibilities include the following general areas:

- Code Compliance
- Planning, Design and Construction
- Maintenance and Operations
- Financial Management
- Administration



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HFM: Knowledge Areas

Specifically, the healthcare facility manager has an understanding of the operation and maintenance of building systems including but not limited to the following:



- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• HVAC• Electrical distribution• Medical equipment• Refrigeration• Emergency power• Safety and security | <ul style="list-style-type: none">• Steam and hot water• Fire protection• Elevators and pneumatic tube• Medical gas• Plumbing• Grounds keeping |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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HFM: Responsibilities

The healthcare facility manager's responsibilities may include the following:

- Planning, design and direction of activities related to construction and renovation projects.
- Facility conformance to all applicable codes and standards
- Development and management of capital and operational budgets
- Negotiation of service agreements.
- Development and administration of policies and procedures



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HFM Course is designed for USA

Yet Internationally Relevant:


- While some USA code knowledge is required, the codes cited are considered "best practices" in the industry
- Principles and knowledge is applicable to the job world-wide



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HFM: Knowledge, skills & abilities

- Current knowledge of relevant standards
- Demonstrated ability to keep current with industry
- Thoughtful application to real world issues
- Strategic view of Healthcare facilities
- Valuable partner to Healthcare leadership
- Understands Healthcare in context of relevant ISO Standards (Quality, Sustainability, Facility Management, Asset Management, etc.)

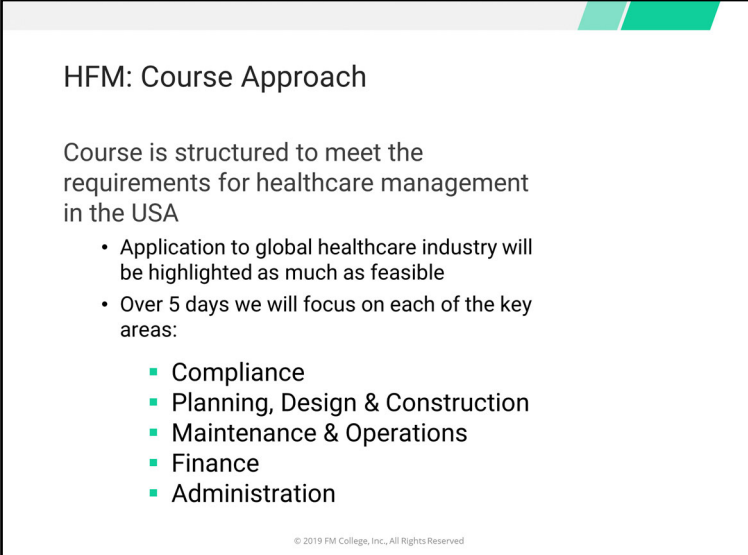


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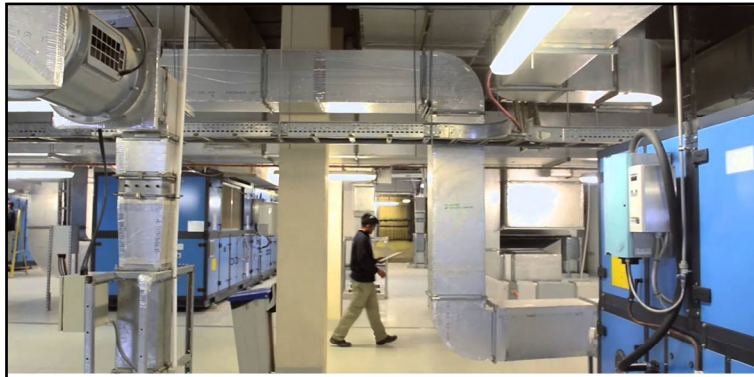
HFM: Course Approach

Course is structured to meet the requirements for healthcare management in the USA

- Application to global healthcare industry will be highlighted as much as feasible
- Over 5 days we will focus on each of the key areas:
 - Compliance
 - Planning, Design & Construction
 - Maintenance & Operations
 - Finance
 - Administration



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MODULE 01- B

ACHIEVING HIGH PERFORMANCE IN FM ~ INTRODUCTION

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What is Facilities Management?

FM is the “organizational function which integrates people, place, and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business”

ISO 41001:2018

| Space & Infrastructure (Hard) | People & Organization (Soft) |
|-------------------------------|------------------------------|
| Planning | Catering |
| Design | Cleaning |
| Workplace | Information & Communication |
| Construction | Human Resources |
| Lease | Accounting |
| Occupancy | Marketing |
| Maintenance | Hospitality |
| Furniture | |

European standard EN15221-1

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IFMA: Global Job Task Analysis (2016)

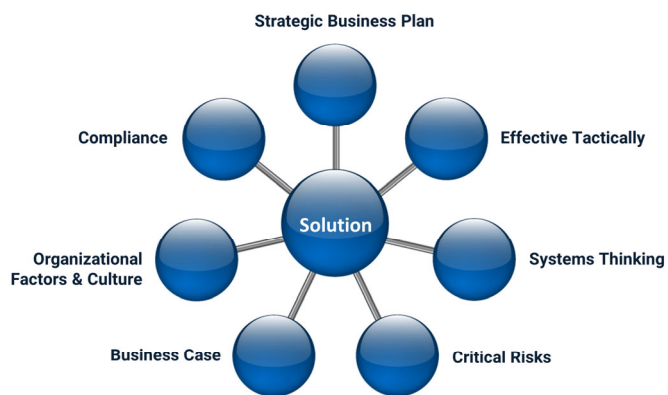
Core Competencies

- Communications
- Emergency Planning and Business Continuity
- Environmental Stewardship and Sustainability
- **Finance and Business**
- Human Factors
- **Leadership and Strategy**
- **Operations and Maintenance**
- **Project Management**
- Quality
- Real Estate and Property Management
- Technology

Body of Knowledge → Application of Knowledge

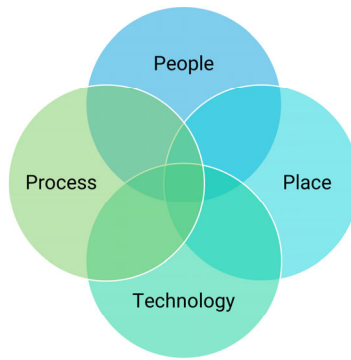
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Application – Seeing the Whole Picture



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Operations Management: Purpose



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Operations & Maintenance: Tactical Plans

| Operations & Maintenance | | Budgets | Design & Construction |
|--------------------------|------------------------|-------------|--------------------------------------|
| Operations | Maintenance | Operational | Capital Projects |
| Soft Services | Hard Services | Maintenance | Service Delivery |
| Service Delivery | Preventive Maintenance | Renewal | Real Estate |
| Safety | Equipment Maintenance | D & C | New site / Additions / Modifications |
| Environmental | Equipment Replacement | Capital | Moves / Reconfigurations |
| | Capital Projects | | |

Need to understand the linkage and alignment with Strategic Goals

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Operations & Maintenance: Processes

Inputs

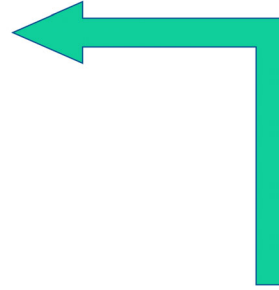
- Facilities Strategic Plan
- Facilities Register
- Facilities Audits
- Standards & Policies

Processes

- Condition Assessment
- Hard & Soft activities
- Performance Measurement

Outputs

- Updates to Master Plan, Facility Register & Audits
- Updates to Standards & Policies
- Continuous Improvement



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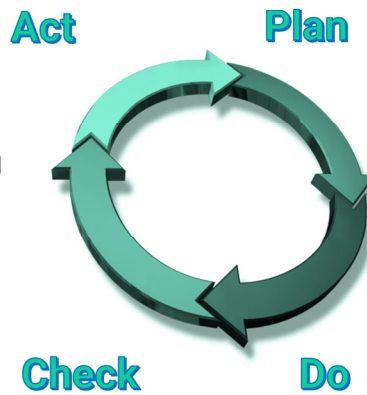
Plan -> Do -> Check -> Act: A Foundation

PLAN: Design or revise business process components to improve results

DO: Implement the plan and measure its performance

CHECK: Assess the measurements and report the results to decision makers

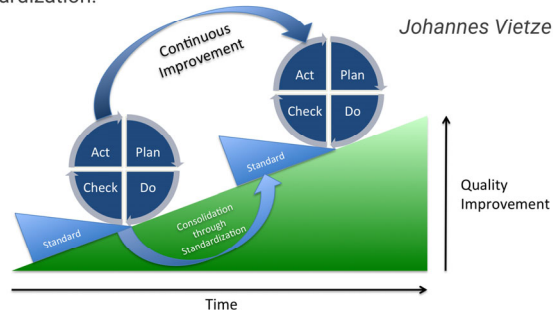
ACT: Decide on changes needed to improve the process



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Plan -> Do -> Check -> Act: **Standardize**

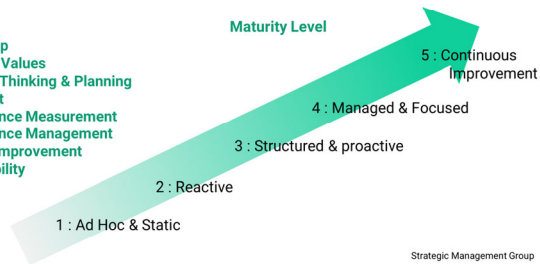
“Continuous quality improvement is achieved by iterating through the cycle and consolidating achieved progress through standardization.”



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High Performance: Strategy

- Dimensions:
- Leadership
 - Culture & Values
 - Strategic Thinking & Planning
 - Alignment
 - Performance Measurement
 - Performance Management
 - Process Improvement
 - Sustainability



Strategic Management Group

“Perception is strong, and sight is weak. In strategy it is important to see distant things as if they were close and to take a distanced view of close things.”

Miyamoto Musashi, legendary Japanese swordsman

“Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.”

Sun Tsu, Ancient Chinese military strategist

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High Performance: Thinking vs Planning

Strategic Thinking

- A vision of the future
- Strategic formulation and implementation
- Managerial role in making strategies
- Control
- Managerial role in implementation
- Strategy making
- Process and outcome

Strategic Planning

- A continual planning process that relies on strong strategic thinking.
- When done correctly, strategic planning is not a one-time or annual event.
- It's an on-going process, reviewed quarterly, that affects the organization's initiatives, plans, and activities.

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Strategic Business Thinking: Competencies

- Systems perspective
- Intent focused
- Thinking in time
- Hypothesis driven
- Intelligent opportunism



Jeanne Liedtka,(1998), "Linking Strategic Thinking with Strategic Planning"

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Strategic Business Thinking: Tools

Critical Thinking

- The mental process of actively and skillfully conceptualizing, applying, analyzing, synthesizing and evaluating to reach an answer or conclusion

Systems Thinking

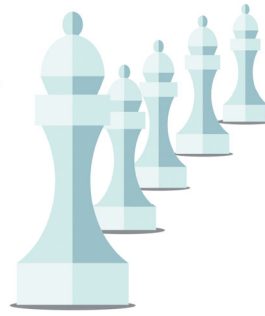
- Taking a holistic view that recognizes the relationships between all parts

Roll-Up Methodology

- Some problems “roll up” into higher level concerns such as; health/safety, business strategies, legal, records, etc.

“35,000 Foot Level”

- Look at problems from the global and strategic viewpoint



International Facilities Management Association

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