Facility Management

Session objectives

- At the end of this session students will be able to:
  - Define facility management
  - Describe rationale of facility management
  - Explain components of facility management

Brainstorming

- What is Facility Management?
- What is the rationale behind facility management?

Introduction

- Hospitals and other healthcare facilities are scary, unfamiliar places—or at least, that's the way we see them when we're admitted

- It's one of the biggest challenges in the healthcare industry to make a hospital or clinic seem like a warm, welcoming, relaxing place
  - It's tough, but not impossible

- An above-and-beyond approach to healthcare facilities management has a powerful impact on patient experience

Intro…

- With an experiential focus, there’s opportunity to transform the hospital environment from a confusing, daunting place, to an environment conducive to comfort
- Healthcare facilities management focuses on coordinating facilities, assets, and people to concentrate on delivering the highest standard of patient care
- In the healthcare setting, there are also layers of compliance, security, and emergency planning involved
- It all adds up to a functioning healthcare environment that’s enabling to medical professionals and comfortable for the people they’re treating

Intro…

- Facility includes:
  - Health institution buildings
  - Grounds
  - Utilities etc.
- Appropriate management of hospital buildings, grounds and utilities is essential to:
  - Ensure that the facility is maintained and in good condition,
  - Provide a safe environment for patients, visitors and staff, and
  - Guarantee that clinical services are provided without interruption

Intro…

- Effective facilities management also includes:
  - Planning for both internal and external emergencies to ensure that the hospital is adequately prepared to deal with such events and minimize their impact

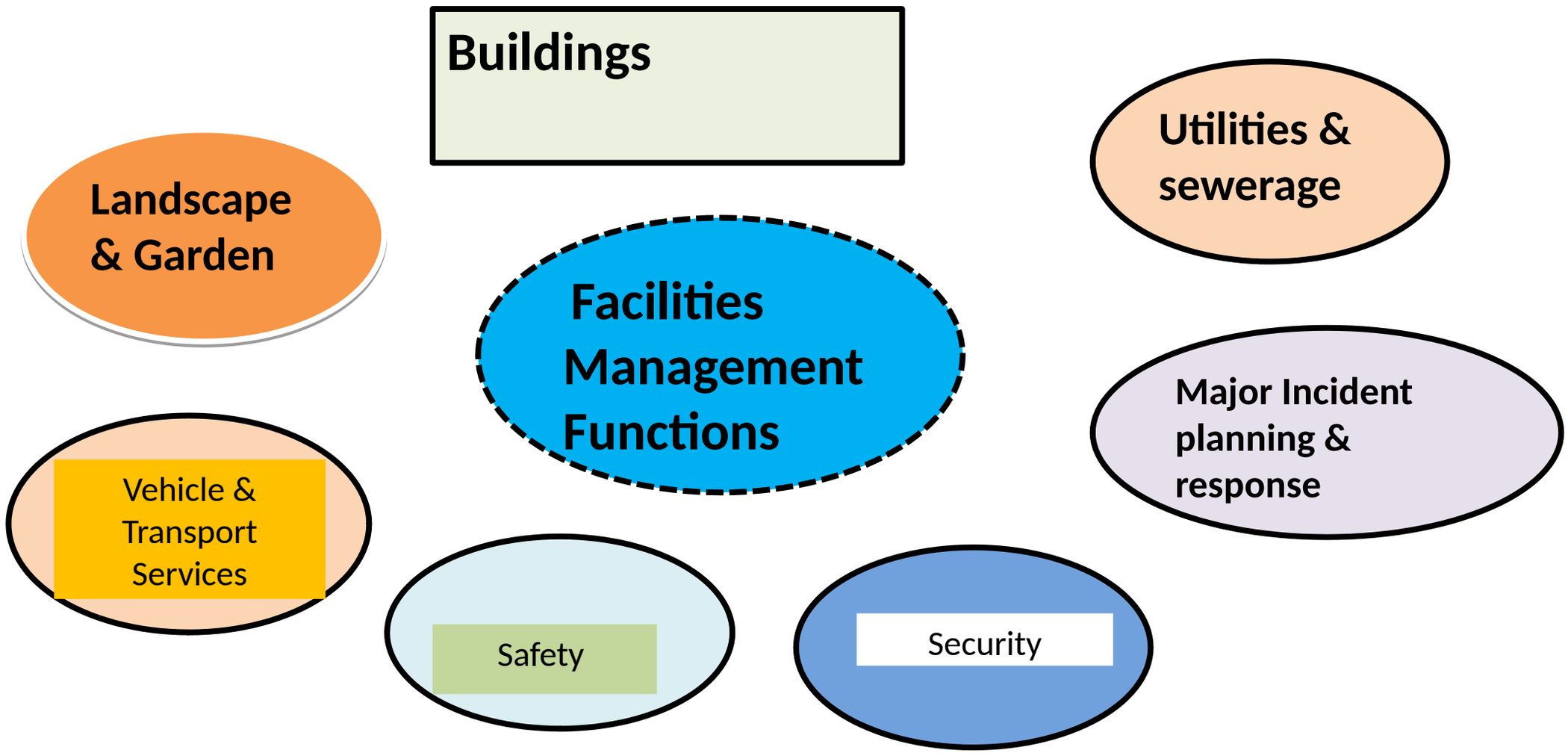
Organization of Facilities Management Services

- Each HF should have a Finance and Property Case Team, led by the Director of Finance

- Given the importance of facilities management, each HF should assign a Facilities Manager (or equivalent) who is accountable to the Director of Finance.

- The Facilities Manager should be supported by assigned personnel, sufficient to fulfil the functions in FM

Facilities Management Services



1. Buildings

Buildings layout

- The buildings are the most fundamental component of a hospital and their layout and design contribute significantly to the smooth operation of patient services and other activities



Buildings…





- The use of buildings should be organized to:
  - Minimize the travel distance between frequently used spaces,
  - Streamline the movement of patients between departments,
  - Allow for patients to be easily visible by staff for supervision purposes,

Buildings…

- Include all the needed clinical and non-clinical areas, avoiding unnecessary redundancies and making efficient use of space,
- Provide an efficient system for the handling of food, storage of supplies and the removal of waste, and
- Enhance the safety and security of patients, visitors, staff and hospital assets

Layout of patient services

- A HF should be organized such that patient services are easily accessible and located in close proximity to each other

Buildings …

- The Emergency Department should be easily accessed from the adjacent main road and should have a separate entrance that is labelled in a way that is visible from the street

- The OPD should also be easily accessed from the main road and should have enough space and seating available for the expected number of daily arrivals.

- The Hospital triages (both central and emergency) should be clearly labelled and easily accessible.

- Inpatient wards should be easily accessible from elevators, ramps and stairways

Buildings…

- Hospitals with more than one storey should have either elevators or ramps in order to transport wheelchair- or bed-bound patients

- Administrative offices, such as medical records and payment offices should be in a location that is easily accessible to patients and visitors, and should be clearly labelled

Layout of staff services

- Staff services should be organized in a way to provide easy access and mobility.

- Toilets, shower rooms, duty rooms, library, drinking water, cafeteria etc. should be available within close proximity to staff working areas based on working unit conditions

Buildings…

Hospital site map

- A map of the HF campus should be displayed at all entry points to the hospital to provide clear, easy navigation for patients and visitors

- All buildings should be clearly labelled and signs should be used to guide patients or visitors to each department

Building maintenance

- Buildings are generally the largest investment in the facility and should be well-maintained:
  - To prolong their lifespan and
  - Minimize the need for expensive repairs or renovation

Buildings…

- Inspections of all HF buildings should be conducted on a regular basis

Planning for new construction or renovation

- The services provided by a hospital and the number of patients attending a hospital are rarely static

- Adequate planning for new constructions must be carefully performed to ensure good results

- Planning is best carried out through a dedicated committee, with members from a range of backgrounds including staff well-versed in the new service to be provided

Buildings…

- Adequate consideration should be given to the effects of the construction process on existing services

- To ensure that any construction or renovation is fit for purpose it is important to involve multiple personnel in the planning process and to follow key steps

Small group discussion

2. Landscape and Garden

- Patient and community perceptions of a hospital and staff satisfaction with their workplace can be enhanced by clean and pleasant HF grounds



- Buildings should be linked by covered and paved walkways, where possible
- Recreation areas should be established including areas for sitting and for walking

Landscape…

- Grass, trees and flowers should be planted wherever possible and special features such as fountains may be installed as a focal point
- Hospital grounds may also be used to grow crops







Land scape…

- HF grounds should be free from litter, including old equipment or construction materials
- Regular inspection to ensure a safe and comfortable environment for patients, visitors and staff
- Ground keeping staffs should have access to all necessary tools, equipment and machinery necessary to maintain and enhance the hospital ground
  - These materials should be budgeted for to ensure that there is a consistent supply of materials

3. Utilities and Sewerage

Electricity

- A reliable source of electricity is essential for every HF and its safety should be ensured at all times
- As regular supplies may be erratic, every healthcare facility must have a backup system in place, such as a diesel generator/solar panels
- Electrical hazards may pose serious fire risks, as well as shock hazards to patients, staff and visitors
- HFs should have access to a professional qualified electrician with appropriate training, tools and equipment to perform maintenance and repair of electrical installations

Utilities…

Water supply

- All HFs should have access to a safe and reliable water supply
- Regular (at a minimum every 6 months) microbiological checks should be conducted of the water supply
- A backup water supply such as water tanks, a reservoir or dedicated well should be available in case the main supply is interrupted
- If for any reason water supply is lost, every effort must be made to ensure that water is supplied to all essential areas
- Water should be available in all toilets and clinical areas

Utilities…

Sewerage

- Proper sewage facilities are essential to any healthcare facility to ensure cleanliness and minimize the spread of infections
- Where available, HFs sewage systems should connect to the municipal sewage system & should be pre-treated before entering the municipal system
- HFs should have access to a professional qualified plumber with appropriate training, tools and equipment to perform maintenance

4. Vehicle and Transport Services

- HFs (esp. hospitals) may have one or more vehicles, including ambulances, depending on the size and location of the facility
- Such vehicles should be organized within a transport department, consisting of drivers and department head
- Routine services should be undertaken for each vehicle in accordance with manufacturer’s recommendations
- A log book should be kept for each vehicle that describes the mileage undertaken and maintenance record for the vehicle

5. Health facility Security

- Security for the staff, patients, property, and information located within the hospital is critical
- Potential security threats include theft – by an employee or visitor, and threats against patients or staff
- Security personnel play a vital role in ensuring that the HF is welcoming and accessible but also a safe environment for patients, visitors and staff
- Fixed visiting hours should be established and should be displayed at all entry points to the hospital and within each ward

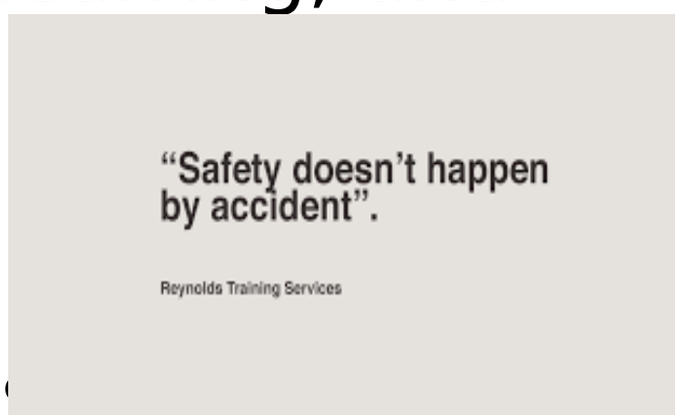
Security…

- A security assessment should be undertaken at least once a year to identify security vulnerabilities, including the location of important or expensive equipment or supplies
  - A security plan should be designed based on the findings of this assessment

6. Health facility Safety



- HFs safety issue involves chemicals, fire, and o
- Exposure to hazardous chemicals (e.g. Glutaraldehyde, ammonia, formaldehyde, chlorine, mercury etc.) can produce a wide range of adverse health effects
- The likelihood of an adverse health effect occurring, and the severity of the effect are dependent on:
  - The toxicity of the chemical,
  - Route of exposure (inhalation, skin contact, and
  - The nature and extent of exposure to that subst



Safety..





- A fire in HFs may originate from:
  - Electricity
  - Flammables (e.g. alcohol, diesel, oxygen e
  - Smoking/open flame, etc.
- Fire in a health facility risks the safety, health, and lives of patients and providers
- HFs should have a fire safety plan that addresses both the prevention of and response to fires
- Where fire departments exist, health facilities should request an annual inspection for verification of fire prevention measures and response readiness assessment

Safety…

- Fire response measures:
  - Fire warning system, Emergency notificati
  - Fire fighting equipment, Sources of water
  - Access to buildings, Evacuation, Referrals



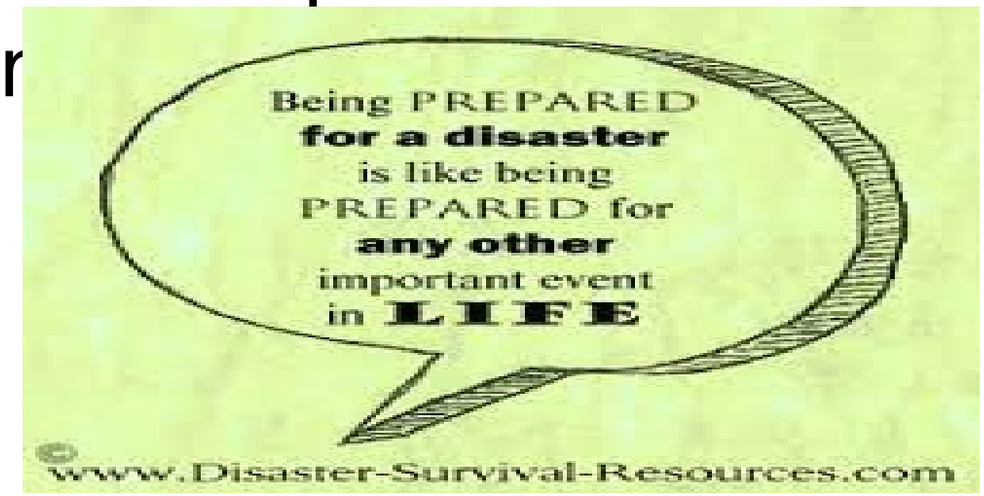
- All employees should be trained in fire prevention and response and should be familiar with the fire safety plan

- Other human health hazards (e.g. wet floors, spills, broken glass etc) should be clearly labelled

- All public areas should be kept clean and free of large objects

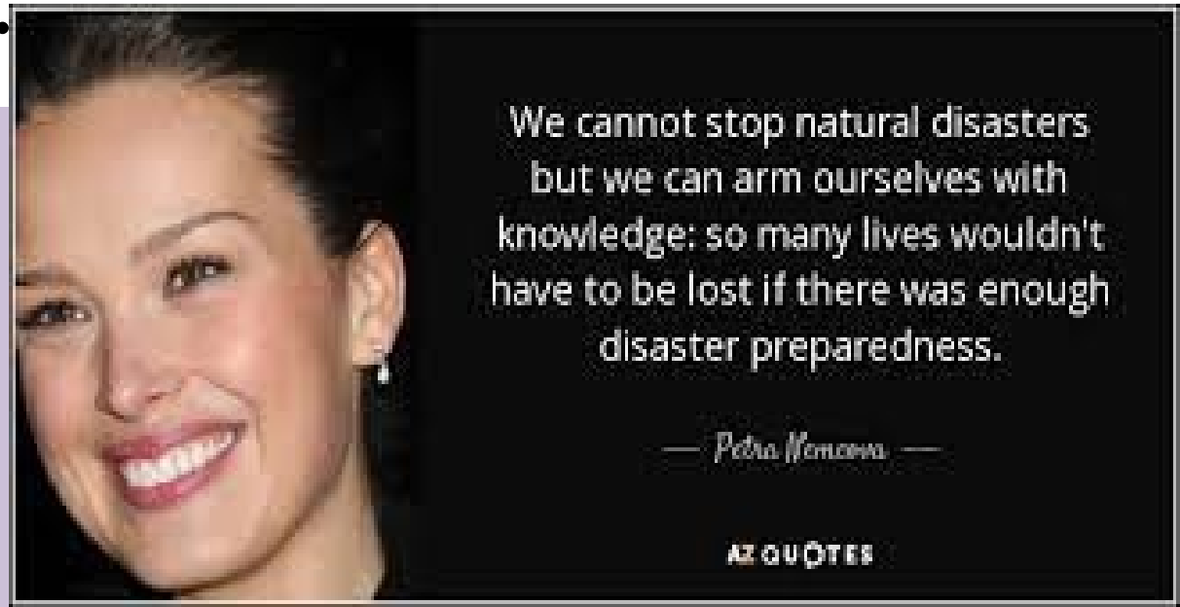
7. Major Incident Planning and Management

- A major incident is any event whose impact cannot be handled within routine service ar



- The aim of major incident planning is to ensure that a HF is capable of responding to major incidents of any scale in a way that:
  - Delivers optimum care and assistance to victims
  - Minimizes the consequential disruption to healthcare services and

Major..



Major incidents may present in several ways:

- The big bang
- The rising tide
- The cloud on the horizon
- Headline news
- Internal incidents
- Deliberate release of chimerical or biological materials

a) The 'Big Bang'- A health service major incident is classically triggered by a sudden major transport or industrial accident. In this case the police service or emergency room may be the first to be aware of and respond to the incident.

b) 'Rising Tide'-This problem creeps up gradually such as occurs with an infectious disease epidemic. There is no clear starting point for the major incident and the point at which an outbreak becomes 'major' may only be clear in retrospect.

c) 'Cloud on the horizon'

An incident in one place may affect others following the incident, for example a major incident in another health facility or epidemic arising elsewhere.

Major…

d) 'Headline news'-A wave of public or media alarm over a health issue as a reaction to a perceived threat may create a major incident for the health service even if fears prove unfounded. For example, a perceived risk of bird flu or swine flu may cause mass attendance at the facility even if the risk to the population is minimal. It is the urgent need to manage information that creates the major incident. If well handled, it may not become a major incident at all; if mishandled it probably will.

e) 'Internal incidents'-The hospital itself may be affected by fire, breakdown of utilities, major equipment failure, hospital acquired infection, hazardous material spill etc. If such incidents are mishandled the morale of staff and public confidence in the facility may be eroded in the long term.

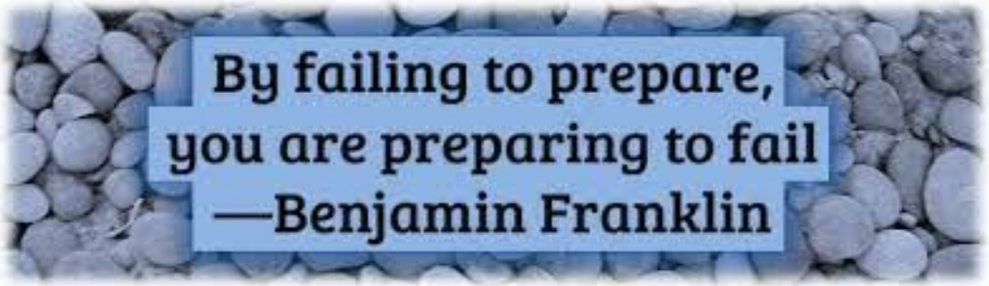
f) 'Deliberate release of chemical or biological materials'

The hospital role in such incidents is to deal with emergency cases that present to the facility. The overall response to such incidents requires close co-ordination between the hospital and government agencies such as police, military, woreda/zonal/regional health bureaus.

Major…

- The essentials of major incident planning are:
  - Establishing a Major Incident Committee,
  - Establishing an Incident Control Room,
  - Preparing a Major Incident Plan (MIP),
  - Establishing appropriate command and control arrangements,
  - Implementing the MIP through training, exercising and testing, and
  - Validating the MIP through a system of regular review and





Facility mgt indicators

	Indicator	Formula	Frequency
1.	Number of work orders received	Total number of work orders received	Quarterly
2.	Average time to completion of work order	Σ time to completion/ Total number of work orders received	Quarterly
3.	Number of incidents reported to Incident Officer involving a building or operating system (e.g. electricity, water, sewage etc)	Total number of incidents reported to Incident Officer involving a building or operating system (e.g. electricity, water, sewage etc)	Quarterly
4.	Outpatient satisfaction survey: % of respondents who answer *yes* to the question "It was easy for me to find my way around the facility"	Total number of outpatients who respond 'yes' to the listed questions/ Total number of outpatients respondents*100	Biannual
5.	Inpatient satisfaction survey: % of respondents who answer *yes* to the question "It was easy for me to find my way around the facility"	Total number of inpatients who respond 'yes' to the listed questions/ Total number of inpatients respondents*100.	Biannual

Summary

- ✓ Definition of facility management
- ✓ Rationale of facility mgt
- ✓ Functions/components of facility mgt

Reading assignment

- Operational standards of facility management in Ethiopian healthcare facilities
- Hospital sewerage system

Any
Questions?


Thank you!

Quiz

1. Define facility management
2. What is the purpose of inspecting health facility buildings regularly?
3. List at least three sources of fire in healthcare organizations
4. Why is major incident planning needed in healthcare organizations?