



Making a Case for Formalized Healthcare Facilities Development Pathway

MIDWEST HEALTHCARE ENGINEERING CONFERENCE – “**BRIDGING THE
GAP**”

Session Objectives

- ▶ Opening Statement
- ▶ A quick historical review of “how we do it.”
- ▶ Seven (7) Evidences in support of a developmental pathway.
- ▶ Closing Argument
- ▶ Jury Decision

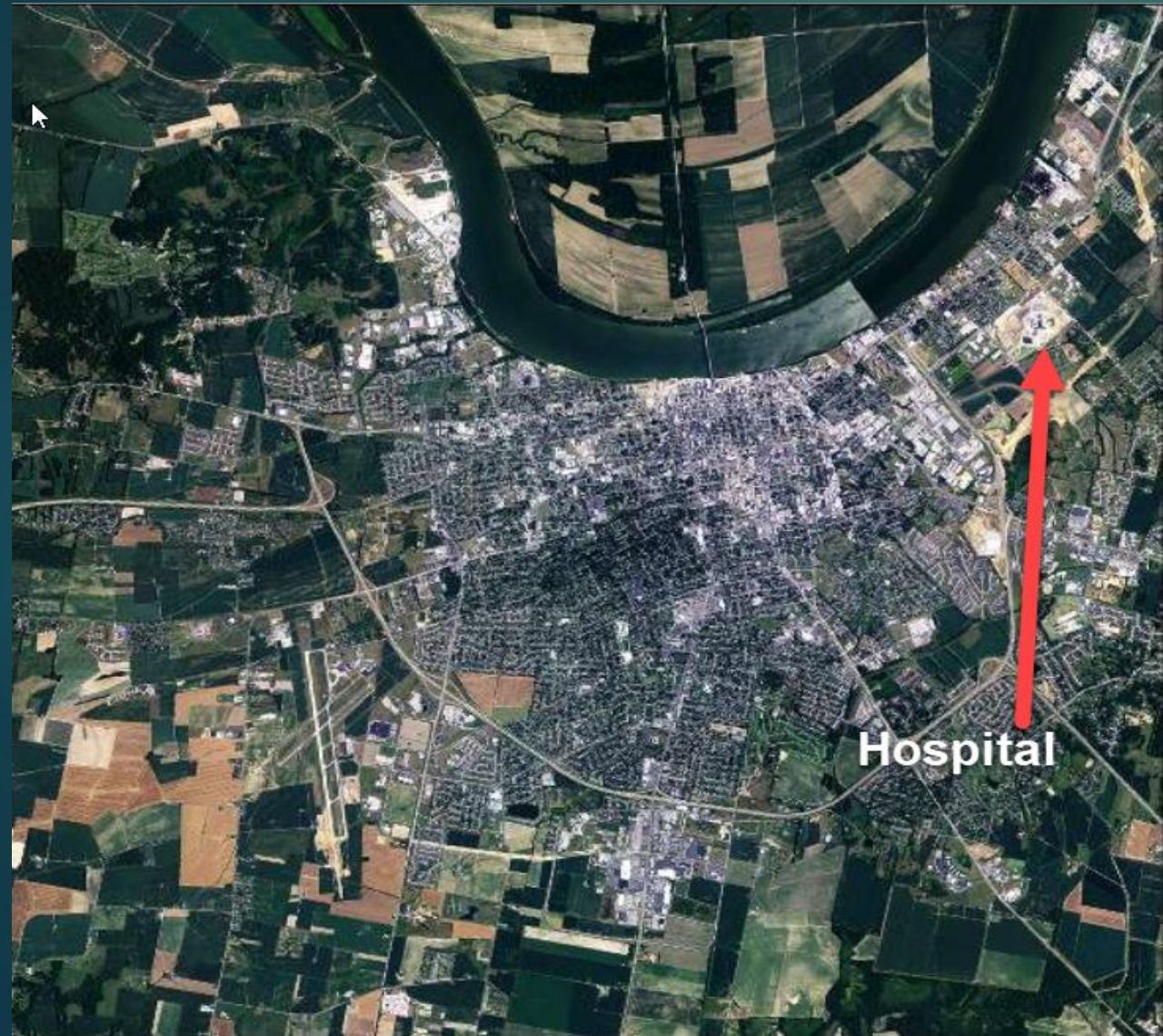
Typical Healthcare FM Journey.



Disclaimer

- ▶ The views and opinions expressed in this presentation are those of the presenter and do not constitute an endorsement by Owensboro Community & Technical College and or any other official body.
- ▶ The format of this presentation in the form of a Grand Jury is meant for entertainment and engagement purposes, it is not intended to condemn, malign, attack, vilify, denounce, slam, deprecate and or otherwise establish any legal or civil precedents.

Owensboro, KY



- 477th Largest City in U.S.
- Approx. 5100 Hospitals in U.S.
- Approx. 4600 Hospitals in Smaller Communities than Owensboro.
- Where does an HFM professional get healthcare facility experience?

HFM Typically On The Job!

- ▶ Typically 2 to 3 accreditation cycles to establish foundation.
- ▶ Few (if any) similar buildings in community to gain experience.
- ▶ National certification (CHFMA) 15% penetration rate after approximately 30 years.
- ▶ Professional development, conferences, and networking by “some”.
- ▶ Smaller facilities typically have less access or unable to engage in training opportunities.



YOU DON'T
HAVE TO BE
CRAZY
TO WORK HERE
WE'LL
TRAIN YOU

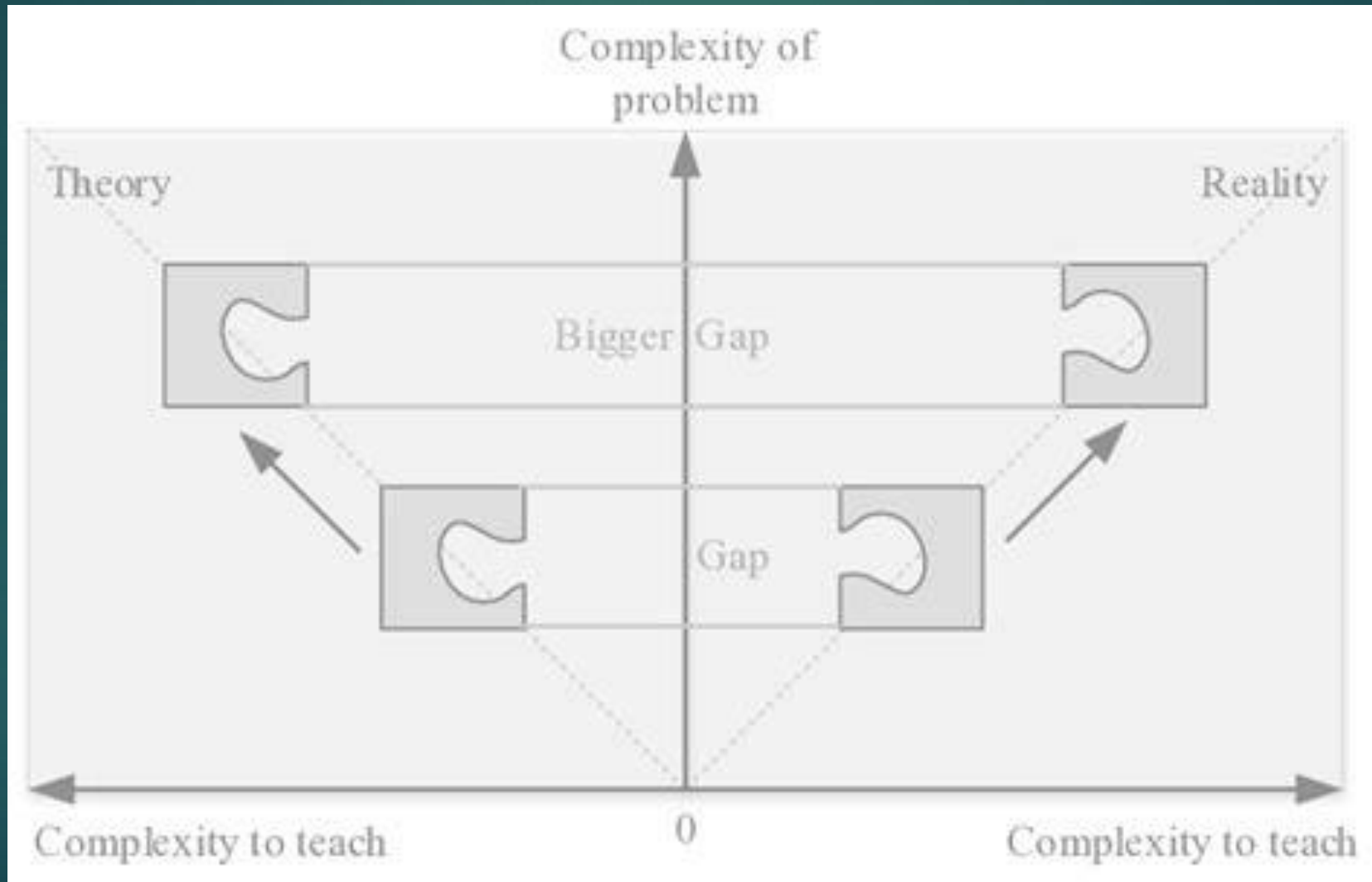
Trained VS Qualified

- ▶ "Trained" typically refers to the process of acquiring skills, knowledge, or experience through education, practice, or exposure. When someone or something is trained, it means that they have undergone a learning process to develop specific abilities or competencies. Training can be formal, like attending classes or workshops, or informal, like learning on the job or through self-study.
- ▶ "Qualified" typically refers to meeting certain requirements or standards that make someone eligible or competent to perform a specific task or hold a particular position. Qualifications are often assessed through examinations, certifications, degrees, or demonstrated experience. Being qualified indicates that an individual or system has the necessary attributes or credentials to fulfill a specific role or function.

Pathway Evidences

- ▶ Growing complexity & expectations
- ▶ Clinical Involvement of Building
- ▶ Protecting The Most Vulnerable
- ▶ Recruitment and Retention
- ▶ Addressing Cost and Risk
- ▶ Advance Skill Sets and C-Suite Seat
- ▶ The CHFM Gap (Focus on development gaps or breadth of knowledge).

Evidence 1- Growing Complexity

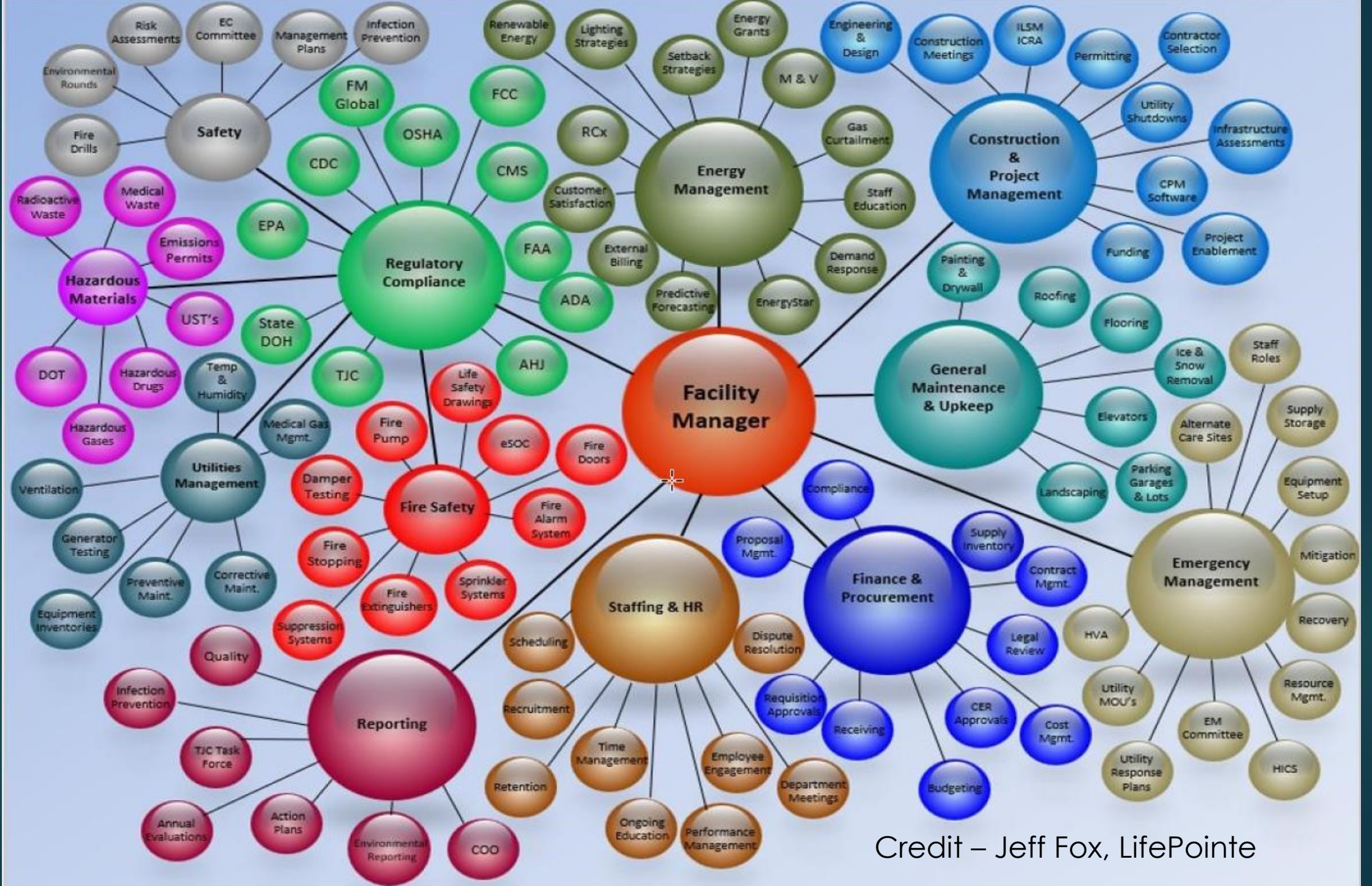


Healthcare Facility Manager/Director Competencies

Nobody has responded yet.

Hang tight! Responses are coming in.





Credit – Jeff Fox, LifePointe

Healthcare Facility Manager/Director Competencies

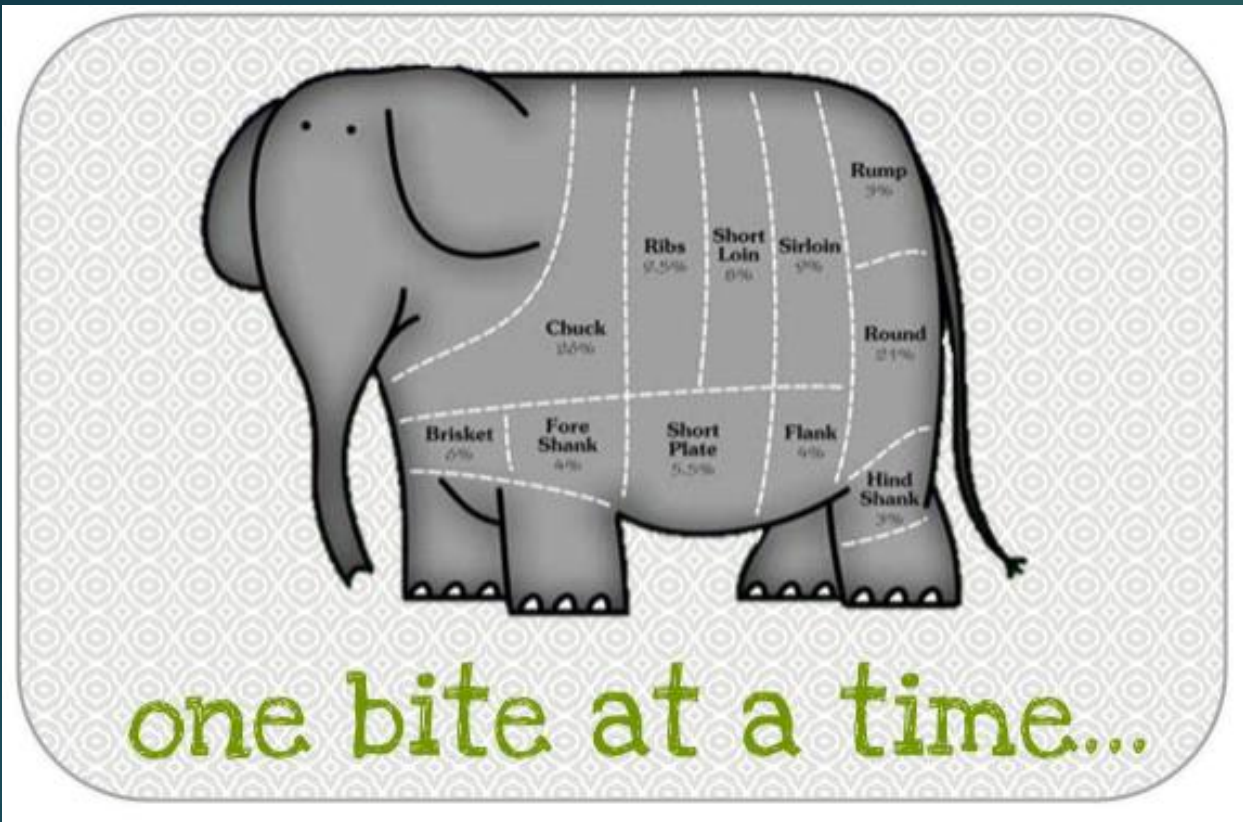


Recent and Emerging Expectations

- ▶ PCRA & ICRA 1.0 & 2.0
- ▶ Overhead Ceiling Permitting (Cables & Sprinkler Pipes – wall labels)
- ▶ ASHRAE 170- Air Ventilation Updates
- ▶ ASHRAE 188 & 214- Water pathogens
- ▶ Competency & Qualified Code Language
- ▶ AEM VS Manufacturer
- ▶ Sustainability/Carbon Reduction
- ▶ HCAHPS
- ▶ Disaster Planning(CMMS Emergency Management – Nov. 2017)
- ▶ See it, Cite it!
- ▶ Business Occupancy Surveying beginning 2022!

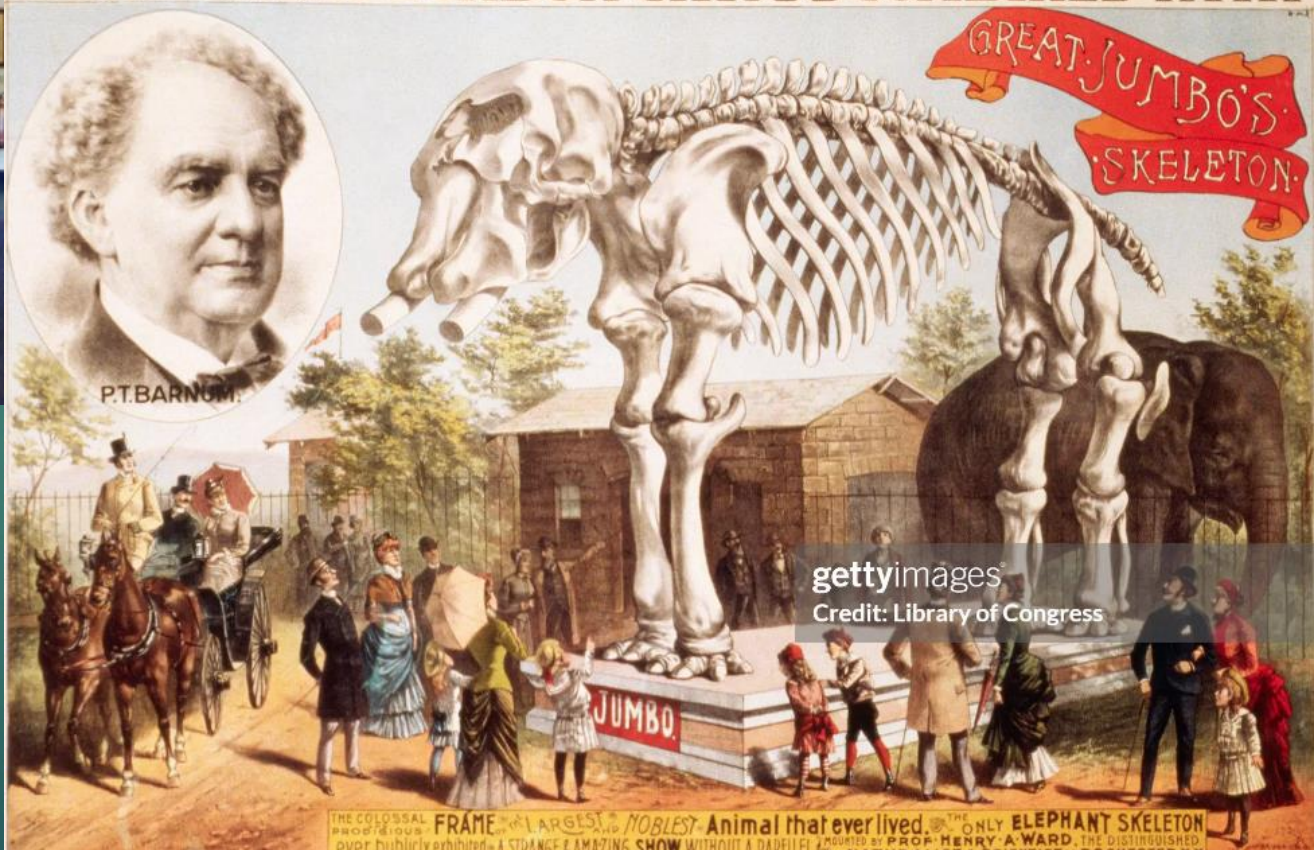
ONE BITE AT
a TIME







**P.T. BARNUM & CO'S GREATEST SHOW ON EARTH
& THE GREAT LONDON CIRCUS COMBINED WITH**

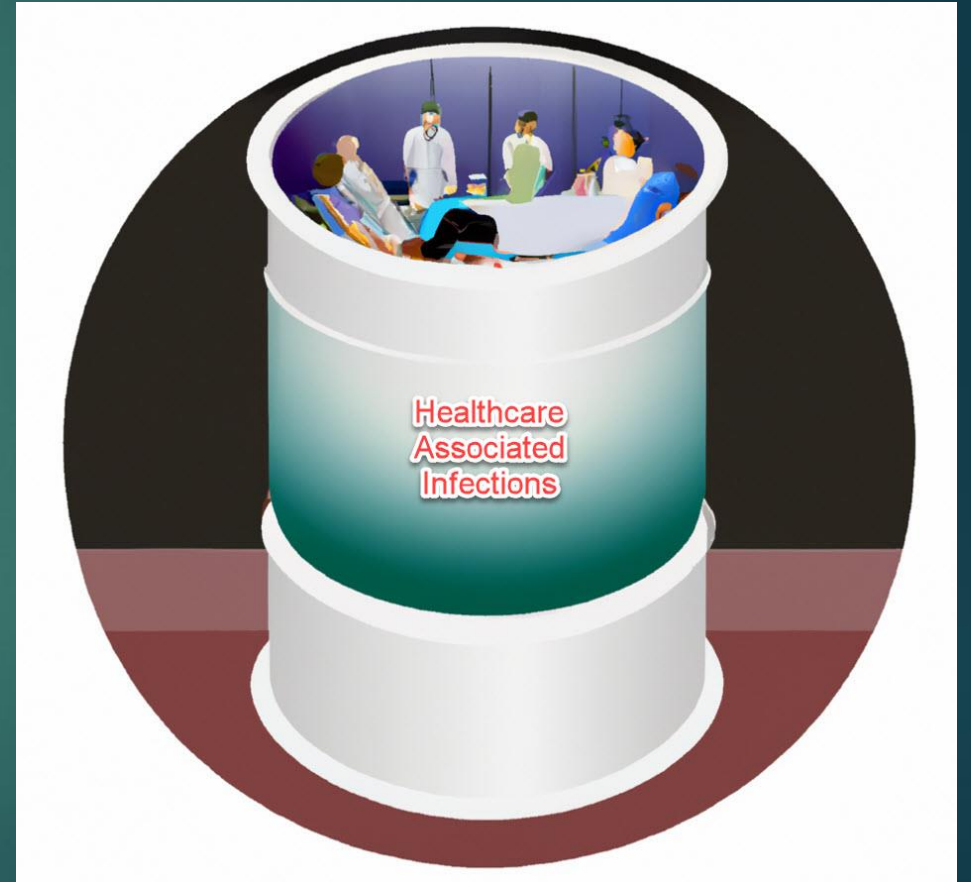


SANGERS ROYAL BRITISH MENAGERIE & GRAND INTERNATIONAL SHOWS

10476187

Evidence 2 – The Building (job) is clinically involved

- ▶ The Patient Vicinity
- ▶ Infection Prevention
- ▶ Medical Gas
- ▶ Electrical
- ▶ Ventilation
- ▶ Steam/Sterilization
- ▶ Water Systems/Dialysis
- ▶ Surfaces



How would you describe your interactions with your organizations Infection Prevention Person?

0

Its almost like the Infection Prevention person works in our department.

0%

We interact frequently enough that we are on a first name basis.

0%

The interactions are typically related to construction and/or events.


0%

Not much, we pretty much just do our thing.

0%

Who or what is Infection Prevention?

0%

A scenic view of a mountain trail with a wooden railing, overlooking a valley with green hills and a lake. The text is overlaid on the image.

**“The Building is Clinically Involved,
While we are not considered Care
Givers, Patient Care & Outcomes is a
Meaningful Part of The Healthcare
Facilities Professionals Job.”**

Mike Canales, HFL Program Director

Evidence 3 – Protecting The Most Vulnerable

- ▶ One of a Kind Design
- ▶ One of a Kind Operations
- ▶ One of a Kind Maintenance



What Code and Standard are an important reference for the Healthcare Facilities professional?

 0

Nobody has responded yet.

Hang tight! Responses are coming in.



**“The Building is a Sentinel
Standing by 24 x 7 x 365
Protecting The Most Vulnerable.
Who Protects The Sentinel?!”**

Mike Canales, HFL Program Director

1961 Hartford, Conn Fire



Smoke billows from the ninth floor of Hartford Hospital. Source: The Hamilton Archives at Hartford Hospital.

'Honestly, it's a miracle': Brockton Hospital nurse describes evacuation during 10-alarm fire



How many years does it take to become a "fully" competent healthcare facilities manager?

 0

Nobody has responded yet.

Hang tight! Responses are coming in.

Evidence 4 – Early Recruitment & Development Reduces Cost & Risk



FAKE IT
till You
MAKE it

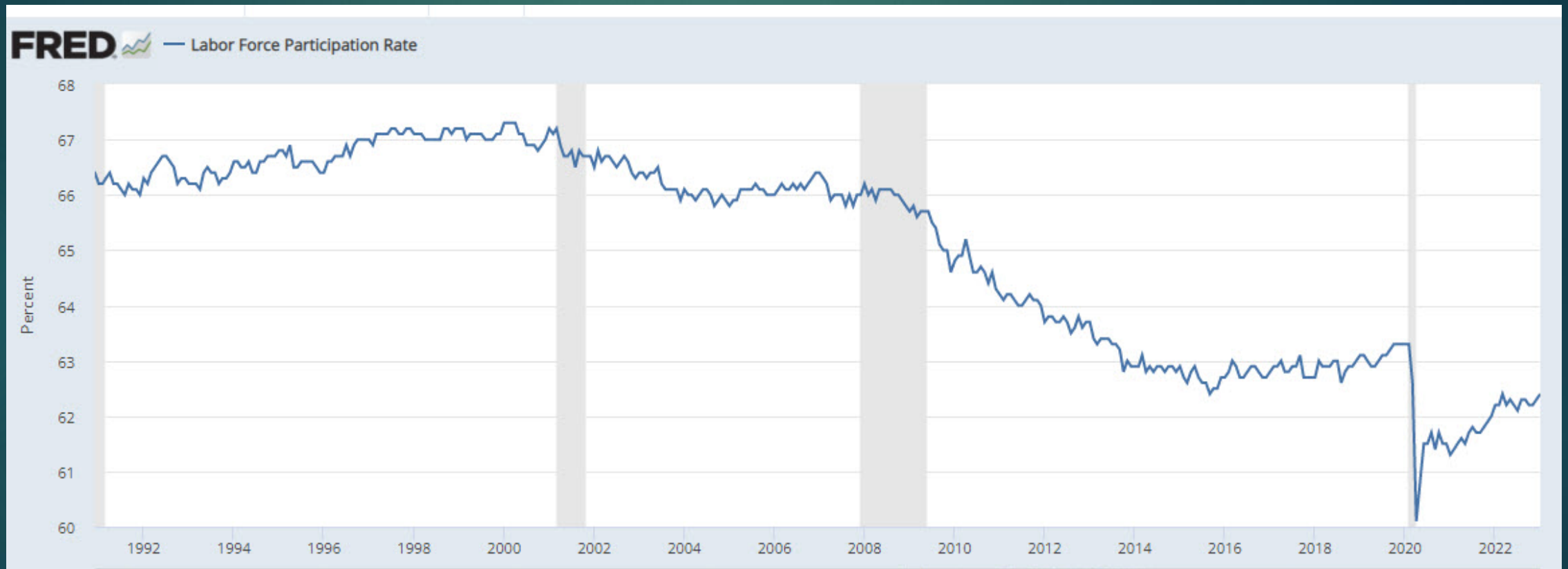




Don't fake it till you make
it. Fake it till you become it.

Amy Cuddy

Evidence 5 – Critical for Recruitment & Retention



16 – 19 Participation



Not In Labor Force

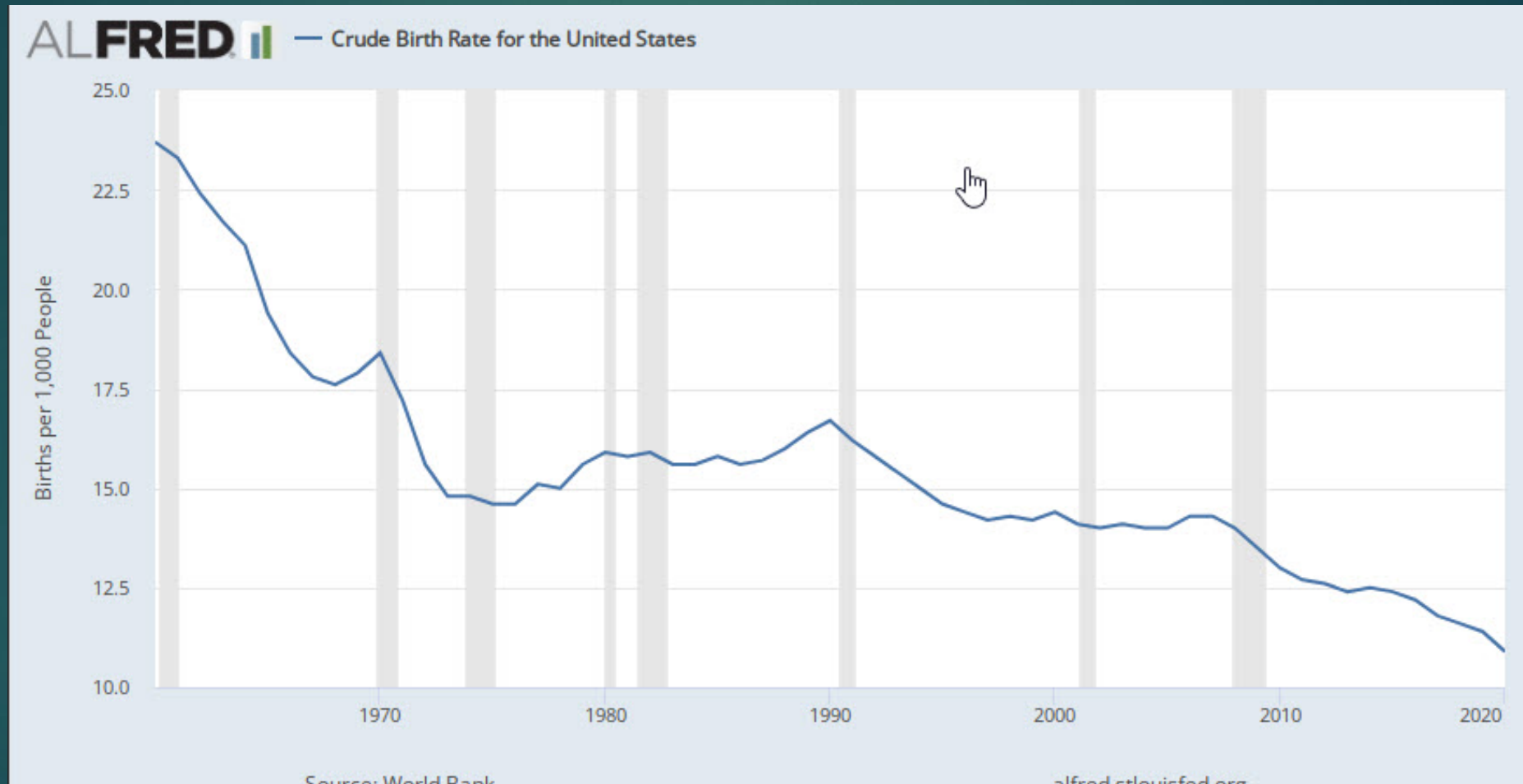
Figure 1: Rise Of The NILFs
Prime-Age Men (25-54) Not in Labor Force
USA: January 1948 – December 2020



Note: Author's calculations. The orange trendline traces a regression line in the NILF population from January 1965 to December 2019.

Source: Bureau of Labor Statistics, "[Unadj] Population Level - 25-54 yrs., Men [LNU00000061]," accessed January 8, 2020, <https://data.bls.gov/timeseries/LNU00000061>; and Bureau of Labor Statistics, "[Unadj] Civilian Labor Force Level - 25-54 yrs., Men [LNU01000061]," accessed August 27, 2020, <https://data.bls.gov/timeseries/LNU01000061>.

Birth Rate



How important is Professional Development to You?

0

It is of the highest importance.

0%

It is very Important

0%

Important

0%

Sort of important

0%

Not that important, I'm here for the networking and the food.

0%




Nearly 90% desire
professional
development or
career growth
opportunities! Forbes



▶ **Millennials Don't Want to Wait**

- ▶**One of the most consistent criticisms aimed at millennials is that they haven't "earned" their right to receive development opportunities.** They shouldn't expect a company to invest in them until they can show they are worthy of such an investment. They aren't entitled to or owed the opportunity to develop.
- ▶ Managers need to recognize that millennials don't feel entitled; they feel *empowered*. **They want to expand their knowledge and skills, they want to be useful, and they want their work and workplace to have meaning to them.**
- ▶ In millennials' eyes, **development shouldn't only come through tenure. Millennials want managers to find ways to invest in their futures,** hone their skills and coach them to become the best workers they can be -- starting today..... "Gallup.com"



“While raises may encourage some workers to stick around, our findings suggest that employees – especially high performers – will remain in jobs that challenge them, utilize their expertise, and provide meaning.” 9Clouds

Evidence 6 – Cultivating Advanced Skills.

- ▶ FCI & FCA
- ▶ Healthcare Property Management
- ▶ Commissioning/Retro-Commissioning
- ▶ Reliability Centered Maintenance
- ▶ Master Facility Planning
- ▶ Energy Management
- ▶ Emergency Management
- ▶ Advanced Computer Maintenance Management (Twin BIM?)
- ▶ Sustainability/Carbon Reduction
- ▶ Business Acumen
- ▶ QMS like ISO 41001-2018

What skill set related to healthcare FM would you like to develop/master?

 0

Nobody has responded yet.

Hang tight! Responses are coming in.









Bachelors/Masters

A Paradigm Shift!

Be a part of the C-Suite
VS trying to get a seat.

Evidence 7 – The CHFM Gap



Background

- ▶ Established mid 1990's
- ▶ Earned #331 on 2003
- ▶ Estimate 4500 Issued.
- ▶ Estimate 3000 Active.
- ▶ Estimate 1500 – 2000 Healthcare FM
- ▶ Estimate 10,000 Potential Healthcare FM.

Eligibility Requirements

- ▶ 7 years with HS with 5 years management/supervisory/admin in healthcare.
- ▶ 5 years with Associates, 3 years healthcare, and 5 years management/supervisory/admin in healthcare.
- ▶ 3 years with Bachelors, 3 years associated engineering of which 3 years in healthcare and 3 years management/supervisory/admin in healthcare.

Recent Pass Rate Results


CHFM Exam Pass Rate

First-Time Test Takers Only

Year	Candidate Pass Rate
2020	39%
2021	43%
2022	63%

Non FM's with CHFMs

- ▶ Administrators, Engineers, Architects, Vendors, & Consultants.
- ▶ Good test takers? Good memories? Good FM?



Approx. 15% penetration after 30 years? 85% with no credential.

- ▶ 15% after 30 Years
- ▶ How does one validate the “competency” of a healthcare FM?
- ▶ Can “anyone” in a healthcare organization validate like nearly every other department in healthcare?

First Time Pass Rate

- ▶ First time fail rate of approximately 40% (was over 60% until this past year).
- ▶ As a foundational credential, is it acceptable to have such a large percentage of “active” FM’s fall short ?
- ▶ Why the GAP? (Poll Slide – Next)

Polleverywhere

- ▶ Why the CHFM Gap?

Why the CHFM Gap?

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Nobody has responded yet.
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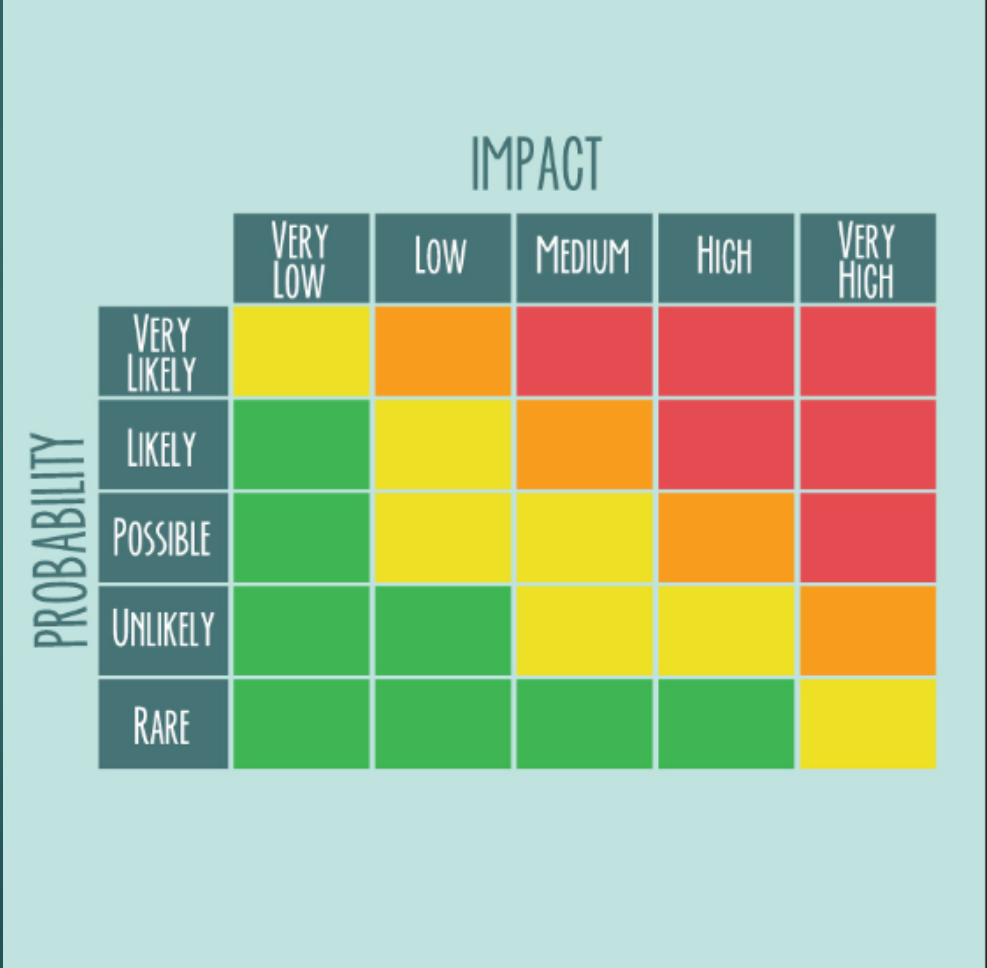
Why Credentialing like CHFMA?

Establishes & Demonstrates
Commitment to Ongoing
Education & Development.

Closing Argument – A Developmental Pathway Can Fill Many Gaps



Closing Argument – Developmental Pathways Reduce Risk



Closing Argument – Developmental Pathway for Recruitment, Retention, and Develop



Closing Argument – Developmental Pathway Fosters Team Engagement.

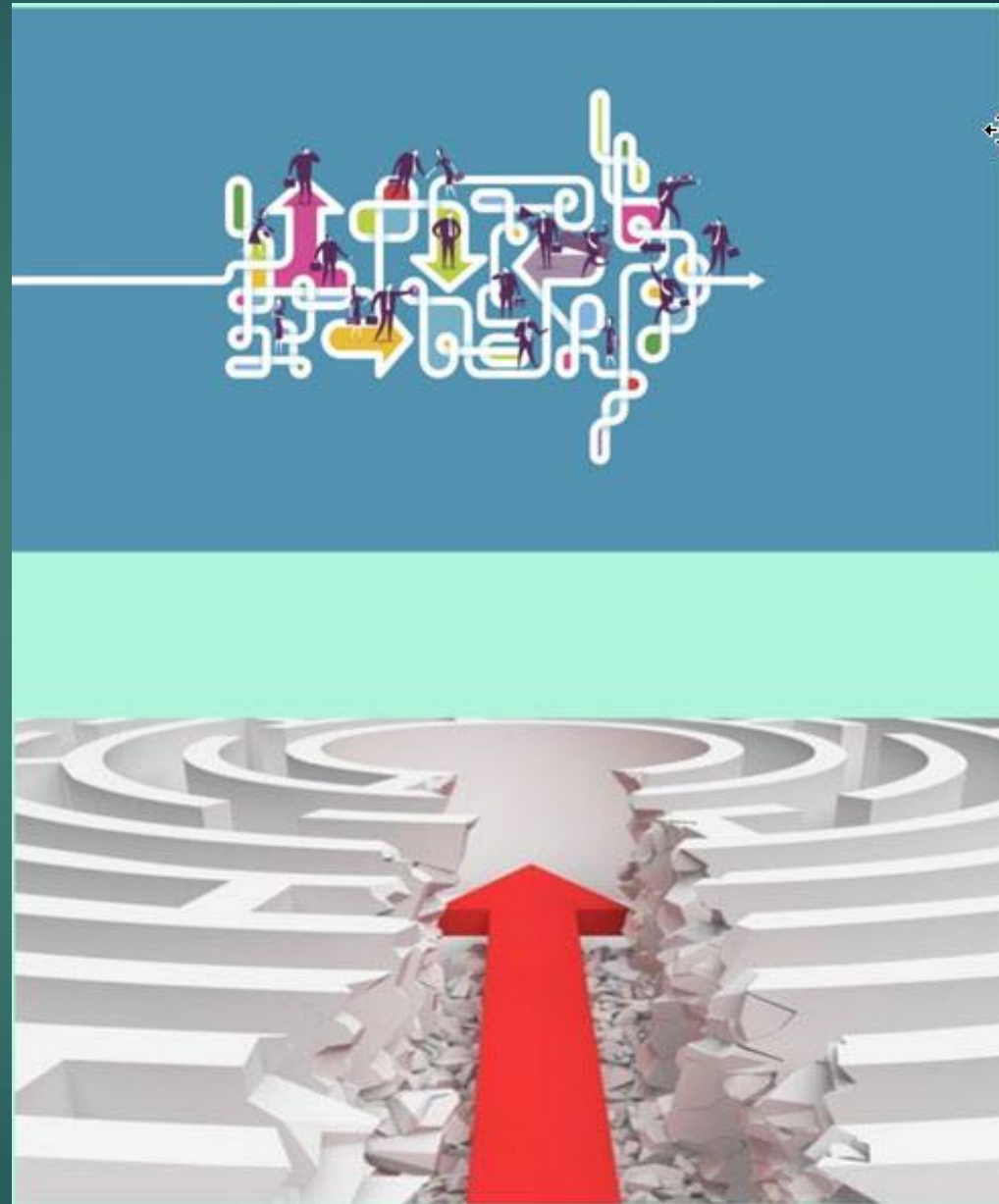


Closing Argument – Developmental Pathway Can put Us in the C-Suite.



Historical

Now/Future



WHAT IS SUCCESSION PLANNING

Succession Planning is the proactive process of identifying key positions and implementing a program that develops team members to fill those positions when vacant in an effort to minimize operational disruptions and ensure successful transitions. Succession planning is a multi-step process that identifies and prepares an organization's future leaders.

"Succession Planning: Preparing for the Future of Your Facility and Your Career", ASHE Monograph, 2017 Ed Avis author

Jury Deliberation



Question & Answers





Healthcare Facilities Development -Succession Options

Professional Development Path

Academic Pathway

Advancement to Director/Executive

Certified Healthcare Facility Executive – CHFE*

HFL Bachelors/Masters. Health Care Administration (HCA) Bachelors/Masters. Work Force Admin (WFA) Bachelors.
*Property Mgmt, Commissioning, PDC, EM, Sustainability, RCM, Energy, FCI/FCA, Master Facility Planning.

Advancement to Supervisor/Manager/Director

Certified Health Care Leader (CHFL or CHFM) –Accreditation, Codes/Compliance, PDC, EM, M&O, Admin, & Soft Skills

HFL Diploma and/or Degree.

Within 1 to 3 years of hire. Paygrade/advancement.

Certified Healthcare Facilities Technician (CHFT, CHLT, CHBT) – Deeper Competency – Life Safety, Electrical, Medical Gas, Ventilation, Infection Prevention, and Departments. (30 to 60 hours of course work – Certification.

Facility Healthcare Technician (FHT) and/or Healthcare Facilities Foundation (HFF).

Upon Hire

Healthcare Building Orientation – Intro to Life Safety, Electrical Systems, Infection Prevention, Medical Gas, Departments, Fire Safety, Emergency Management, OSHA 10, & Customers – 4 to 6 Hours – Certificate.

Healthcare Facility Orientation (HFO) Part of ALL Credentials.

- ▶ **HBO-M – Healthcare Building Orientation for Maintenance** – 5-6 hour first day healthcare maintenance training course that “qualifies” technicians for healthcare. 9 modules covering 8 distinct areas specific to healthcare. www.ihfea.com
- ▶ **FHT – Facilities Healthcare Technician** – 17 credit hour academic certificate designed to establish foundational (specialized) understanding of working in healthcare facilities. Leads to CHFT certification.
- ▶ **CHFT – Certified Healthcare Facilities Technician** – Professional development certification that can be obtained by either taking the OCTC FHT academic certificate OR by signing up at www.ihfea.com and going through the available training program. Designed for new/existing personnel.
- ▶ **HFF – Healthcare Facilities Foundation** - 17 credit hour academic certificate designed to build competence/confidence for lead/supervisors in healthcare facilities.
- ▶ **HFL Diploma – Healthcare Facilities Leadership** – 47 Credit hour Diploma designed for those with degree’s seeking core management/CHFM knowledge and competence. Several VP of Operations have Completed this credential.
- ▶ **HFL AAS – Healthcare Facilities Leadership** – 63 – 67 Credit hour AAS designed or those seeking the Facility Management careers.

Healthcare Building Orientation – Maintenance (HBO- M) – First Day Orientation – 5-6 hours.

- ▶ Life Safety
- ▶ Ventilation
- ▶ Med Gas
- ▶ Electrical Systems & Electrical Equipment
- ▶ Emergency Management
- ▶ Infection Prevention
- ▶ Departments & Special Features
- ▶ Healthcare & OSHA