

HOW OUTSOURCING FACILITIES MANAGEMENT

IMPACTS YOUR HOSPITAL OR HEALTH SYSTEM'S BOTTOM LINE





Facts and Insights to Support Interest in Partnering with a Professional Facilities Management Provider

Managing hospital and health system facilities is a critical challenge today. Meeting that challenge demands an even greater focus on managing costs, lowering risks, improving building functionality, increasing staff engagement and retention, and advancing an organization's mission. Yet, healthcare leaders face several constraints—from lagging technology updates to a shrinking pool of qualified facilities managers.

Further, advancements in areas such as wireless technology, mobile communications and big data analytics now impact facilities management. Without continuous improvement, facilities operations will lag behind. Facilities departments also struggle with driving the increasing demand for standardization, efficiency and outcomes.

Many hospitals have responded to their facilities challenges by outsourcing. One of the top reasons hospital executives choose to outsource support services is to reduce operating costs, [according to the Journal of Outsourcing & Organizational Information Management](#).

Outside providers understand the balance required to optimize every aspect of facilities management, and implement proactive strategies to meet the full range of objectives—from delivering modern technologies to improving staff management to lowering risk exposures. They bring an extensive “team-behind-the-team” knowledge base, including experts in supply chain, engineering, occupational safety, human resources, information technologies, and regulatory compliance. This expertise supports front-line operations with established programs and process standards, training and development plans, and on-demand troubleshooting and coaching. They also bring proven models that drive standardization, efficiency and outcomes.

Outsourcing facilities management is a proven and viable approach for managing healthcare facilities. It is a sustainable strategy to create value and improve service quality—while freeing administrators from day-to-day operations so they can focus on their core population health imperative.

DID YOU KNOW?

A Modern Healthcare Outsourcing Survey found that more than 16,400 healthcare organizations outsourced services in some capacity. This is a 13 percent increase from the year prior.

Healthcare leaders who are open to considering outsourcing understand:

- The expertise that a provider can infuse into the organization, improving areas that are challenged, elevating areas of success and identifying new areas of opportunity.
- The benefits to employees, in the form of skill development and training, career path management, greater employee engagement and improved morale.
- Peace of mind that comes with knowing expert is handling the details, allowing them to focus on other initiatives.

However, initiating a dialogue about outsourcing can be a challenging. Negative perceptions of outsourcing often persist among those who have incomplete or inaccurate information.

These talking points dispel those misconceptions and are designed to gain buy-in for outsourcing your facilities management to reliable professionals.

+13%

1.

TALKING POINT ONE

Modern Technology

“A Tech-Savvy Partner Will Advance Our Operations with Modern Technologies”

Background Notes:

Modern technologies and data are changing the way health facilities are managed, including eliminating decisions that have been traditionally based on assumptions and best guesses. They elevate facility management to a whole new level of precision in multiple areas—including predictive maintenance, environmental services, space management, building information modeling, mobile technology and big data analytics. The vast majority of these technologies are proprietary, and not available to facilities at large. With these tools, healthcare organizations can gain many advantages, such as cost savings, sustainability, productivity and lower risks. What's more, smart health technologies are also helping facility staff perform better—from processing service requests and scheduling maintenance to optimizing utility consumption and ensuring replacement equipment interfaces with existing technology and operates as intended.

Talking Points about Modern Technologies

When we outsource our facilities management to tech-savvy professionals, our partners will help us move into the forefront of healthcare facilities technologies, so we can optimize our facilities performance—including space management, HAI control and automated systems—and provide operational transparency.



1.

TALKING POINT ONE

Modern Technology (Cont.)



STREAMLINED MAINTENANCE: Our facilities management partners will provide a fully integrated infrastructure for cleaning management, central transportation, bed management, asset and work order management, centralized dispatch and people management, including real-time dashboards and transparency into operational efficiency and goal attainment across services. The technology can balance assignment of work and ensure equitable, balanced work assignments that prioritize focus on our most critical, priority needs. Each of these modules is activated independently; therefore, we only pay for the functions needed. Additional modules can be activated at any time and the data is still shared across the system.



LIFECYCLE MANAGEMENT: Our facilities management partners will help us economically maximize upkeep and determine where expenditures will deliver the greatest long-term benefits. They will deliver continuous innovation (i.e., approach, technology, products and processes) that produces enhanced outcomes (i.e., safety, productivity, lower complaint levels from internal customers). Additionally, our partner will ensure replacement assets will function at optimal levels with the current equipment and won't limit us to purchasing restricted vendor products when other equipment reaches the end of its lifespan.



IMPROVED FUNCTIONALITY: Our facilities management partners will provide insightful data—not only from our organization, but also other healthcare providers—to aid in optimized operations and capital decision-making. Based on their experience with hundreds of healthcare partnerships, our outsource partner can help us make the right decision and, is prepared for potential issues that may arise.



RAPID REPAIR: Our facilities management partners will employ tools that quickly identify and diagnose mechanical problems for fast and efficient equipment updates and repairs. Additionally, the training our partner will provide will help employees perform job functions with quicker turnaround times while also furthering their professional careers.



LOWER RISKS: Our facilities management partners will deploy systems that monitor compliance with defined operating processes to mitigate facilities-related infection risks to our patients, visitors and employees.

Improving Asset Management


“An Experienced Partner Will Help Better Manage Our Space, Equipment and Building Assets”


Background Notes:


Understanding building management needs is the first step in improving operations, lowering costs and creating comfortable and safe patient experience. According to a report by the [National Institute of Standards and Technology](#), all U.S. commercial buildings waste an estimated 23 cents per square foot in lifecycle costs due to inadequate data compatibility starting with the design and construction phase of a project through occupancy. Issues such as changes in licensed and staffed bed counts complicate healthcare facilities space management, M&A activity, repurposing of spaces and adding new wings. Many healthcare organizations may not have a complete and accurate inventory of the current space and building equipment. If essential facility information is absent, operating and capital planning decisions can be compromised.


Talking Points on Outsourcing Asset Management

When we outsource facilities management services to experienced professionals, our partners will create efficiencies achieved through standardized program protocols, technology enablers and supply chain optimization to make better use of our space in ways that benefit patients, caregivers and staff with several vital capabilities:

 **SPACE MANAGEMENT:** Our facilities management partners will manage our space, improve building maintenance and reduce renovation costs that can result when the space plan is executed with inaccurate space information, so our financial resources are available for other critical expenditures.

 **DEFERRED MAINTENANCE:** Our facilities management partners will provide strategies to address existing deferred maintenance projects and operating practices to reduce the accumulation of new maintenance projects. Their proactive approach will better manage projects by strategically planning repairs, remodels, retrofits and renovations—with an eye on cost savings.

 **ASSET INVENTORY:** Our facilities management partners will install an innovative inventory system that identifies, codifies and tracks space and equipment to ensure our buildings are optimally used and maintained. This software can be accessed anytime by executive leadership for decision-making oversight.

 **DATA ANALYTICS:** Our facilities management partners will leverage smart technologies, big data and the Internet of Things (IoT) to make informed decisions about asset utilization, so we can save money and improve operations.

Facilities and Environmental Staff Management

“A Skilled Partner Will Manage Our Complete End-to-End Employee Lifecycle”

Background Notes:

The [Advisory Board Company](#) found that **for every 1% increase in employee engagement, an organization’s overall hospital HCAHPS rating increases by 0.33%. What’s more, patients’ willingness to recommend the facility increases by 0.25%.**

The top engagement drivers by correlation with HCAHPS key indicators are excellent care to patients, excellent customer service to patients, employee safety support, having the equipment needed to do their jobs and new technologies that support staff job functions.

A smooth transition to outsourced facilities management is ensured for staff members when organizations partner with a company that embraces its human resource values—from smoothing the transition to retaining workplace culture to creating new career opportunities.

Talking Points about Outsourcing Staff Management

When we outsource our facilities staff management to specialized experts, our partners will provide our employees with strong employee engagement and safety platforms, tailored to the needs of our facilities management employees, as well as development and training to prepare them for opportunities for career growth:

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EMPLOYEE TRANSITION: Our facilities management partners will ease the transition for staff, whether union, nonunion or a combination of both, including payroll processes, job assignments and wages and benefits to ensure they align with our institution’s standards and culture, providing a smooth transition for all staff members.

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ENGAGEMENT PLATFORM: Our facilities management partners will install an effective engagement platform for clear and efficient collaboration with administrative and clinical leaders, such as Directors of Nursing, Radiology, Admitting and Diagnostic Imaging.

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NEW STAFF HIRING: Our facilities management partners will completely handle the end-to-end employee lifecycle management of our labor staff, including all talent recruitment and selection, staff growth and development and succession planning.

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EXPERIENCED PROFESSIONALS: Our facilities management partners will assign experienced managerial staff who are knowledgeable about modern facilities management techniques, employee motivation, customer interface and strategic planning. They also will ensure the right people are assigned to the right jobs.

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CAREER ADVANCEMENT: Our facilities management partners will provide a program specific to facilities disciplines that supports technical skill development and career advancement, so our staff members remain motivated and become long-term employees.

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REWARD AND RECOGNITION: Our facilities management partners will deliver proven programs that recognize and reward performance, which will further motivate and engage our employees.

4.

TALKING POINT FOUR

Energy Management


“A Fiscally Responsible Partner Will Accelerate Our Facilities Energy- and Cost-Saving Goals”


Background Notes:


Many healthcare facilities are struggling to manage their energy expenditures. Challenges include aging buildings and infrastructure, a backlog of deferred maintenance projects and limited capital and operational funds. But not getting energy management under control compounds the problems and wastes money. **A typical 50,000-square-foot building uses more than \$100,000 worth of energy each year**, according to the U.S. Energy Information Administration. Aging systems waste energy and money and require ongoing maintenance of that burdens staff and distracts from other priorities. But the delicate balance of energy management cannot be underestimated: Ambient temperatures are one of the first things patient and visitors notice upon entering a hospital. Issues with temperature controls often create a negative impression of the hospital, thereby leaving a false impression of the clinical care ability, as well. The bottom line? Poor control of energy not only wastes money but can also negatively impact patient comfort and satisfaction.

Talking Points About Energy Management

A facilities management partner will deliver smart ways to optimize our energy management—including creating a strategic energy-saving plan, optimizing current energy systems and investing the savings in new energy-saving equipment:

 **STRATEGIC ENERGY PLAN:** Our facilities management partners will create a strategic plan that identifies opportunities—small and large, near- and longer-term—to eliminate waste and maximize savings, then implement that plan throughout our facility.

 **OPTIMIZED ENERGY SYSTEMS:** Our facilities management partners will run our energy systems smarter by using existing energy equipment more efficiently in ways that lower energy spending without investing in new equipment, such as changing filters, sequencing chillers, checking AC economizers and cleaning condenser coils.

 **COST-SAVING SYSTEMS:** Our facilities management partners will install new energy-saving systems that are funded by the money saved from innovative energy-saving practices.

5.

TALKING POINT FIVE


Risk Management


“An Experienced Partner Will Provide Proven Systems to Minimize Risk Throughout Our Facility”


Background Notes:

The cornerstone of any healthcare facility’s risk management approach is having an awareness of all potential risks. In fact, few industries face consequences comparable to the life safety, legal, financial and reputation risk associated with regulatory and safety compliance risks found in healthcare. High-quality risk management is a must to protect workers and patients and to meet industry compliance regulations (for example HIPAA), as well as to protect against frivolous lawsuits. For example, on average, [17,000 patient records are breached every day](#). Managing the many risks facing healthcare entities involves several critical steps, including finding and reducing potential risks, ensuring that care and facilities are up to standards and tracking complaints carefully to prevent inadvertent negligence.

Talking Points About Risk Management When we outsource our facilities management to an experienced partner, they will bring expertise in areas of risk management specific to healthcare facilities, including managing facilities, training employees and contractors and providing both predictability and transparency of outcomes.

 **THIRD-PARTY CONTRACTORS:** Our facilities management partners will reduce our reliance on unknown third-party staff by developing and training our own employees. This prevents outside employees from accessing our facilities and saves money.

 **REGULATORY COMPLIANCE:** Our facilities management partners will keep us informed or in compliance with ever-changing environmental and regulatory compliance laws that could expose us to fines and negative publicity.

 **WORKPLACE SAFETY:** Our facilities management partners will deliver robust occupational safety programs specifically designed for healthcare maintenance staffs—which are one of the most risk-prone employee populations in our organization.

**17,000 PATIENT RECORDS
ARE BREACHED EVERY DAY**



**USE THESE FIVE TALKING POINTS
TO CREATE ADVOCACY FOR
OUTSOURCING FACILITIES SERVICES
TO A PROFESSIONAL SERVICE
PROVIDER SO YOUR ORGANIZATION
CAN BENEFIT FROM THE MOST
SOPHISTICATED AND EFFECTIVE
BUILDING, EQUIPMENT AND STAFF
MANAGEMENT AVAILABLE TODAY.**

**Ready to talk about outsourcing
facilities services at your hospital
or healthcare organization?**

Contact Aramark today.

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