

Portland, Oregon VA Healthcare System

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Portland, Oregon Campus

- Established 1929
- 1M gross square feet, 1,600 parking spaces
- 28 acres varies 300 feet elevation
- Surgery, ED, ICU, Med/Surg/Psy inpatient, outpatients
- Perimeter of campus restricted from development
- >\$1B Seismic/Building/Parking Major in “Project Book”
- Bldg. 100/101/102 Major complete 1988
- Skybridge Major complete 1992
- Research Major complete 1998
- Strong relationship with Oregon Health and Science University
- More than 200 educational affiliations
- Lots of bikes, 200 carpools, 800 bus riders
- Demolished all but 3 old buildings
- \$30M projects in design or construction



Vancouver, Washington Campus

- Established 1941, 12 miles from Portland campus
- 400K gross square feet, 1,400 parking spaces (all surface)
- 52 acres flat, still have undeveloped property
- Rehab, CLC, RRTP, Transplant Lodging, Imaging, outpatients
- Nursing Home Major complete 1982
- Barnes Rehab Center Major complete 1992
- Three Enhanced Use Leases (Central Park Place, Clark Center for Community Health, Freedoms Path) and Fisher House
- Large neighboring transient population (vacant public land)
- Demolished all but 3 old bldgs, created Museum with SHPO
- Most staff drive, all surface parking, parking tight
- State sales tax across river from non-sales tax state
- Very supportive community, have Memorial area
- \$35M projects in design or construction



Leased Properties

- 5 large clinics – Hillsboro, West Linn, Salem, Bend, and Fairview (except West Linn they are >20K gsf)
- 2 smaller clinics – The Dalles, Camp Rilea
- Community Resource and Referral Center (downtown Portland)
- 2 contract clinics – Newport, Lincoln City
- Most leases are Primary Care, Mental Health
- But some have Radiology, Audiology, Optometry, Ophthalmology, Urology, Physical Therapy, Compensation and Pension
- Fairview is fully PACT model
- 3 EUL's – Central Park Place, Freedoms Path, Clark Center for Community Health at Vancouver
- Office of Resolution Management lease
- New Prosthetics lease, Salem expansion, Camp Rilea replacement planned, \$1M projects design or construction



Facilities Management Philosophy

- Attitude of continuous improvement – we can always get more done better.
- Dedication to the VA – we are lucky to be employed here.
- Plan and prepare for everything.
- If the policy says that we do something – then we do it and we document it. If you don't like it, work to change the policy.
- Respect for our fellow employee including HR, Contracting – we are all professionals.
- Enjoy your work day – and make sure that your fellow staff enjoy their work day here.
- Be the leader your staff needs. Staff need direction.
- Hold staff accountable – but help them improve and make sure that they are rewarded.
- We can get it done – non-FMS staff look to us for solutions.
- We support a 24/7/365 medical center. Most of us go home at 4 pm but the nurses and their patients in bed don't.



Workload/Staffing

- **Workload**

- Support 4,000 FTE
- Serve 103,000 Veterans in FY18
- FY18 completed 965,000 outpatient visits
- 198 vehicles
- FY18 – 41,000 M&R work orders
- FY18 – 6,400 Biomed work orders
- \$100M medical equipment
- \$65M projects in design or construction
- \$5M in leases
- \$4M utilities
- \$2M Biomed contracts
- \$1M M&R contracts
- \$4M materials, furniture, small projects

- **Staffing**

- 119 FTE approved org chart includes interns
- 110 latest PAID report
- Lowest recent PAID report was 98 FTE
- 1 contract Radiation Safety Officer
- 7 CWT's
- Biomed
- Maintenance and Repair
- Projects (includes Interior Design)
- Energy Section
- Administrative/Work Order Office
- Grounds
- Transportation

Portland Resourcing

- **Portland Electric Shop** – 16 FTE includes Supervisor, 2 Leaders
- Do fire alarm maintenance but no programming
- Manage 12,470 volt loop, design by Chief, M&R
- 40% preventative maintenance, 60% work orders & projects
- Contracts – radio signal, tower maintenance, entertainment TV, elevators, beds, stretchers, UPS's, H2O2 sterilizers, intrusion alarms
- NFPA 70E – not fully implemented
- 1 FTE supports small projects
- Have cameras, intrusion alarms, panic alarms, pneumatic tube
- Elevators – 1 contract FTE on site day shift, \$420K annual, X elevators and lifts, lots of cart damage
- **Portland Pipe/Plumber/Machine Shop**
- 5 FTE, 35% PM, 65% work orders
- No routine valve exercising, regular steam trap program
- Insulation often by Contractors, Water Safety Program impact small
- Have few licensed back-flow preventer staff but most in-house
- 1 FTE project support
- **Portland Energy Section** – 1 Supervisor plus 12 tradesmen
- 12 is 5 FTE mechanics, 7 Energy Center operators
- Manages all aspects heating and cooling eliminates “us versus them”
- Currently 2 TCF interns, 1 more approved, often work study
- 80% preventative maintenance, 20% work orders
- No PM's on terminal units, yes on filtered fan coils
- Contracts – Checkpoint monitoring, chiller optimization, hoods, safety cabinets
- ECC operators “watch” the entire facility, phone rings constantly, watch Vancouver not just boiler plant, watch pneumatic tube, elevators, generators, refrigerators, etc.
- Fraction FTE project support (but lots of cleanup)
- ECC maintains MA, MV, SA, DA, DS, water
- Controls 7% pneumatic, 93% DDC, self-taught programmers, do GUI, 30% of installs
- Maintain freezers, refrigerators, hoods, safety cabinets
- No PM on valves, coils for energy loss

Portland Resourcing

- **Paint/Carpenter/Locksmith Shop**
- 2 Paint FTE but we have the projects crew
- Do mostly moves, ergonomics
- 3 Carpenter FTE
- Smoke and fire doors, locks are annual PM
- Smoke and fire walls, no routine PM
- 2 Locksmith FTE
- Very busy, I am key approving official
- **Elevator Maintenance** – Contractor \$400K annual
- **Work Order Office** - 5 FTE includes safety, LR just retired, had provided good data for PM's, work orders
- **Admin Staff** - 3 FTE includes AO
- **Grounds** – 2 FTE
- **Transportation** - 9 FTE



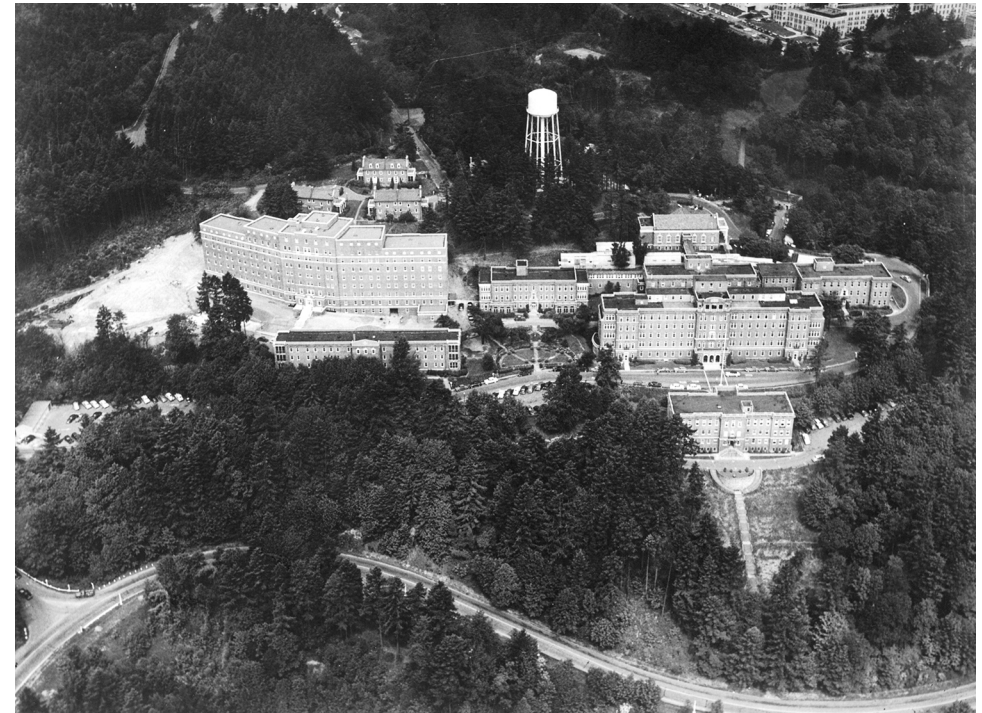
Vancouver Resourcing

- **Vancouver M&R**
- 17 FTE total includes Supervisor, Leader
- Before demolition, campus was poorly maintained
- Now looks/works better than Portland
- 2 Movers
- 2 Electricians
- 1 of all other trades
- 0500 to 1900 Monday thru Friday Boiler Plant supports Laundry and Sterile Processing
- 3 Boiler plant operators who double as laundry mechanics
- **Vancouver Grounds**
- 2 FTE
- Beautiful campus



Expectations

- See a problem, make a plan to get it fixed
- Never knowingly encumber patient care space or parking without planning
- Anyone can write a work order
- Use AEMS/MERS for work orders, preventative maintenance
- Must be compliance ready every day
- Only anecdotal customer service feedback
- Rounds, inspections generate a lot of work orders
- Often solve people problems with engineering solutions
- Strict VA policy compliance difficult
- Contractors for construction, specialized maintenance (radio towers, elevators)
- Best not depend on Contractors for emergency response
- Columbia Region Healthcare Engineers peers – similar expectations, budget, code compliant, maintain performance



Expectations and Outcomes



- Keep facilities running within budget
- Keep facilities attractive, clean, and safe
- Have enough staff for maintenance but not if we are doing minor improvement
- How measure performance?
- Engineering Performance Indicators
- SAIL Biomedical
- SAIL Environment of Care
- SAIL Construction
- Boiler Plant, Legionella, Privacy Surveys
- How expectations/outcomes differ?
- Given Federal?
- Versus other Healthcare?

Training, Licenses



- 4 Technical Career Field interns (GE, BESS, 2 Boilers)
- 3 more TCF's approved (GE, BESS, 1 Boiler)
- 2 Electrical apprentices
- 8 Compensated Work Therapy (CWT) workers
- 2 State licensed plumbers
- 7 State licensed electricians
- 23 current staff are former CWT's
- Too much recurring training (privacy, security)
- Required training offers little technical improvement
- Just did "All About Paint" and "All About Locks" for Project Managers, fire-stop training, planning "All About Conduit and Wire", do recurring "Project Management"

Additional Questions

- Meet Joint Commission/VA policy? Less than 10% of work orders
- Meet compliance requirements? Supervise, round, educate, train, inspect, talk about it, repeat
- O&M staff doing small projects? 13 FTE includes 6 temp “paint” crew
- Make decisions when needs exceed staffing – all work is prioritized, change priority as necessary, don’t neglect admin staff
- Infection control impact – part of the job just like safety
- Barriers to productivity – sick leave, building age less factor, lack of product standardization high factor, quality of supervision, attitude, culture
- Recruiting process – 6 months, now well-staffed
- Recruit staff – difficult to recruit electricians, plumbers, often compromise skills for attitude
- Steam trap maintenance – good, not wasteful program, 300 traps total
- Valve exercise and maintenance – doing very little
- Retro-commissioning – Contractors have been average, best done in-house
- Emergencies – more than 15 incidents/month, good staff return to facility, small fraction of workload
- Mandatory training – 20 hours annual, no one is fully compliant
- Monitor work time – no, but we should, not documenting 1760 annual hours
- Recruit process – use affordable org chart, have been well supported since 2008 (use \$10K OT/PP)
- Automation impact – more work but better performing (DDC, Checkpoint)
- If success/failure analyzed – often time well spent, after-action often done well here
- Best practices – always share to anyone who will listen (Contractor Orientation, Move Committee, Shop Meetings)
- Incentives – used to retain, indirectly impacts productivity, liberal use of compressed work week
- Work-arounds – frequent administrative tactic, rare technical practice

Chief Engineer

- Since 2007
- “Lost” Housekeeping, Laundry, Safety
- Peaked at 246 FTE plus 40 CWT’s, now 119 approved FTE
- No Assistant Chief, but have Chiefs of Biomed, P&O, M&R
- Registered Professional Engineer (Civil)
- Have become jack-of-all-trades
- Do some design, some project management
- I have all the leases (approved to hire helper)
- Expected to know almost everything
- Have respect of Exec’s, admin staff, clinical staff, and Research
- Walk sites/buildings often
- Celebrate success, even small stuff, as much as possible
- Junior engineers don’t want to be Chief

