



The Client

A Victorian based private not for profit hospital organisation, providing 1450 beds employing over 4000 staff across seven separate major healthcare facilities.

- Age of facilities extended from the 1900's to recent construction, hospital services cover a comprehensive range of surgical and specialist clinical care procedures and rehabilitation support
- The organisation is expanding its geographical presence with new facilities as well as modernising and upgrading existing facilities

The Project

- In 2012 Flagstaff Consulting were engaged by the private healthcare group to appraise and report on the asset maintenance and facilities management at one of its larger hospitals. The brief from the healthcare senior management was to ascertain if its internal maintenance teams and external services contractors were achieving a sustainable state of maintenance compliance.
- Detailed information from the onsite appraisal with strategic recommendations was subsequently provided to the healthcare management
- Following this initial 2012 base line appraisal, Flagstaff Consulting were engaged in 2013 and 2016 to undertake reviews across all seven healthcare facilities
- It required direct involvement with clients Facilities Engineering teams
- Application of a 27 element structured maintenance and facilities appraisal format to collect consistent information to be used for comparative analysis and detailed reporting
- Gathering and analysing the computer generated facilities maintenance system data as part of the appraisal process
- Involvement with the clients risk and OH&S management and the financial controllers
- Working with services contractors
- Reporting findings and recommendations to the healthcare group board risk committee and to all stakeholders

The Challenge

- Working with and interviewing a range of healthcare staff and stakeholders, including maintenance technicians, site facilities management, external contractors, clinical specialists and senior management including OH&S risk and finance management
- Developing an objective and fact based appraisal program and interview process that would be meaningful in a healthcare environment and reflect a realistic state of asset and facilities management sustainability
- Arranging meetings with sensitivity to the availability and time restraints that most healthcare staff have in their daily working environment
- Creating trust with all stakeholders including maintenance operatives, supervisors and management and listening to their issues, concerns and potential solutions
- Reporting back to all stakeholders with information that can be acted on in relation to reducing risk and delivery of improved outcomes
- Highlighting the benefit of not treating maintenance and facilities management as a cost but as value adding and risk reduction

The Outcome

- The Flagstaff Consulting maintenance and facilities base line appraisal provided this healthcare organisation with evidence based information relating to the current state of sustainable maintenance compliance and recommendations to improve the facility maintenance outcomes and reduce risks
- The appraisal process also indicated instances of good practice and the benefits of these that have been applied elsewhere across all the facilities was highlighted
- The appraisal outcomes and recommendations have now been presented at board level and management level for acting on