

The Blueline



THE NEWSLETTER OF THE

HEALTHCARE FACILITIES MANAGEMENT SOCIETY OF NEW JERSEY

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3RD QUARTER

SEPTEMBER 19, 2008

President's Message Third Quarter 2008

Well the fall is here and once again the Yankees and Mets are playing golf! Maybe next year.

As you all know the third quarter is usually quiet for the Society as there is no scheduled meeting in July and August. However, the big news for July is the Annual ASHE Conference held this year just outside of Washington DC at a brand new Gaylord Property. As usual, the HFMSNJ had a large delegation present to see our second consecutive Platinum Level Affiliation award from ASHE. I could not decide if I was more proud to accept this award or to witness our Secretary, Ed Fay accepting the Region Leader Award for Region 2. Congratulation to Ed on a well deserved award. I look forward to seeing you grow to lead this Society.

Another well deserved message goes to Ben DiFranco, our President-Elect who was successful in his bid for re-election as ASHE Region 2 representative and ASHE Board Member. Once again, the HFMSNJ is proud to occupy a National Level ASHE position.

I also had the pleasure of representing our Chapter, along with Bill Anderson, George Thomas and Frank Del Gaudio, at the ASHE Fall Committee meeting in Portland, Oregon, home of our National President Mr. John Wood. One of the deliverables of the

committee I chair should be on your desk at this time. Inside ASHE has devoted a section to Emergency Management in the September-October issue. All of these articles were a direct work product of the committee. I hope you will find the tools useful and the stories interesting. The committee will also be adding a section to the ASHE website with many tools for your use in planning for Emergency Management and Disaster Recovery.

Our September meeting was very well attended as we co hosted a presentation on High Performance Hospitals with the national International Facilities Management Association. Many good ideas were presented for lowering energy costs and going green.

Please don't forget our upcoming All Day Seminar will feature George Mills from the Joint Commission and voting for Officers will occur in November. Hope to see you all at the next meeting.

Written and Contributed by:
**John DiGirolomo, CHFM, SASHE
President, HFMSNJ**



President-Elect's Message

I would like to welcome everyone back from summer vacation. Now that we all have had a little down time, we have some great programs to end 2008. September 18th our meeting will begin at 3:00pm we will be hosting a program presented by IFMA. October 16th is our all day seminar featuring MR. George Mills from the Joint commission. I urge all our members to attend this event. November Mr. Dave Uhaze of the DCA will be speaking and providing us with update to the AIA guidelines as they relate to hospitals...and finally December will be our annual holiday celebration.

This year we will saying goodbye to our president for the last three years Mr. John DiGirolomo CHFM, SASHE...I can't thank John enough for all his dedication to our group...under his guidance we have grown even more. Under his presidency we achieved Gold status and are the proud recipients of two Platinum awards. I am honored that he will assume a seat on the board of directors and continue to help guide the direction of our society.

I hope all the membership found time to vote in the recent ASHE elections, it is our chance to select the representation we will have in ASHE. It is evident that ASHE has turned the corner and is growing in leaps and bounds and our individual input counts.

Lastly I would like to invite our membership to get involved in a committee or run for office, the time spent will not only expand your horizons' but open new doors and opportunities' for others. So in closing I hope to see you all at the September meeting, the ALL DAY SEMINAR and the rest of the 2008 seasons

Written and Contributed by:
Benedict DiFranco CHFM, SASHE
ASHE Region II Director
President-Elect, HFMSNJ



Secretary's Report

As we return back to our normal schedule following a fantastic ASHE conference and trade show in DC, hopefully everyone had a great summer and is ready as it's time to prepare to get back down to business. As secretary an item that has brought up to me several times is the need to make some over due improvements to the HFMSNJ website.

On many occasions different members have made suggestions about proposed changes and potential additions to the websites. I too am curious to find out if the time was taken make these changes to the website would we see more members accessing it.

Regardless of our exact profession, be it facility manager or executive, salesmen, architect or engineer we are all wearing many hats these days, not always by choice. Yet many of us have adjusted our schedules to allow time to participate in many of the roles needed to make the healthcare facilities management society of New Jersey the tremendous platinum level success it is.

What is needed now is for a few other additional members to see that help is needed on the executive committee for things like the website chair,

education, planning etc...in order to propitiate the society's success.

I encourage any member who has ever said or felt that changes are needed in any area to attend an executive committee meeting. Your assistance is sorely needed and your input would be openly welcomed and recognized.

Written and Contributed by:

Edward Fay
Secretary, HFMSNJ

CHFMS

Congratulations are in order for two of our regular members, John Schliewenz and Thomas Lazzaro, for obtaining their CHFMS status at the 2008 ASHE Conference.

CHFMS



Status Report Executive Hospital Engineers of New Jersey Club

For the fourth time in nine months a meeting of staff from various Hospitals met. There were eight regular HFMSNJ members present representing five hospitals. We met as a group of healthcare employees with common needs and

interests to discuss our facility needs in a casual, friendly environment, free from the influence of vendors and consultants. The meeting was held at Essex County Hospital Center on September 25, 2008 and was hosted by Frank J. Del Gaudio, Risk Manager.

Once again it was remarked that this meeting is not intended as a substitute for attending the HFMSNJ meeting. All attendees were expected to attend the HFMSNJ meeting next week and were in agreement that if this has a negative impact on attendance at the HFMSNJ it will be discontinued.

Frank lead the group on a tour of their 1906 Power Plant. The 1906 building was impressive. It had large glass areas that provided natural light through massive timber rafters. We observed a steam turbine powered emergency generator that had been in service for over 100 years and walked along catwalks surrounding several amazing four story coal fired boilers. This hospital was self sufficient and originally included a farm ran by the prisoners.

We also toured the new Psychiatric Facility which features some of the latest building design trends for accommodating current psychiatric care models.

We discussed several issues:

- Rising costs of materials and impact on operations.
- Recent hot spots during JCAHO and/or DOH surveys
- Emergency preparedness – an article from the 12/21/17 NY Times

A terrific dinner and was provided for us when we arrived. At 5:00PM Frank Del Gaudio started the meeting with introductions and opened the buffet. The meeting and discussions continued during dinner.

The attendees seemed to enjoy the meeting and indicated a desire to keep the EHENJ Club going. We adjourned at approximately 7:35pm.

Are we doing this again? Yes. The next meeting will be held at the Christian Health Care Center hosted by Hank Schuurman, VP Facilities Management. We will see their new co-gen plant in operation.

John Schliewenz, AIA
Past-President, EHENJ 1999

The Next EHENJ Club meeting

The Christian Health Care Center looks forward to the pleasure of hosting the fourth quarter meeting of the EHENJ Club. Once again this offers a great forum for those of us working in the Facilities realm to discuss our issues and share solutions that have worked for our membership. In addition I would hope to have an opportunity to give a brief tour of our recently completed Co-generation plant.

Our installation of the Carrier / UTC Pure Comfort system combines the use of four 60KW gas fired micro-turbines with a dual mode absorption chiller to produce electricity, chilled water, and hot water simultaneously. This system, combined with several infrastructure upgrades, provides the heating and cooling needs for much of the campus while producing up to 240KW of electrical power. Heating and cooling is provided through new four pipe through wall fan coil units and existing water source heat pumps. Although the electrical capacity does not allow us independence from the utility, it reduces the demand substantially

and augments the facilities emergency generators by servicing less critical circuits during any outages. This is a comfort to know as we are at the end of our local utility grid.

By the date of our meeting we hope to have more experience in running the Carrier / UTC Pure Comfort system, and we look forward to having a more educated discussion on our ability to provide optimum load conditions which have been eluded to by the marketing of many co-generation projects in the past. Because many of us remain skeptical, we will share any differences between the promises of the project sale, subsequent design, and what has actually been experienced. There will be plenty of construction "lessons learned" (war stories) to share.

Hadi, Mike, Arthur and I, along with the entire Christian Health Care Center's Plant Operations and Maintenance team, look forward to having you as our guest.

Submitted by:
Hank Schuurman, Chairman EAB
VP Facilities Management
Christian Health Care Center

Notes from the Editor

Remember to submit something for the next newsletter on or before December 12, 2008. I'd like to release the 4th Quarter issue of BLUELINE before the December Meeting.

Schliewenz@holyname.org
John Schliewenz, AIA
Editor – HFMSNJ Newsletter
"THE BLUELINE"



Membership

Remind anyone that has applied for regular membership, or has qualified through the move up program, to present themselves at the next meeting for induction into our organization.

Membership applications are available on line at our website or by e-mailing me at Appelmann@holyname.org.

Submitted by:

**Peter A. Appelmann Jr. Chairman
Membership Committee**

NJHA – EAB Report Engineering Advisory Board

Legislation

1. Assembly back in session with Senate to follow shortly.
2. S:807 – Requests DHSS make reported information about certain adverse events be publicly available.
3. As part of the Governor’s Master Energy plan, both houses are entertaining legislation which would give the commissioner the ability to make changes to the State Energy Codes at any time rather than the every three year adoption of the National Energy Code. These changes are being challenged by the NJHA in conjunction with the NJ Businessman’s Association.
4. Jessica Cohen the Director of Legislative initiatives at the NJHA may look for additional assistance from our membership to testify in the future.

5. Efforts are being made to make healthcare exempt from recent COAH requirements which now levy affordable housing fees on all projects.
6. Several facilities noted that they are moving toward having their whole campus smoke free and not just their buildings. Most are working toward a January implementation but report difficulty with enforcement with employees on adjoining properties.
7. APIC reported that facilities are moving toward a reporting system similar to the National network reporting system. This will possibly become a state mandate.

Written and Contributed by:

**Hank Schuurman, Chairman EAB
VP Facilities Management
Christian Health Care Center**



New NJDEP Permit Requirement - Annual Combustion Adjustment of Boilers

As part of the NJDEP Air Quality Permitting Program, a new regulation regarding reporting the measurements recorded from adjusting the combustion process for boilers will be mandated starting in 2009. The

specific details on the new regulation are cited in N.J.A.C. 7:27-19.16.

Electronic Submission of the Annual Combustion Process Report is required to be submitted within 45 days after the adjustment of the combustion process is completed and in accordance with the following schedule:

- Boilers 20 MMBTU/hr (600HP) and greater beginning in **2009**
- Boiler 10 to <20 MMBTU/hr (300-599HP) beginning in **2010**
- Boilers 5 to <10 MMBTU/hr (150-299HP) beginning in **2012**

The mechanism of reporting has not yet been defined but we can expect it will be through the online NJDEP Radius software.

As part of the adjustment, the concentration in the effluent stream of NOx, CO and O2 before and after the adjustment is made is required. Then there is a calculation that needs to be done to convert the emission values to lb/MMBTU and compare them to the values that are in your facility permit for the boiler. The calculation can be found in the regulation cited above.

Essentially this is a way for the NJDEP to confirm that the emission rates that are in the facility's permit are consistent with the actual emissions coming from the boiler. The regulations state that an exceedance of an emission limit that occurs during the adjustment process is not a violation, however after the adjustment is made, the maximum emission rate of NOx and CO shall not exceed the rates in the permit. This would be a violation. With this new regulation the NJDEP is essentially requiring self reporting

of violations and you can expect official violation notices and enforcement actions including fines as a result if you are not in compliance.

This presents a potential concern for facilities that are burning heavier fuel oil or have older boilers since the emission rates in the permit are likely based on EPA AP-42 factors and may not accurately reflect actual emission rates. It would be recommended for all facilities to review the data for the past few years to see if the boilers have been compliant with the emission factors in the permit. Normally at the annual boiler adjustment, the contractor prints a tape with the emission performance. Review those tapes to obtain the information needed to do the calculation.

If recent results don't show compliance, it would likely require a permit revision to change the emission factors so when this regulation is in effect next year, the facility can demonstrate compliance. The other thing to do is require that your tune up contractor adjust the boiler for best emission performance, which will usually be the most efficient operating condition. Let them know ahead of time what the expected emission performance is. It should be noted that the oxygen percentage greatly affects the calculated emission rates. The oxygen rate that boiler burner manufacturers use is 3% to obtain the emission rates.

So prepare now for this new requirement since this applies to all permitted boilers. There is no grandfathering of this regulation.

Written and Contributed by:
Tricia L. Romano, P.E., LEED AP
Criterium Lockatong Engineers



Improve Healthcare Building Environments to Improve Staff Satisfaction

In healthcare settings, staff satisfaction and retention are critical to patient care and hospital outcomes. In fact, the continuing shortage of qualified nurses has been found to play a role in the commission of medical errors, according to a recent Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) study(1). Therefore, maintaining job satisfaction rates to retain healthcare personnel is a continuing, important goal of healthcare organizations.

Given that working conditions comprise a major factor in job satisfaction among RNs(2) as well as all healthcare providers, a positive building environment can play an important role in how healthcare delivery personnel feel about their jobs. Providing supportive positive working conditions, including building layout, temperature, lighting, noise, and Indoor Air Quality (IAQ) can therefore contribute to the ability of medical personnel to perform their work well and maintain high morale.

To create and maintain building environments that support the highest possible levels of healthcare delivery – as well as overall professional staff satisfaction –focus on efficiently providing indoor comfort and proper Indoor Air Quality (IAQ).

IAQ affects healthcare staff satisfaction in several ways. Improving IAQ, including proper air exchange, air flow and filtration, can contribute to lower rates of nosocomial infections, which results in longer patient stays and higher work loads for already stressed staff. Better IAQ also benefits hospital personnel by helping to reduce

their risk of contracting infections such as tuberculosis.

For proper IAQ, hospital ventilation and filtration systems must meet strict standards. Look to guidelines set out by The Centers for Disease Control (CDC), the American Institute of Architects (AIA), and the Joint Commission on Accreditation for Healthcare (JCAHO).

Temperature and Humidity

When regulating temperature and humidity, priorities must address patient health and healing as well as staff working conditions. For example, in the operating room, set temperatures to suit the procedure being performed and materials used – as well as the personnel involved. Surgeons and support staff often need to concentrate for long hours wearing layers of protective clothing and sub-optimal temperatures can lead to significant discomfort and sweating.

Consider that different spaces may also warrant specific requirements. Patient rooms will generally require warmer temperatures than surgical suites. Ensure that the design – and control of – healthcare HVAC systems will allow both the precise, and customized, temperature control throughout the facility.

Noise and Light

In addition to air quality, temperature and humidity, noise can also directly affect the hospital atmosphere, impacting both workers and patients. High noise levels can add to stress. Building equipment, including HVAC systems, should be selected and designed for minimal noise output.

Poor lighting has been linked to patient depression and medication errors (Designing, 2004). Hospitals can incorporate technologies, such as highly efficient fluorescent lighting, to achieve proper conditions for staff while saving energy. Lighting systems can be integrated in overall building automation environmental management solutions to provide centralized control as well as improve energy management and efficiency.

Centralized Monitoring and Reporting

Hospital administrators and engineers need a building management system (BMS) that will not only save time and money by providing detailed environment of care documentation for Joint Commission reporting, but also allows hospital staff to continuously view, monitor, track, trend and report environmental conditions in all critical areas from a single location. The BMS will provide an immediate alarm signal if any critical parameter is exceeded so that staff may take immediate action to correct the situation. In launching their “Critical Hospital Systems Dashboard”, Trane has met this need.

Quality Staff and Environment

Improving patient outcomes can be a direct benefit of raising job satisfaction and lowering turnover among healthcare professionals. Creating healthy, efficient, and comfortable hospital buildings is an integral element of achieving staff satisfaction and retention – worthy of ongoing attention, investment, and improvement.

For more information, contact: Kristin Kubicki, TRANE New York – New Jersey at phone: 973-434-2136 or email: KKubicki@trane.com.

References:

(1) Tarkan, Laurie. “Nursing Shortage Forces Hospitals to Cope Creatively”. *The New York Times*, January 6, 2004.

(2) “Designing the 21st Century Hospital: Serving Patients and Staff.” Summary based on a conference convened by the Robert Wood Johnson Foundation (RWJF) and The Center for Health Design, June 3, 2004, in Washington, D.C.

Written and Contributed by:

Kristin Kubicki

TRANE New York – New Jersey



The following article from the NY Times illustrates why emergency preparedness is so important. This was contributed by: Frank DelGaudio, Risk Manager, Essex County Hospital and was discussed at the September meeting of the EHENJ Club. During that meeting we had a tour of the facility mentioned in this article.

1,800 IN BIG ASYLUM IN PERIL FROM COLD

Essex County Hospital Heating Plant Breaks Down and Is Beyond Repair.

24 DEATHS WITHIN 20 DAYS

Relatives Are Practically Asked to Remove Patients from the Institution.

The 1,800 Insane patients at the Essex County Hospital, at Cedar Grove, N.J., are suffering serious discomfort and in some cases incurring danger from the practically complete collapse of the heating and lighting plant of the Institution. The sleeping quarters of the inmates are practically without heat, and have been so during the recent cold snap; the laundry is being operated by the power of the county steam roller, which has been backed up against the wall, and the management of the Institution has even been trying to borrow a locomotive from one of the railroads to furnish steam for heating and power.

During the twenty days since the first of December there have been twenty-four deaths in the Institution, as against eight in the entire month last year. There have also been thirty-two cases of frostbite in the last three weeks.

The seriousness of the situation received official recognition yesterday, when Dr. Guy

Payne, the medical superintendent, sent the following letter to the nearest relative of each of the patients: "...we feel it is our duty to notify you that the wards of our institution are practically without heat and our patients are far from comfortable."

While it is not officially admitted, this letter to the relatives has been widely construed as an invitation to the relatives, at least of the patients whose conditions are the least serious, to take them away until such time as the heating plant is again in running order. Dr. Payne would not admit that the increase in the death rate is due to the lack of heat, but no other reason has been ascribed.

This imminence of such a situation was realized last Winter, when it became apparent that the heating plant was wearing out. About a year ago the Board of Freeholders of Essex County ordered three new boilers, but for some reason not yet known to the public, these were not delivered until late last month. Work was at once begun on the installation of one of them, but it will not be ready for use till the first of the year.

Meanwhile came the cold of last week, a determined attempt was made to do as much as possible with the old heating plant, but it was found that the deterioration had gone too far that practically nothing could be done. The old boilers leaked, the fire boxes were found to be full of holes, the steam pipes running to the various buildings were in bad condition, and the result was practically no heat.

There are twelve buildings used for living quarters of the patients, besides various structures used for administration or supply purposes. When it became evident that the heating plant had gone to pieces the Board of Freeholders sent up 100 oil stoves, but these, distributed among the twelve buildings, have proved

far from sufficient. In the assembly rooms where the patients congregated during the day there are open fireplaces, and by burning wood in these the staff of the Institution have managed to make these rooms fairly comfortable.

But the dormitories have no means of heating except for the useless radiators and the insufficient oil stoves, and hear conditions are said to be very bad. So far as can be learned, no additional supplies of bed clothing have been sent in, and there have been reports of much suffering in the dormitories.

The trouble has been most serious in the building where the 150 criminal insane have been housed. The most strenuous efforts have been made to heat this, but the presence of a large number of guards is necessary at all times to prevent the possibility of the inmates setting the building on fire by means of one of the oil stoves.

Negotiations have been going on for some time in the hope that the management could borrow a locomotive from one of the nearby railroads and run it up on a spur of track which reaches to the neighborhood of the Institution. If this were done the boiler of the locomotive could be connected with the heating plant and some steam furnished, but all locomotives seem to be needed at present by the demands of traffic, and so far no relief has come from this quarter.

The use of the boiler of the county steam roller to provide steam for the laundry is another emergency measure. The laundry cleans many thousands of pieces a week, and its operation has been seriously hampered, even with the supply of steam provided by the roller. It was impossible to learn yesterday what further measures of relief, if any, had been taken with the exception of the letter notifying relatives of patients of the condition.

The New York Times
Published: December 17, 1917



Here are 10 tips on motivation
Contributed by:
Edward Fay
Secretary, HFMSNJ

1. Have a clear mission statement

One of the most effective catalysts for a motivated workforce is to have a clear mission statement embedded into company culture. Everyone feels the benefit of working for a department that has a common culture running through it

There should be a mission statement that encourages people to work for the common good of the business.

2. Introduce a mentor system

Setting up a mentor system within your department can give astounding results in your efforts to create a driven workforce. Having a mentoring system is essential to help people

grow and make sure they know what they're doing.

The scheme should go on indefinitely until employees feel comfortable in what they are doing. Everyone should have a mentor to nurture them into a job.

3. Get rid of the fear culture

Having worked with both large and smaller hospitals, I have witnessed the good and the bad of healthcare management.

One of the biggest hindrances to staff motivation is the fear culture. I find that lots of engineering managers have been promoted up the chain but aren't necessarily trained managers. I've seen so many managers telling their staff if they don't do this or that they'll be fired.

Managers need to eradicate the fear culture by giving staff the platform to voice any concerns they have and get things off their chest. If the motivation of the executive level managers doesn't filter down to the lower levels of the organisation, how will it work?

4. Communication is key

It's so important to listen to all the people in a department from the entry level mechanic to the most senior person, Everybody matters. I've seen so many times where people talk down to subordinates, Look at how your staff and systems work and talk to people on the floors to see what's working and what's not to see where the weaker areas are.

5. Get to know your staff

Getting to know your staff is also an important part of keeping them motivated. Find out what's going on in the outside world for your staff. It's about who people are not what they are, so find out what motivates them and what they do outside work so they become a person and not a number. If you're in a huge organisation it's easy to become a number, which is why corporations should have a structure in place where everyone is supported.

6. Create incentives

Keep staff driven by putting incentives in place to reward outstanding individuals. If someone finds a more cost effective way of doing a particular job, they should get acknowledgement for that whether it be a gift or an extra day off.

7. Get out of the office

While the prospect of spending time out on floors is often something we can only attempt to achieve due to the overwhelming paperwork requirements and emails it's a necessity in order to connect with the staff.

8. Keep it varied

Just as acknowledgement and praise keeps people motivated, so too does the challenge of learning new tasks. Imagine how time drags if you are sat waiting to be given more work. Where is the value in that. Consider which other roles in the department a person would be suitable for and could be trained on. If someone's good at something, the chances are they will enjoy it. If they enjoy it, the chances are they'll be good at it.

9. Seek outside help

Bringing outsiders such as consultants into the department can play a major role in boosting staff morale. However pay attention to the advice of the consultants after they have gone. There's no point in getting consultants in if you don't follow through on what they teach you or your staff. If you don't do the work after they have gone, what are you teaching the staff.

10. Delegate your responsibilities

Giving staff more responsibility is another effective way of keeping them interested in the job. Too many

managers spend their time chasing their tails when they're not delegating enough, especially in medium-to-large size facilities. Step out of the situation and ask yourself whether you can delegate things. Empower other people to be the best they can be so you can spend more time as the decision maker.

Where's the EXIT ???

