

Health Facilities Maintenance

*Estate Management Dept.,
Ghana Health Service
Accra.*

July 2008

Presentation Outline

- Pictures
- What's Maintenance
- Reasons for Plan Preventive Maintenance
- Why Poor Health Facilities Maintenance?
- Hospital Operation Policies for Facilities Maintenance
- Maintenance Objectives
- Maintenance Planning – Roles of Actors
- Impact of Good Facility Maintenance

What's Maintenance

- Work undertaken in order to meet or restore premises, facilities and content in a good state of repair and efficient working order and to an agreed acceptable standard.
- Maintenance can be broken down into
 - Routine (Plan Preventive Maintenance)
 - Urgent
 - Emergency

Reasons for Plan Preventive Maintenance

- Avoid breakdown of crucial equipment and plant, buildings and services
- Maintain safety standards as required under legislation and other such regulations
- Enable activities to be planned and so keep disruptions to the barest minimum.

Why Poor Health Facilities Maintenance?

- Absence of planned building maintenance guidelines, procedures and schedules (structured maintenance system) in most public sector hospitals
- Poorly trained maintenance workers
- Weak maintenance culture. See pictures
- Paltry & irregular funding of facility maintenance activities
- Concentration of maintenance staff in large hospitals only
- Lack of official maintenance tools & equipment
- Repairs, otherwise called corrective maintenance were made occasionally but the term Preventive Maintenance was unheard of

Hospital Operation Policies for Facilities Maintenance - I

- Development/implementation of maintenance systems and guidelines in all departments within the health institution
- Training of all staff of hospitals and other health institutions in Preventive Maintenance
- Promotion of safety measures in healthcare facilities - fire drill training for all staffs, etc
- Support Implementation of Healthcare Waste Management Programme – safe waste disposal

Hospital Operation Policies for Facilities Maintenance - II

- Education of staff, clients and communities on Health Facility Maintenance – e.g., production and use of maintenance manuals, posters, etc
- Compilation and Maintenance of assets register
- Provision and maintenance of healthy and attractive healthcare environment, e.g. keeping of lawns and hedges
- Conduction of impact assessment on the maintenance of facilities

Maintenance Objectives

- To maintain the physical infrastructure of the hospital facility including buildings and equipment through repair and preventive maintenance to ensure good working conditions and safe environment for staff, patients as well as visitors
- To ensure that there is no break in service delivery

Maintenance Planning

- With the institutionalization of the preventive maintenance system in the health sector, and Estate Managers employed in some health institutions, emphasis is being placed on the following;
 - Both preventive and corrective maintenance must be planned and are dependent on the allocation of resources including maintenance staff, and have to be carried out according to time schedules
 - Maintenance staff must receive training as well as appropriate tools in order to do their job well and create impact on healthcare delivery

- All maintenance activities must be supervised and monitored and all maintenance plans, activities and achievements evaluated annually – at the end of year
- Conduct Inspection – daily, weekly, quarterly
- Inspection Checklist
- Fault Reporting Format
- Ward/Department Maintenance Book
- Prepare Maintenance Budget and get it approved
- Artisans Movement Book
- Leave Roster
- Acquisition of Maintenance Software?
- Job Description made known to all staff responsible for maintenance

Implementing Hospital Maintenance Plan

Duties & Responsibilities - HSA

- Health Services Administrator is responsible for Maintenance
- She has supervisory role over all maintenance staff and ensures that each has a defined role
- She serves as a link between maintenance staff and Hospital Management

- She ensures that the plans and budgets of the Hospital Estate Unit are included in the Annual Budget of the hospital and also channels approved budget into maintenance
- As a member of the procurement committee, the Administrator ensures that the procurement of specified building materials is done by the Procurement Officer in consultation with the Estate Manager.

Duties & Responsibilities

Estate Manager/Officer

- Role mainly managerial and involves planning, implementation, monitoring and evaluation of hospital maintenance activities
- In consultation with management, assigns responsibilities to artisans and other maintenance staff
- Supervises maintenance staff and monitors staff performance

- Ensures that hospital maintenance policies are being implemented – have daily, weekly, monthly and quarterly schedules for maintenance. Schedules are supported with budget
- Makes specification for procurement of building materials and others and inspects supplies to ensure adherence to specification
- Responsible for training of staff in Preventive Maintenance in the region through RD/DD and in liaison with In-service coordinator.

- Does annual evaluation of maintenance activities and makes recommendation to Health Services Administrator for annual submission to higher level
- Liaises with other staff such as Equipment Manager and EHO to ensure good health environment in the hospital
- Leads Foreman and artisans to do quarterly inspection of the hospital and ensures that defects are rectified according to priorities
- Compiles assets register or inventory to ensure proper monitoring of equipment and furniture and plan for their maintenance and replacement

Duties & Responsibilities

Maintenance Foreman

- Works directly under the Estate Manager and the Administrator
- Responsible for daily maintenance work and assigns task to Artisans and other maintenance staff
- Receives daily reported faults and sees to their rectification
- Supervises artisans and ensures that tasks are properly executed

Duties & Responsibilities

Artisan/Maintenance Technician

- Works directly under the Foreman and the Estate Manager
- Handles every minor defects and refer those beyond him/her to a colleague artisan who is a master in that field
- Assigned specific work station or building and do maintenance as and when they occur
- Undertakes daily, weekly, & quarterly inspection with the Maintenance Foreman
- Assists Maintenance Foreman and Estate Manager to make specifications for building materials

Duties & Responsibilities

Equipment Manager

- Responsible for repair of Bio-medical equipment
- Supervises Air-condition Technicians
- Reports directly to HSA
- Collaborates with Estate Manager who is head of Maintenance Unit

Duties & Responsibilities

Environmental Health Officer

- Responsible for sanitation in the hospital
- Supervises cleaning at the mortuary
- Distributes detergents and cleaning materials to orderlies for work
- Supervises field labourers and orderlies

Duties & Responsibilities

Ward In-charge/Unit Head

- Supervision of Cleaners/Orderlies in the wards/departments
- Reports faults to Estate Manager and Maintenance Foreman
- Fills Maintenance Request Form and Maintenance Record Book
- Reports to Maintenance Unit when a problem or fault has been rectified

Duties & Responsibilities

Orderlies & Labourers

- Cleaning (dusting, removing cobwebs, sweeping, mopping) inside the ward and departments and removing of waste from wards using the appropriate bins
- Detect and report faults through their wards in-charges
- Having been trained in Preventive Maintenance, tighten loose screws, oil door locks and hinges with basic tools provided for the purpose and unblock choked baths and sinks
- Field Labourers are responsible for weeding, trimming of trees and flowers, collection of refuse, cleaning of gutters and litter picking

Community Participation

- Churches and voluntary organisations also undertake clean-up exercises to support maintenance activities in the hospital
- HSA on behalf of the hospital should establish cordial relations with these organisations for their mutual benefit.

Impact of Good Facility Maintenance

- Facility always remains in a good state as if it was new
- Prolongs the lifespan of buildings
- Nice hospital environment that supports patient comfort and recovery
- Staff work under good conditions
- Enhancement of staff and patient safety
- Better and reliable services provided for patients - electricity, water, telephone
- No break in service delivery.

End of Presentation and Thanks for your
Attention.