

The IHEA Benchmarking Process Steps

The steps in the IHEA benchmarking process are identified below. Steps 1 to 5 are the initial benchmarking Questionnaire processes and steps 6 to 8 are the inter-hospital benchmarking processes.

Step 1	The hospital engineer requests an AssetMark questionnaire from the Consultant.
Step 2	The Consultant staff will send a Confidentiality Agreement to the participating hospital engineer to sign and return.
Step 3	Once the Consultant receives the signed Confidentiality Agreement, she will send an invoice for the processing and reporting of the data to the hospital engineer. Once payment is made, the consultant sends the AssetMark questionnaire to the participating hospital engineer to complete.
Step 4	The hospital engineer completes the AssetMark questionnaire and sends it back to the Consultant.
Step 5	The Consultant validates and enters the information into the database for analysis and reporting. The set of standard reports is sent back to the hospital engineer. The reports show the hospital's performance against the Key Performance Measures and how it compares with other hospitals.
Step 6	The hospital engineer analyses the questionnaire results and decides whether inter-hospital benchmarking is appropriate.
Step 7	If the hospital engineer decides to proceed with the benchmarking process he/she contacts the Consultant to identify possible benchmark partners from the database. The Consultant will contact the potential benchmark partners and advise them of the opportunity to benchmark with another hospital engineering team. If they agree to participate, the Consultant will advise the first hospital engineer of the identity of their partner.
Step 8	<p>The hospital engineering partners initiate the inter-hospital benchmarking process.</p> <p>This may involve the following steps:</p> <ul style="list-style-type: none"> ◆ Selecting and training teams ◆ Preparing for visits ◆ Conducting the visits ◆ Interpreting findings and committing to implement ◆ Consolidating findings into improvements. <p>(Recommended reading is the 'Benchmarking Self Help Manual' by Enterprises Improvement Services. This is available from Commonwealth Government Bookshops and Agents.)</p>

The Key Performance Measures

The IHEA benchmarking process requires hospital engineers to identify quantitative and qualitative measures of Hospital Facility Management performance. Even though meaningful comparisons of one hospital organisation to another are difficult, there are remarkable similarities in the performance measures that hospital engineers use.

In selecting the Key Performance Measures, the IHEA has been mindful of the considerable range of indicators that exist for Hospital Facility Management, as well as the broad range of interpretations that exist due to the number of possible variables, such as hospital management policies, facility age and condition, service levels, etc. The performance measures also cover aspects of the work that are solely dependent on maintenance management policy, strategy and tactics.

The IHEA has adopted a number of Key Performance Measures. They appear in the standard reports.

The IHEA Standard Reports

The table below shows the Standard Reports generated by the AssetMark system.

It also shows which questions in the survey are the sources for the Key Performance Measures.

These responses for the Standard Reports are mandatory and must be provided by the hospital engineer.

If any of this mandatory data is not provided, AssetMark cannot generate the relevant Standard Report.

These mandatory questions are highlighted in this questionnaire. They appear like this:

2	No of occupied bed days	MANDATORY RESPONSE
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Sources of Data for Standard Reports

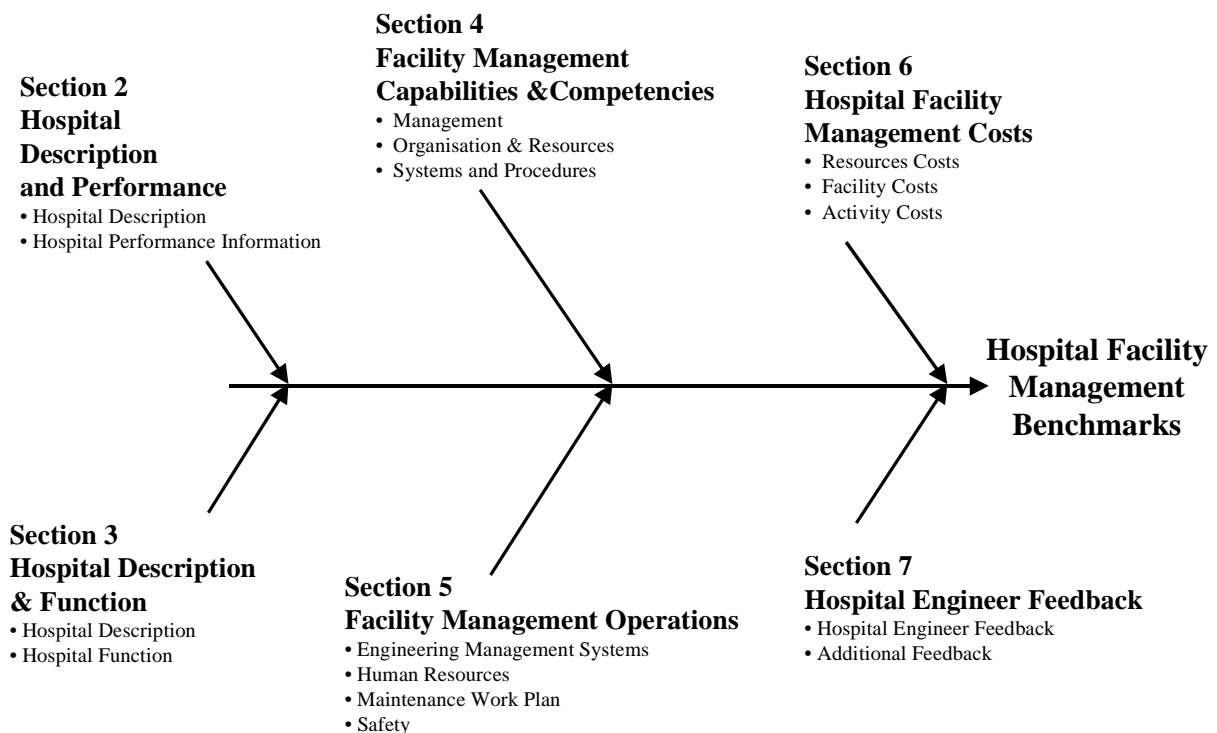
	Name of Report	Measure	Question #
1	HFM cost / Total floor area	\$/m ²	6.3.4 / 3.1.3
2	HFM cost / Total hospital institution expenditure	%	6.3.4 / 2.2.3
3	HFM cost / Occupied bed days	\$/OBD	6.3.4 / 2.2.2
4	HFM cost / Replacement capital value	%	6.3.4 / 2.2.4
5	Maintenance output on preventive maintenance	%	5.3.1
6	Maintenance output on corrective & reactive maintenance	%	5.3.2 + 5.3.3
7	Maintenance output on restoration	%	5.3.4
8	Energy consumption / Total floor area	GJ/m ²	2.2.7 / 3.1.3
9	Energy costs / Total hospital institution expenditure	%	2.2.6 / 2.2.3
10	Ten year average capital costs / RCV	%	2.2.5 / 2.2.4
11	No of Supervisors / No of Direct Labour	%	5.2.16 / 5.2.9 + 5.2.15
12	Cost of External Resources / Cost of Internal Resources	%	6.1.9 + 6.1.10 / 6.1.1 + 6.1.2 + 6.1.7 + 6.1.8
13	Deferred Work / Replacement Capital Value	%	6.3.6 / 2.2.4
14	Active floor area / OBD	m ² /OBD	3.1.4 / 2.2.2

Questionnaire Structure

The hospital facility management service is extremely complex and covers a broad range of hospitals, facilities and engineering disciplines. Customers' expectations are also changing as continuous improvement takes place in the industry.

The AssetMark questionnaire includes a broad range of hospital facility management performance measures, both objective and subjective. The information from the questionnaire will be categorised to allow comparative analysis of similar hospital facilities.

The Sections of the AssetMark questionnaire are:



The information from the questionnaire will be monitored to ensure a comprehensive database of information is available to support the benchmarking process. From this range of data, non-standard reports or special investigations can be provided.

For more information contact the AssetMark Co-coordinator on (08) 9224 1163 or email at octo.moniz@health.wa.gov.au.

Completing the Questionnaire

This questionnaire asks for a significant amount of information and commitment of your time. In recognition of this, we have set up a support system.

Assistance Available

Assistance at any time to help you complete the questionnaire is available from an approved consultant engaged by the IHEA.

Octo Moniz is the Institute's representative in managing the system. He is available for further information and assistance on (08) 9224 1163 or email at octo.moniz@health.wa.gov.au

Filling out the Questionnaire

The questions appear only on the odd pages. The areas you need to complete are shaded. For each set of questions, guidelines and supporting details appear on the page to the left.

The Mandatory Responses are highlighted to remind you that the data are required for the system to produce the full suite of Standard Reports. You can use the list on page 5 of this section as a checklist to make sure you have included all of the Mandatory Responses.

There is a Glossary of Terms at the back of the questionnaire.

Improving the Questionnaire

We are looking for ways to improve the content and presentation of this questionnaire. We would appreciate any comments you may have, particularly if you believe there could be categories that describe your facilities better.