

# RISK PROFILE



## Facilities - Aging/Maintenance

An organization's aging infrastructure and lack of maintenance can lead to several impacts including and not limiting to loss of operations, injuries, increase in waste/inventory, poor patient experience and flow, financial impact, and reputational loss. This risk can also impede an organization's ability to meet strategic goals and objectives, and result in risk of non-compliance with regulations, codes, and standards. This Risk Profile includes building facilities and equipment-related aging and maintenance issues. This document contains information identified by HIROC subscriber healthcare organizations (acute and non-acute) in the Risk Register application to help you in your assessment of this risk.



### Key controls/Mitigation strategies

- Strategic planning/budgeting
  - ✓ Capital planning and long-term planning for anticipated infrastructure needs
  - ✓ Annual capital budgeting process
  - ✓ Dedicated funds allocated for upgrades of aging infrastructure and emergencies
  - ✓ Infrastructure and facilities align with the organization's strategic priorities (e.g., service excellence, safety)
  - ✓ Computerized maintenance management system which provides advanced notice of replacement needs and assets nearing end of life (e.g., utilized for medical asset planning)
  - ✓ Emergency Department infrastructure planning with expertise in safety and security considered
  - ✓ Prioritization of redevelopment or replacement of aging infrastructure across multiple sites based on resource availability
- Funding
  - ✓ Strong relationship with regional health authorities
  - ✓ Regular communication with government representatives to increase awareness
  - ✓ Prioritization of funding requirements
  - ✓ Continuous efforts to apply for grants and funded infrastructure projects

## Facilities - Aging/Maintenance

- Internal policies and processes
  - ✓ Safety and security of staff and patients are always kept at the forefront when making decisions related to capital planning and equipment purchases
  - ✓ Formal committee to oversee all capital projects and emergency requests
  - ✓ Regular inspections and assessments to identify potential problem areas (e.g., fire inspections, infrastructure risk assessments, life safety assessments, environmental assessments, etc.)
  - ✓ Formal risk analysis (e.g., matrix) to understand impact of circumstances and urgency
  - ✓ Continuous risk identification and prioritization process for infrastructure upgrades
  - ✓ Grouping of similar repair costs together to get better pricing/funding
  - ✓ Appropriate level of information about conditions and life expectancy of facilities and equipment are provided to decision makers
  - ✓ Formal preventative maintenance program actively followed, manufacturers recommendations identified
  - ✓ Access to knowledgeable and experienced maintenance team and/or engineers - on call 24/7
  - ✓ Appropriately managed contracted service providers
  - ✓ Monitor temperature and humidity in areas such as operating room and medical devices reprocessing, etc.
  - ✓ An inventory of equipment and infrastructure assets are maintained
  - ✓ Regular alerts and recalls reviews
  - ✓ Infection control issues are identified and managed as required
  - ✓ Inventory of all manufacturers' warranties
  - ✓ Spare parts inventory management
  - ✓ Participation in groups with other facilities regarding planned maintenance
  - ✓ Documented plant management to reduce the risk of knowledge loss (e.g. succession planning)

## Facilities - Aging/Maintenance

- ✓ Contingency plans/Emergency Code procedure and response plans in place including back up equipment (e.g, backup generators)
- ✓ Decommissioning of unsafe equipment
- ✓ Backup equipment (e.g. smaller cooler, additional ventilators)
- Physical controls
  - ✓ Electrical improvements and red emergency power outlets
  - ✓ Updated plumbing in older buildings
  - ✓ Sprinkler system
  - ✓ Updated fire alarm system, fire exit door replacement
  - ✓ Appropriate sewers and storm drainage system
  - ✓ Updated communication system
  - ✓ Roof repairs
  - ✓ Heating, Ventilation, and Air Conditioning (HVAC) system replacement
  - ✓ Upgrade security systems such as cameras, building access, and alerts
  - ✓ Oil tank replacement
  - ✓ Floor plan review of current design functionality (use of space designer/architect)
  - ✓ Workplace hazards monitored and addressed on a timely manner
  - ✓ Signage of any hazards



### Monitoring/Indicators

- ✓ % of scheduled preventive maintenance tasks completed on time
- ✓ % of reported broken/hazardous equipment reported which are within the preventative maintenance program
- ✓ % downtime or % uptime

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- ✓ # of Infection Prevention and Control (IPAC) audits for specific medical equipment
- ✓ Hospital occupancy and use of isolation room (flow metrics)
- ✓ Problem areas and # of maintenance service requests
- ✓ Alerts and recalls-code/standard compliance (e.g. building codes, fire codes, Canadian Standards Association)
- ✓ # capital project requests
- ✓ Budgets/forecasting
- ✓ Missing equipment
- ✓ Workplace hazards
- ✓ Facility conditions (e.g., daily monitoring of HVAC)
- ✓ Infrastructure projects and their statuses
- ✓ Staff/patient/visitor complaints
- ✓ Building automation system to monitor equipment and report on performance
- ✓ Regular audits
- ✓ Periodic inspections by third parties to verify condition of assets
- ✓ Air quality testing results
- ✓ Emergency code testing results (i.e. code grey, red)
- ✓ # of code grey and/or loss of a critical service/equipment annually
- ✓ Accreditation results

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