



## President's Message

As we move to the close of the first quarter of 2010 we read headlines about 49 states out of the 50 have experienced snow. Having endured more snow this winter than I have in years it is noteworthy but it just becomes one more challenge to overcome in this day of multiple challenges we are experiencing in business, our country and yes even globally. Challenges create new opportunities that we need to exploit. The Healthcare Council too faces challenges of decreasing membership, dues and member participation while bringing vital information to members.

Healthcare Care Council leadership met in Atlanta at the Georgia Pacific Corporate Headquarters for a Strategic Planning Meeting to plan and discuss the challenges and seek new opportunities for the Council. As you may be aware our Council is what you could easily call a virtual council as our leadership has not meet face to face since 2007. Our monthly conference calls and World Workplace along with other healthcare conferences where we are invited to do presentations are the only times we see many of our members and leaders. Georgia Pacific sponsored our meeting by underwriting much of the cost. We were very pleased to have them do this for us. The council's primary source of funds is dues which could not fund the meeting.

We remain committed to bring you new educational opportunities, results of funded research, enhanced communications and networking. Networking remains the number one reason to join an association like the IFMA Healthcare Council.

Last quarter I spoke of the value volunteers bring to our Council and that we could not function without them. Without the volunteer effort within every Council and Chapter of IFMA the association's mission could not be accomplished.

One of the new challenges faced by the council is a loss of membership. What we are experiencing is similar to other councils, chapters and associations during these difficult financial times. The decreased membership falls into categories of dues paid by the employer who has declined to pay or limited the number of professional memberships or worse the member is now unemployed. We all make difficult decisions about what stays or does not stay in the budget. Think of the dues as an investment in your career and profession. The networking alone can be invaluable not to mention staying current on developments in the industry and new opportunities.

Be sure and visit the new format of the IFMA Healthcare Council web page as it has recently been redone by IFMA. I also encourage members to participate in the On Line Community. As a member of the Healthcare Council this is a valuable resource for communications and knowledge sharing. We will also be posting the updated Strategic Plan before the end of the second quarter. Please feel free to send me your comments concerning any of the information above. Thank you,

William L. Gregory, IFMA Fellow, PE, CFM  
President, Health Care Council

*"Everything that is really great and inspiring is created by the individual who can labor in freedom."*  
-Albert Einstein

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## Getting to know your President

We are pleased to continue our regular feature of profiling our volunteer members and thought this quarter would be a good opportunity to get to know our new Health Care Council president. Bill began his term in Fall 2009.

### Member Profile

**Name:** William L Gregory, PE, CFM, IFMA Fellow

**Position:** Vice President Facility Management

**Company and location:** Adelphi USA, Latrobe PA

**Ways that you've volunteered with the Health Care Council and IFMA?** Founding member of the Pittsburgh Chapter of IFMA back in the early 80's and continued to volunteer in various capacities as the chapter grew. Programs, PR, Fund Raising and leadership as the president and then moved to the IFMA executive committee as a Regional Vice President, Treasurer, Vice President and finally International President in 1994. Later I transitioned into healthcare and became more active in the healthcare council as a member then moving onto the board as membership chair.

**How did you get into the industry?** I worked in manufacturing for over 30 years starting out as a Project Electrical Engineer. Facility Management was "born" in the early 80's and seemed to be a good fit with me as that was really what I was doing at the time. I left manufacturing in 2000 and moved into healthcare for nine years at an acute care hospital leaving there as Vice President of Facilities Administration. I then moved on to Adelphi as Vice President of Facility Management.

**What was your best day at work?** Seeing my "customers" move into a new building or space and be productive.

**What issue (professional or personal) are you most passionate about?** In a group discussion finding better ways for solutions to challenges and implementing them.

**If you were King for a Day in the health care industry, what one thing would you change?** The seemingly challenging dynamics between doctors, administration and staff.

**What advice would you give someone getting into your profession today?** Learn where to find the best information and build a huge network of peers.

**If you could reverse one law or regulation, what would it be?** Better coordination or harmony between regulations for accreditation agencies and state department of health agencies.

**What are the three best words to describe you?** "Low Key"  
Only two words but an article in one of the trade journals years ago describing me stated "Bill brings a new definition to low key".

**What is your favorite activity outside of work?**  
Being a student of wines and wine tasting.

**Best book ever read or movie ever watched?**  
International and domestic travel are my pastimes. Movies are out.... Books can be Ok. Peter the Great was a good book I read recently.



*"If the facts don't fit the theory, change the facts." -Albert Einstein*

*"There's a fine line between genius and insanity.  
I have erased this line"  
-Oscar Levant*

*"Simply put, "networking" means "making connections with people." It's probably the most important thing you can do to achieve professional success. Your network includes business acquaintances and personal and community contacts."  
AARP.org*

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## IFMA-HC Selected to Run FM Educational Track at Healthcare Design

An educational track on healthcare facilities is being added to the prestigious Healthcare Design Conference. Under a new partnership agreement, the Healthcare Council of IFMA has been given the authority to develop the entire track.

Planned are nine one-hour sessions and two 2-hour pre conference workshops. Healthcare Design 2010 will be held at the MGM Grand in Las Vegas on November 13-16. Healthcare Design has emerged as one of the largest healthcare related conferences in North America. Nearly 3,000 people attended last year. It is owned by Vendome Publishing.

Co-Chairing the committee to select topics, speakers, and panelists are IFMA-HC board members, Glenn Fischer and Gary Collins. Any IFMA-HC members wishing to participate or recommend topics should promptly send an email to [gfisher@squarefootage.net](mailto:gfisher@squarefootage.net) or [gcollins@nbbj.com](mailto:gcollins@nbbj.com).

"This is the latest, most exciting opportunity for our council. It's recognition of the expertise our members bring to the table in today's hospitals and medical centers," said Bill Gregory, president.

November 13-16, 2010  
MGM Grand, Las Vegas  
[www.hcd10.com](http://www.hcd10.com)



The Health Care Council's board met in Atlanta in February to update the council's Strategic Planning documents.

An updated Balanced Score Card will be published soon to demonstrate our vision for the future.



## 3Es Seminar Series Launches in April

It's full speed ahead for the 2010 educational series which launches in April with stops in five cities. The seminar will travel to 10 cities throughout the year. Theme for 2010 is "*Energy, Economics & Environment: Making the 3Es Work Together in Healthcare*". Confirmed to date are:

- Phoenix, April 1
- Tampa, April 8
- Chicago, April 27
- Kansas City, April 28
- St. Louis, April 30
- Atlanta, October 26

Announcements are forthcoming on other cities including Boston, Dallas, Denver and The Carolinas. Sponsors of the series include Forbo, Georgia Pacific, and Schneider Electric. These half-day traveling seminars have grown in popularity as it doesn't require long distance travel to attend. A full range of educational credits are offered. In addition to IFMA CFM points, the seminar is approved for credits with AIA, USGBC, and ASHE.

Completion information about this year's program including sponsorship and partnership opportunities are available by contacting Glenn Fischer at Corporate Realty, Design & Management Institute, [gfisher@squarefootage.net](mailto:gfisher@squarefootage.net) or 503-274-7162. You can also register at the website, [www.squarefootage.net](http://www.squarefootage.net)

Learning objectives include:

- Discerning how hospitals are balancing durability, sustainability, and cost issues and finding the best tradeoffs
- How to appropriately address the first cost vs. life cycle cost debate, and appropriately select the appropriate metrics to frame your case
- Understanding how the best performing hospitals are generating energy savings, setting their priorities, and measuring results.
- Where to find the economical improvements in your facility when capital funds are scarce

To register for all events, or to view the faculty for each seminar visit [www.squarefootage.net](http://www.squarefootage.net)

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## Podcast Shatters Record

The IFMA-HC's first podcast, "Energy, Economics & Environment" broke IFMA International's record for the most downloads ever of a podcast. The podcast featured an interview of green building guru, Alan Whitson, by Jeff Tafel, IFMA's Director of Councils. Success of this podcast had led to development of a podcast series that will be made available throughout 2010. Watch for alerts on the following topics:

- Retooling for Sustainability
- Greening Your CFO
- Fatal Traps of Single Source Certification
- Using Building Science to Control Mold & Moisture
- Will There Be Power When You Flip the Switch?
- Analyzing Benchmarking Data

Click Here to Listen to "Energy, Economics & Environment":

[https://ifma.solidcasts.com/xml/download/1805/audio/5610/FMJ\\_Unscripted\\_Issue\\_6\\_-\\_Healthcare\\_Facilities.mp3](https://ifma.solidcasts.com/xml/download/1805/audio/5610/FMJ_Unscripted_Issue_6_-_Healthcare_Facilities.mp3)

## **Join the Conversation: Health Care Council's on-line community provides great networking opportunities and resources!**

If you haven't visited yet, go to [www.ifmacommunity.org](http://www.ifmacommunity.org). You will need your IFMA member ID and password. Contact Jeannie at IFMA's councils department if you need help logging on at [jeannie.nguyen@ifma.org](mailto:jeannie.nguyen@ifma.org). On-line real-time training is also available through the councils department.

Everyday, IFMA members help other members with facility-specific issues the online community. Here's a great example of a recent discussion from the Health Care Council's online community at [www.ifmacommunity.org](http://www.ifmacommunity.org):

*"Normal" is just a setting on the dryer.*  
Barbara Johnson

## **Space Planning Standards in Healthcare Facilities**

Kathleen Hite Posted: Tue, Dec 29 2009

I work as the Building Superintendent at an out-patient cancer facility in Seattle, WA. Space has gotten extremely tight over the years, and while we established a Space Planning Committee a few years back, we are now looking to create standards for space allocation.

I am wondering if anyone has any resources they may be willing to share. How do you assign space to employees? For example, being a manager may not mean getting a office, but a being a manager that supervises other people does. Physicians get offices, but perhaps 1/2 time MD's should share a space.

How do you break it down at your facility? Any guidelines/tools would be greatly appreciated.

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Ronald Galdes replied on Sun, Jan 3 2010

I manage support services for a 500 + patient, community hospice with 50 inpatient beds. Our growth has been 10—20% each year for the past 8 years. It seems we may have similar challenges. We developed guidelines about a year ago because we need to serve more patients without expanding our building footprint. Our intent was to keep it simple. Our process involves having a director level management team member sign off on the initial request. This tends to weed out any non essential leg work. We do not distinguish between our doc's and other management level staff; we have many in shared offices.

I have included an excerpt from our SOP that relates to your request.

### Space Planning Guidelines

As HospiceCare grows, we experience more requests to modify facility space to better meet the needs of our teams. The agency needs to support a larger customer base within our existing building footprint in the future.

The focus/ goal for space planning is to support a larger number of staff members with minimal modifications to existing space. HospiceCare has developed the following space planning guidelines to support this goal. Please review the guidelines before submitting your request.

#### Private Offices:

- Private offices will be reserved for full-time management and leadership level staff who supervise employees and/or require private space for other reasons approved by Executive Leadership.
  - Private offices may not be available to all managers who supervise employees.
  - Requests for windows will not be considered during the request process.
- #### Shared Offices and Workstations:
- Shared offices and workstations will be reserved for half-time (0.5) to full-time (1.0) staff.
  - Staff who work less than half-time (0.5) may be asked to share work areas (desks) with other part-time staff.

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- Due to increasing demands for space, smaller work spaces will not be combined to create larger work spaces.
- Intern/ Volunteer Workstations
- Interns and volunteers will not be assigned office or workstation spaces, but will share designated workstation spaces available throughout the building.  
Cosmetic vs. Functional Changes:
- All requests should be based on functional needs.
- Requests aimed at accommodating the cosmetic preferences of staff (i.e., paint color changes, new furnishings, etc.) will not be approved

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Don Maher replied on Wed, Jan 6 2010  
I've uploaded a spreadsheet to the Health Care Council Media Gallery (<http://ifmacommunity.org/media/p/1022900.aspx>) from a satellite construction project I did some years ago. In it you'll see square footage numbers for various space needs: offices, exams, procedure, waiting, etc. Use them as a starting point. You can easily modify the sheets to reflect your committee's sizes or play 'what if' to help determine them.

As to standards for who gets an office, it's pretty individualized among the health care organizations I know. Politics and ownership carry the day; docs as employees get more utilitarian accommodations overall than those who are shareholders in the clinic. I think the examples you gave are reasonable: supervision requires privacy, and half-time physicians and mid-level providers probably shouldn't have the same office space as a full-time MD. Some docs take more space than others, some more staff -- while I try to be uniform, it's a consideration. The biggest fight is who gets the windows - office vs. exam, doc vs. doc....

Health care is hard because we generally move walls, not cubicles, and those walls have lots of wires and pipes. I find we tend to stuff "two pounds of groceries into one-pound sacks," doubling up staff and carving up spaces whenever possible.

It works in the short term but eventually hurts production, privacy, and morale. Spend the time and money on a long term growth plan if you don't have one. Seek out examples of good space and bad in your buildings and in your neighbors, and have the committee tour them. Work with experienced health care designers and architects; you don't want them learning at your expense. Have them present their programming standards (space standards) and go see their completed projects. Again, it's not an office building.

Lastly, get a strong leader to buy in to shape, and later ENFORCE, the standards you all decide on.

*"Nature does nothing uselessly." -Aristotle*

## Share your stories!

The Health Care Council is looking for authors to write educational articles for *FacilityCare* magazine as well as presenters to conduct HCC-hosted webinars on educational topics for health care FMs.

And, if you have a topic you'd really like to learn about, let us know and we'll find an "expert."

The most recent FacilityCare article was written by Todd Wilkening of Ridgeview Medical entitled, "Measuring the Facility Manager's Future." Great insight from Todd on adjusting your presentation language to that of the C-Suite and winning approval of your projects.

If you have ideas and interest, please contact Jennifer Coble at [Jennifer.coble@gmail.com](mailto:Jennifer.coble@gmail.com).

## Welcome to our newest members! (November 2009 to January 2010)

### Facility Professionals

Alan Drummond, MR, ETDE  
Facility Management Canada Ltd.

Trent Gee, Intermountain Health Care

Brian Howell

Glenn LaPorte, Oregon  
Health Sciences & University

Michael J. Lattanzi, Jr., CB Richard Ellis

Jacqueline F. Lomtevas, BWD Group, LLC

Dan Patenaude, B. Adm.,  
Saskatoon Health Region

Jerry Rossi, City of St. Catharines

Patricia A. Sullivan, CFM,  
Jones Lang LaSalle Americas, Inc.

James G. Taylor, FMP, Barnes-Jewish Hospital

Alan Williams, CFM,  
The Children's Medical Center

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## **Associate Members**

Mark M. Collier, Mannington Commercial  
Margaret C. Cornelius, Dekker/Perich/Sabatini  
Joel Engelmeier, Planes Commercial Services  
Keith Garratt, PE, LEED AP, TRO Jung/Brannen  
Tim Hayes, Knoll, Inc.  
Stephen E. Kane, VSP Construction Services, Inc.  
Joseph M. McCoy, CE Floyd Company, Inc.  
Nancy A. Padgett, BJAC Architecture  
Douglas J. Phelps, Nettime Solutions  
R.J. J. Radobenko, Sprayfoam Southwest Inc.  
Gayle Smith, Vanguard Environments, Inc.  
Christopher W. Vargas, Stiefel, A GSK Company  
Erick G. Wolf, BS, MBA, Innolytics LLC  
Ron Ziegler, Office Furniture Rep Group LLC

## **2010 Calendar of Events**

### **Energy, Economics & Environment: Making the 3E's Work Together in Healthcare**

Dates TBA among the following cities: Boston, Dallas, Denver, Minneapolis, Raleigh/Durham, San Francisco, Toronto

### **HCC webinar, March 24, 2010**

*"Independent Performance Contracting"* presented by AMERESCO

### **ASHE PD&C, March 14-17, 2010**

San Diego, CA

### **Energy, Economics & Environment: Making the 3E's Work Together in Healthcare**

April 1, 2010, Phoenix  
Partnered with Central Arizona Society for Healthcare Engineering  
[www.squarefootage.net](http://www.squarefootage.net)

### **Energy, Economics & Environment: Making the 3E's Work Together in Healthcare**

April 8, 2010, Tampa  
Located at St. Joseph's Hospital – North.  
(includes tour of this brand new hospital)  
Partnered with IFMA Suncoast Chapter and AIA Academy of Architecture for Health  
[www.squarefootage.net](http://www.squarefootage.net)

### **Energy, Economics & Environment: Making the 3E's Work Together in Healthcare**

April 27, 2010, Chicago  
Located at Metropolitan Chicago Healthcare Council  
[www.squarefootage.net](http://www.squarefootage.net)

### **Energy, Economics & Environment: Making the 3E's Work Together in Healthcare**

April 28, 2010, Kansas City  
Located at North Kansas City Hospital  
Partnered with Kansas City Area Healthcare Engineers  
[www.squarefootage.net](http://www.squarefootage.net)

### **Energy, Economics & Environment: Making the 3E's Work Together in Healthcare**

April 30, 2010, St. Louis  
Located at Barnes Jewish Hospital and Washington University Medical Center  
Partnered with Missouri Society for Healthcare Engineering  
[www.squarefootage.net](http://www.squarefootage.net)

### **HCC webinar, May 2010, (exact date TBD)**

*"The Competitive Advantage for a Virtual Design Studio"* presented by HCC VP of Sustainability Brian Weldy. This is a repeat performance of his presentation at the September AIA Technology Conference.

### **ASHE Annual, July 11-14, 2010, Tampa, FL**

The Health Care Council will host a membership meeting and HCC VP of Research Todd Wilkening will present results of the IFMA/ASHE benchmarking study.

*"The human voice can never reach the distance that is covered by the still, small voice of conscience."*  
- Mahatma Gandhi

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**HCC webinar, September 2010, (exact date TBD)**

"IPD: What is it and how does it work?" presented by Patrick Duke, MS, Senior Vice President, KLMK Group, Greg Strahan, Chief Operating Officer, Owensboro Medical Health System, Jamal Ghani, Senior Vice President of Operations, Hurley Medical Center

This webinar is also available for viewing by our members at <http://www.ifma-hc.org/events/pastevents.aspx>.

**Energy, Economics & Environment: Making the 3E's Work Together in Healthcare  
October 26, 2010, Atlanta**

[www.squarefootage.net](http://www.squarefootage.net)

Located at Georgia Institute of Technology and held in conjunction with IFMA's World Workplace.

**World Work Place, October 27-29, 2010, Atlanta, GA**

Friday, October 29, HCC VP of Research Todd Wilkening will present results of the IFMA/ASHE benchmarking study.

**Health Care Design .10, November 13-16, 2010, Las Vegas, NV**

[www.hcd10.com](http://www.hcd10.com)

The Health Care Council is in the process of developing the first-ever Facility Management educational track for HCD. Watch for more details!

**Health Care Council Officers and Chairs**

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*"It has been said that a person may have ten years of experience, or one year of experience repeated ten times."  
Yukiso Yamamoto*