

# The Life Cycle of a Healthcare Facility Manager

What Can We Do To Help  
the Career Healthcare  
Facility Managers  
Succeed?



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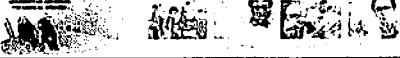
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**Leo Gehring, CHFM, FASHE**  
**Vice Chancellor for Campus Operations**  
**University of Arkansas for Medical Sciences**  
**Little Rock, Arkansas**  
501-686-6994  
gehring/eam@uams.edu



**UAMS**



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**Let's Visit a Bit**  
**About**  
**ASHE and You**



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**About ASHE  
Overview & History**

*Established in 1963  
Largest Professional Membership Group (PMG)  
of the American Hospital Association (AHA).*

*Over 9,000 professionals in the field of  
Healthcare Facility Management/Engineering,  
Planning, Design and Construction.  
Safety, Security, Emergency Preparedness*

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**Mission**  
*Dedicated to optimizing  
the healthcare physical environment.*

**Vision**  
*To engage stakeholders  
in the creation of the optimum  
healing healthcare environment*

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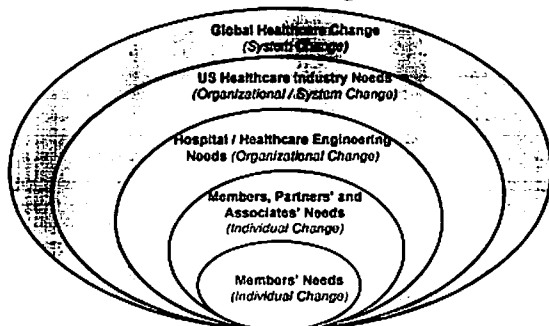
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**ASHE Strategic Focus**



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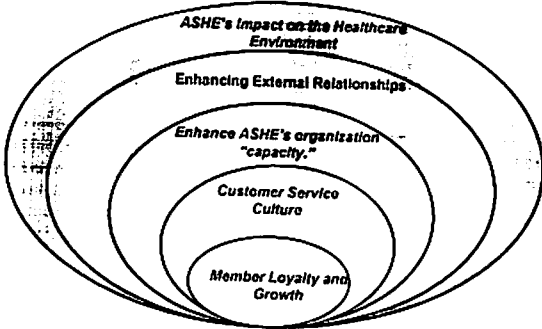
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## ASHE Strategic Goals



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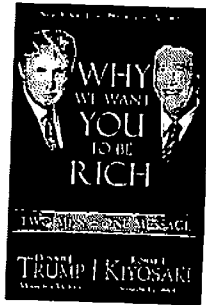
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**Now - Let's  
Talk About  
You!**



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**It Is All About You!**



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**Without You...  
Healthcare Stops Dead  
in it's Tracks**



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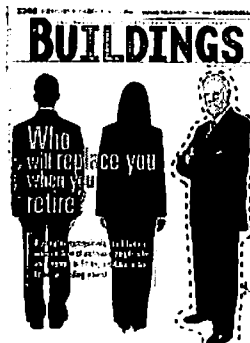
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**Why Are We  
Having This  
Conversation?**



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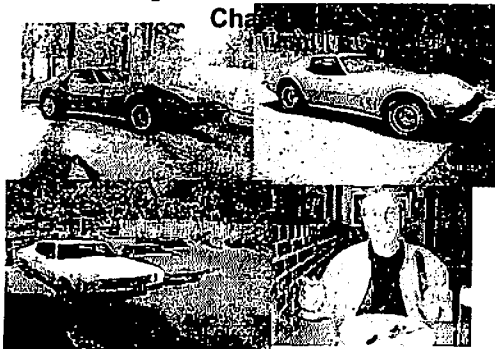
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**Also.. Some of Us Are Not Getting Any  
Younger and Our Interests are  
Changing**



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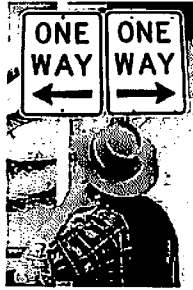
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**To Insure the  
Success of the  
Healthcare  
Mission  
We Need a  
Plan For The  
Future**



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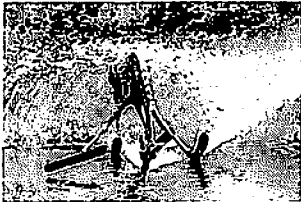
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**To Insure the Success of  
Your Career - YOU Need a  
Plan For The Future**



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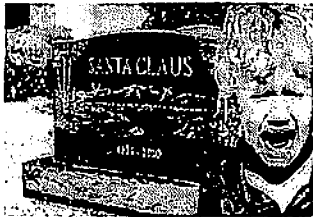
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**ASHE has the  
Resources to Help Ensure  
Your Success**



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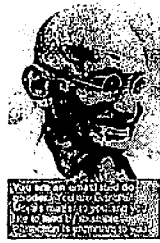
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**Let's Talk  
Some More  
About You!**



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**What Kind of Leader are You?**



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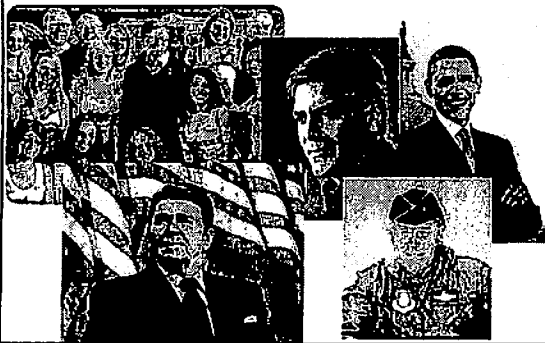
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**What Kind of Leader will You Be?**



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## What Kind of Coach are You?



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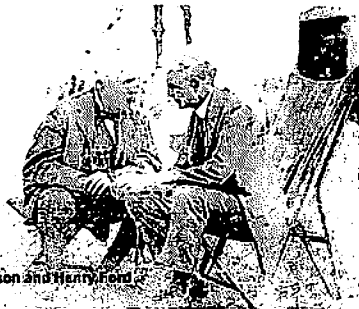
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## It is all about Mentoring!



Thomas Edison and Henry Ford

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## Do You Have Or Are You a Mentor?



### A Mentor is like an Excavator

*The mentor carves out and helps to create a space where learning can occur. It has boundaries of confidentiality, structure, and guidance, but is open. It is a safe place where both can be vulnerable with their questions, struggles, emotions and doubts. There is space for ideas, curiosity, wonder, and joy. It is a space in which the mundane, the ordinary can be a container of grace. It is a space in which the mentor is given increasing permission to ask the tough questions that will penetrate the masks most of us wear. It is a space where the protégé has no fear to confess failings and progress, to entrust the secrets of his heart, and reveal all his plans*

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

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In ancient Greek mythology, Mentor was the teacher and guide of Telemachus, son of Odysseus. [The teacher, Mentor, was actually Athena, the goddess of Wisdom in disguise.]

***You Deserve and Need a Mentor***

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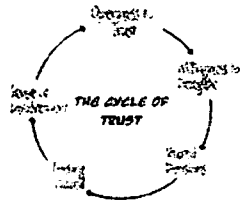
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## Mentoring and Trust!

A matter of trust. Mentoring is a structured and trusting relationship that brings young people together with caring individuals who offer guidance, support and encouragement aimed at developing the competence and character of the mentee. (mentoring.org)



<http://www.slowleadership.org>

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The mentor is probably someone who had "been there, done that" before.

A mentor might use a variety of approaches, eg. coaching, training, discussion, counseling, etc. (<http://www.managementhelp.org>)




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## Mentoring

Deliberate learning is the cornerstone

Both failure and success are powerful teachers

Leader need to tell their stories

Development matures over time

Mentoring is a joint venture

<http://www.managementhelp.org>



Photo: David Foreman



Photo: David Foreman

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## Characteristics of a Good Mentor

The qualities which are essential in an effective mentor include:

- A DESIRE TO HELP
- HAVE HAD POSITIVE EXPERIENCES
- GOOD REPUTATION FOR DEVELOPING OTHER
- TIME & ENERGY
- UP-TO-DATE KNOWLEDGE
- LEARNING ATTITUDE



DIAGNOSTIC RATED EFFECTIVE MANAGERIAL (DEMG) SKILLS

<http://www.managementhelp.org>

Ray Charles and Quincy Jones



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## Characteristics of a Good Mentor



Luke - Yoda and Obi



Bob Dylan and Woody Guthrie

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## What Are The Steps to Success?

Step 5: Decide on & Accept a Job Offer

Step 4: Interview

Step 3: Prepare and Develop your Interview and Search Plan

Step 2: Research and Prepare

Step 1: Career Exploration

**KRUPP Diamond Case**  
Map of the U.S. showing path robbers took. The circuitous trail begins in Las Vegas and ends in New Jersey.

<http://www.int.cmu.edu>

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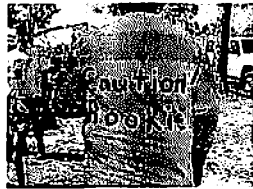
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## *In the Beginning..*

We Were All Students and Had Career Developmental Needs



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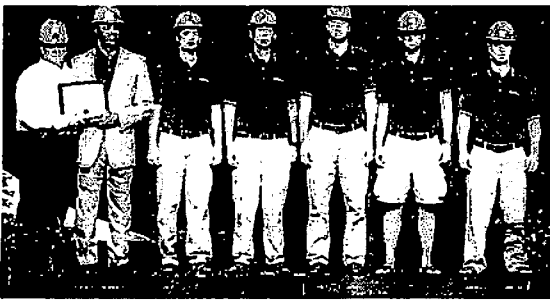
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## *In the Beginning..*



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**Entry Level FM'ers**

**Developmental Needs:**

- Industry Specific Technical Knowledge
- Trade Specific Technical Knowledge
- Safety Education
- Teamwork Concepts
- Vision of the Future Possibilities



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**Entry Level Preparation Opportunities:**

1. Colleges and Universities
2. Trade Schools
3. High Schools
4. Trade Unions
5. Venture Crews (BSA)
6. ASHE Chapters
7. ASHE Education Opportunities
8. *Mentoring*



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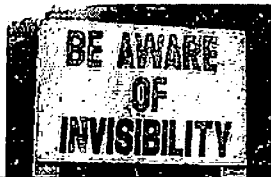
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**Journeyman Workers**

**Developmental Needs:**

- Associate Degree
- Trade School
- Technical Education
- Healthcare Industry Subjects
- Experience
- Mentoring



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**Journeyman Preparation Opportunities:**

1. Colleges and Universities
2. Trade Schools
3. High Schools
4. Trade Unions
5. Venture Crews (BSA)
6. ASHE Chapters
7. ASHE Education Opportunities
8. *Mentoring*



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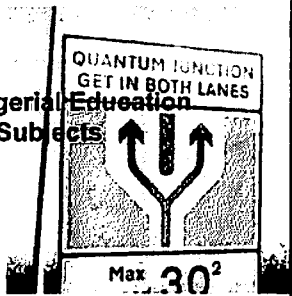
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**Supervisors**

**Developmental Needs:**

- Bachelors Degree
- Associate Degree
- Trade School
- Technical and Managerial Education
- Healthcare Industry Subjects
- Experience
- *Mentoring*



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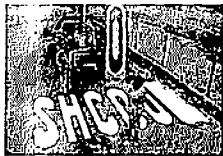
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**Supervisors Preparation Opportunities:**

1. Colleges and Universities
2. Trade Schools
3. High Schools
4. ASHE Chapters
5. ASHE Education Opportunities
6. *Mentoring*



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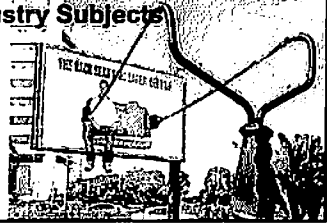
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### Assistant Directors

#### Developmental Needs:

- Bachelors Degree
- Associate Degree
- Technical and Managerial Education
- Healthcare Industry Subjects
- Experience
- *Mentoring*



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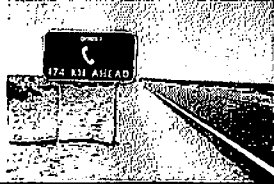
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### Assistant Directors Preparation Opportunities:

1. Colleges and Universities
2. Trade Schools
3. High Schools
4. ASHE Chapters
5. ASHE Education Opportunities
6. *Mentoring*
7. CHFM



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### Certified Healthcare Facility Manager

- The purpose of CHFM certification is to promote healthcare facility management through the certification of qualified individuals.
- [http://www.aha.org/aha/Certification-Center/files/AHA\\_CHFM\\_handbook\\_Mar\\_06.pdf](http://www.aha.org/aha/Certification-Center/files/AHA_CHFM_handbook_Mar_06.pdf)



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**CHFM Exam Content Weighting**

**(110 questions):**

- 1. Maintenance Operations - 28%**
- 2. Planning Design and Construction – 18%**
- 3. Administration – 17%**
- 4. Finance and Budgeting – 14%**
- 5. Compliance – 28%**

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**CHFM Eligibility Requirements:**

**Baccalaureate degree plus five (5) years of associated engineering experience\*, three (3) years of which must have been in a healthcare setting; three (3) years of management/supervisory/administrative experience; and work experience in a healthcare facility within the last three (3) years.**

**Associate degree plus seven (7) years of associated engineering experience\*, three (3) years of which must have been in a healthcare setting; five (5) years of management/supervisory/administrative experience; and work experience in a healthcare facility within the last three (3) years.**

**High school diploma or equivalent plus ten (10) years of associated engineering experience\*, three (3) years of which must have been in a healthcare setting; five (5) years of management/supervisory/administrative experience; and work experience in a healthcare facility within the last three (3) years.**

**\*Associated engineering experience refers to work experience in the following functional areas: facility management; operations and maintenance; clinical engineering; safety and security; planning, design and construction; or environmental Management**

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**Cost of Taking The Exam:**

**Member of AHA PMG      \$275**

**Nonmember                      345**

**Rescheduling Fee              100**

**Or Maybe Free....**

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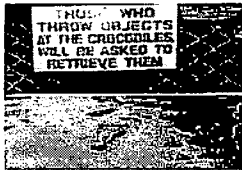
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**Directors**

**Developmental Needs:**

- Bachelors
- CHFM
- SASHE/FASHE

**And All from the Previous Slides**



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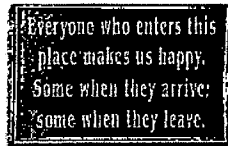
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**Directors Preparation Opportunities:**

1. Colleges and Universities
2. Trade Schools
3. High Schools
4. ASHE Chapters
5. ASHE Education Opportunities
6. *Mentoring*
7. CHFM
8. SASHE/FASHE



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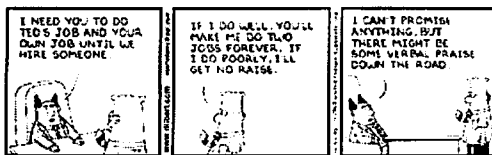
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**Vice Presidents and Executive Directors**

**Developmental Needs:**

- Masters Degree

**And All From the Previous Slides**



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**VP's and ED's Preparation Opportunities:**

1. Colleges and Universities
2. Trade Schools
3. High Schools
4. ASHE Chapters
5. ASHE Education Opportunities
6. *Mentoring*
7. **CHFM**
8. **SASHE/FASHE**




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**2007 Regional Leaders**  
 Recognizes individuals who have demonstrated leadership qualities with definite career goals in the fields of healthcare engineering and facilities management, planning, design and construction, safety, clinical/biomedical engineering and technology management.

<p><b>Region 1</b>                  Dave Dagenels, CHFM, CHSP                  Plant Operations Manager                  Wentworth Douglas Hospital                  Dover, NH</p> <p><b>Region 2</b>                  Jeffrey E. Harris                  Safety Office Assistant                  Fox Chase Cancer Center                  Philadelphia, PA</p> <p><b>Region 3</b>                  James W. Deet III, CHFM, CHE                  Director, Maintenance &amp; Engineering                  Carol Woods Retirement Community                  Chapel Hill, NC</p> <p><b>Region 4</b>                  Wayne G. Douthett, Jr., CHSP                  Director Engineering                  South Fulton Medical Center                  East Point, GA</p> <p><b>Region 5</b>                  David F. Caspi                  Director of Facilities Management                  University Hospital-Health Alliance                  Cincinnati, OH</p>	<p><b>Region 6</b>                  Wade E. Rudolph, CBET, CHFM                  Environmental Service Director                  North Central Health Care                  Waukegan, WI</p> <p><b>Region 7</b>                  Terry Scott, CHFM                  Director of Engineering                  Memorial Hermann Baptist                  Beaumont, TX</p> <p><b>Region 8</b>                  James A. Feist                  Senior Safety Officer                  University of Colorado Hospital                  Denver, CO</p> <p><b>Region 9</b>                  Ken Gomez, CHFM, HCC, MBA                  Director, Facilities Services                  Emanuel Medical Center                  Turlock, CA</p> <p><b>Region 10</b>                  Chad E. Beebe                  Manager, Construction Review Services                  Washington State Dept. of Health                  Olympia, WA</p>
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**The ASHE Apex Program**

*You Have the Potential . . . .*

**Apply to Become a Senior or Fellow of ASHE Today!**




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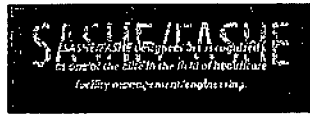
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### Fellow and Senior Recognition



ASHE's Senior Achievement Award is the highest honor in the field of intellectual facility measurement/evaluation.

ASHE's Senior Achievement Award is the highest honor in the field of intellectual facility measurement/evaluation.

ASHE's Senior Achievement Award is the highest honor in the field of intellectual facility measurement/evaluation.

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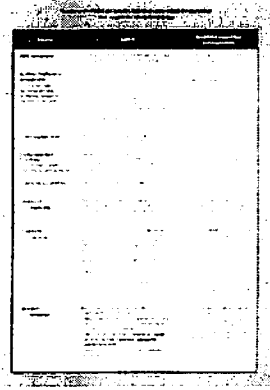
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### Senior (SASHE) Criteria



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2007 Senior Lever Recipients

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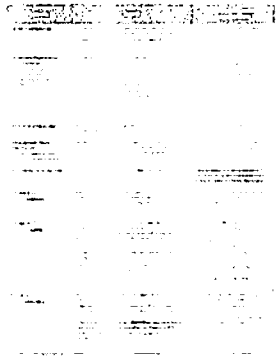
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**ASHE**  
**Fellow  
(FASHE) Criteria**



A document titled "ASHE Fellow (FASHE) Criteria" with a table of requirements. The table has two main columns: "Criteria" and "Requirements". The "Criteria" column lists various areas such as "Professionalism", "Leadership", "Service", "Research", "Teaching", "Scholarship", "Public Service", "International", "Diversity", "Innovation", and "Community". The "Requirements" column lists specific criteria for each area, such as "10 years of professional experience" for Professionalism and "10 years of leadership experience" for Leadership.

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**ASHE**



A photograph of three men standing on a stage. The man on the left is holding a framed certificate. The man in the center is wearing a suit and tie. The man on the right is also holding a framed certificate. They are all smiling.

**2007 Fellow Lever Recipients**

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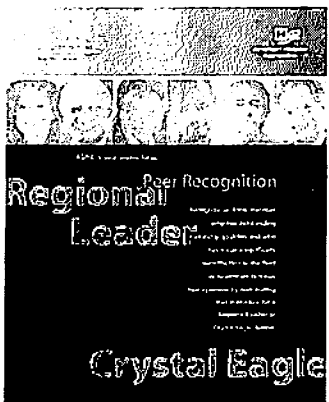
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**ASHE**

**Peer Recognition**



A graphic for "Peer Recognition Regional Leader Crystal Eagle". It features a row of five small portraits of individuals. Below the portraits, the text reads "Peer Recognition Regional Leader Crystal Eagle".

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**If You Want to be a Chief  
Executive Officer  
You Will Need Everything  
from the Previous Slides and  
Then Some**



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**What are Some of the  
Specific ASHE  
Programs that Can  
Help?**



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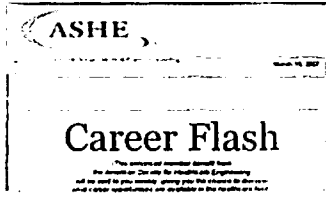
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**How Does ASHE Help to  
Keep You in the Loop?**



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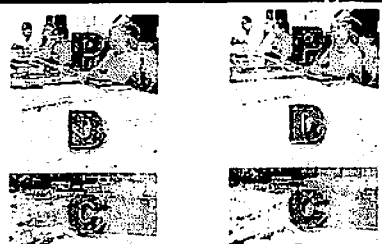
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**2008 International Conference and Exhibition on  
 Health Facility Planning, Design and Construction™**

*March 10-13, 2008* *Orlando, FL*




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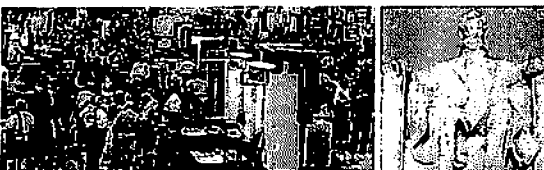
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**45th Annual Conference & Technical Exhibition  
 of the American Society for Healthcare Engineering  
 (ASHE)  
 of the American Hospital Association (AHA)  
 Gaylord National Resort & Convention Center  
 Prince George County, Maryland  
 (Located eight miles south of Washington, D.C.)  
 July 20-23, 2008**




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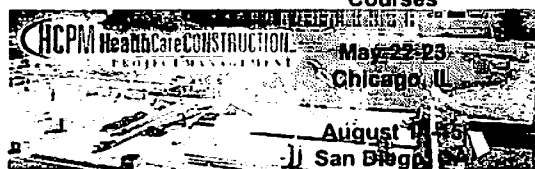
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**Upcoming HCPM  
 Courses**



**May 22-23  
 Chicago, IL**

**August 14-15  
 San Diego, CA**

**October 9-10  
 Charlotte, NC**

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