

Benchmarking of FM Departments in 8 Scandinavian Hospitals

CIB FM Conference 2014
Using Facilities in an Open World – Creating Value for all Stakeholders
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by

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Content

1. Background, Research scope and purpose
2. Methodologically approach
3. Results and discussion
4. Main conclusions

(1) BACKGROUND and
RESEARCH SCOPE.....

NordicFM



Nordic Facilities Management Network

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News

12 January 2013

Turku University of Applied Sciences (TUAS) invites to FM Seminar in March!

28 September 2012

News from the NordicFM Board

21 September 2012

Constitution of new NordicFM Board in Copenhagen Board meeting 17. September

[\[All\]](#)

Projects

Read about NordicFM current projects and projects which are planned to be launched in the near future.

[Read more.](#)

Articles

This section is intended to cover FM issues of current interest for a broad range of professionals in the Nordic countries as well as in the rest of Europe and beyond ...

Please contribute by mailing interesting files to the Secretariat:

info@nordicfm.org

[Read more.](#)

Meetings

You will find a complete overview of planned meetings in the Calendar. This section will give more detailed information of and from each of the meetings when practical and feasible.

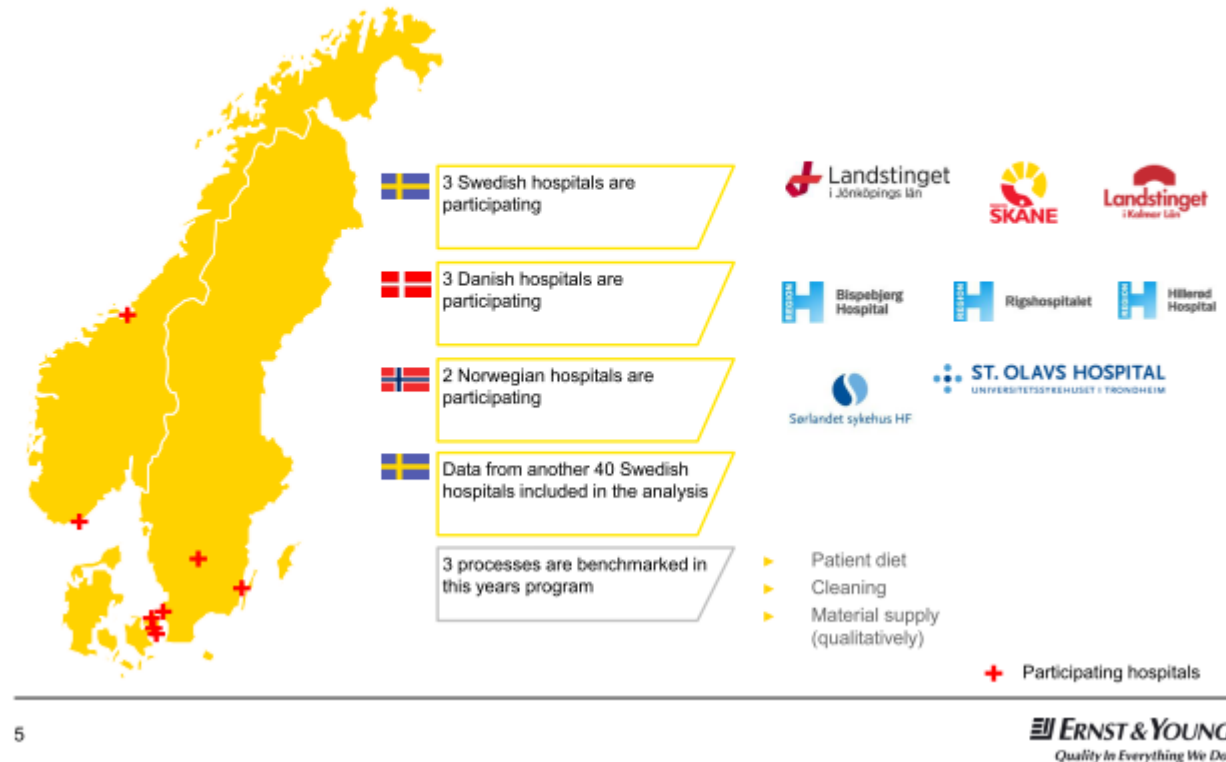
[Read more.](#)

Calender

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The Nordic FM project, Dataset B

8 hospitals from Sweden, Denmark and Norway participates in this years Nordic FM Hospital benchmarking program



(Source: <http://nordicfm.org>)

(1) Scope and purpose

- To what degree do the quality of three service products (**cleaning, food for patients and hospitals logistics**) depend on the maturity level of the FM organisation (**competence and skills**) in hospitals?
- Can Balance Score Card (BSC) methodology be a simple and suitable method for mapping competence and maturity level for benchmarking purposes?

(2) METHODOLOGICALLY APPROACH

BALANCE SCORE CARD

1. CUSTOMER – How do the users and occupiers of the facility see us?
2. FINANCIAL – How is the function managed to achieve best value?
3. OPERATIONAL – How efficient and effective is the delivery of facilities services?
4. INTERACTION – How does the facilities management function continue to improve and interact with the core business in creating value?

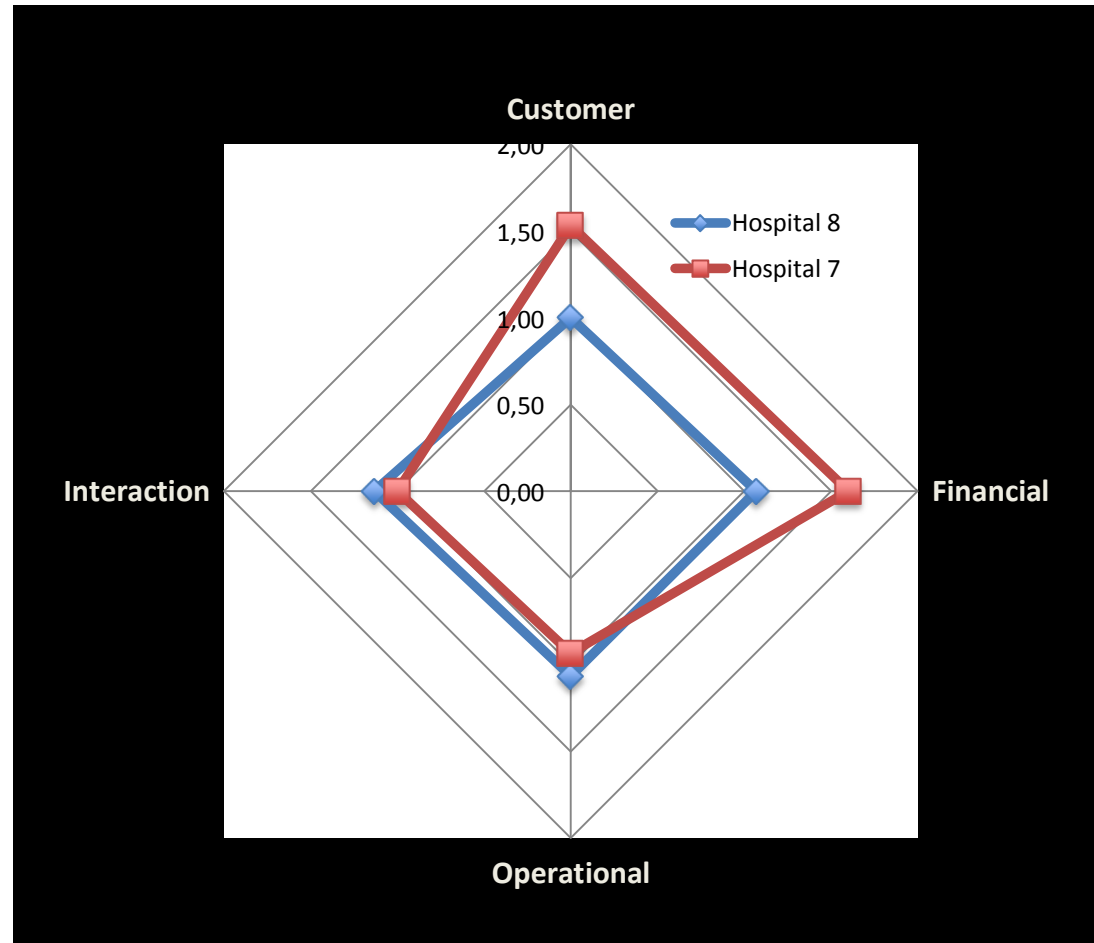
(60 QUESTIONS)

Source: Atkin and Brooks (2009)

Examine each of the statements below.	
Respond in the way you think is most appropriate to your current practices using these symbols:	
A	Always (or nearly always)
F	Frequently
O	Occasionally
S	Seldom
N	Never (or practically never)
No	Customer focus
1	Our customers recognises the role of the FM department
2	Our customers are satisfied with the services we deliver
3	Our customers understand the responsibility they have as users of our facilities
4	Our customers makes contacts with the FM department to get acceptance before they make any changes on the facilities
5	Our customers understand their responsibility according to Health and safety legislation
6	We establish agreements with our customer to define the services we provide
7	The FM staff alone define the level of services we deliver
8	We makes surveys on customers satisfaction on a regular basis
9	Complaints and requests from our customers are solved immediately
10	We log all complaints and request from our customers
11	We gives feedback to the customers about status for reported faults and requests
12	We have regular meetings with our internal customers
13	We involve our customers in case of change in delivered service level
14	We involve all stakeholders when building projects are planned
15	We use our customers centre (helpdesk) as a single point of contact with our customers
No	Finance Focus
1	We carry through Portfolio audit and Service audit on a regular basis
2	We seek to minimize the gap between the space provided and the space needed
3	We seek to minimize the gap between the services provided and the services needed
4	We seek to optimize the balance between the provided service level and the available annual budgets
5	We know the true cost of providing our services.
6	We test the market for new suppliers
7	We monitor the changes in central KPI's on a regular basis
8	We strive to improve our KPI's
9	We uses benchmarking as a tool for effective improvement in business processes
10	We cooperate with other organisations in our benchmarking projects
11	We uses internal rent as a mean to simplify core business interaction
12	We uses pay per item as a mean to simplify core business interaction
13	We update our strategy for service level on the services we provide on a regular basis
14	We updates our space management system on a regular basis
15	We carry through Resource audit and Market Audit on a regular basis
No	Operational focus

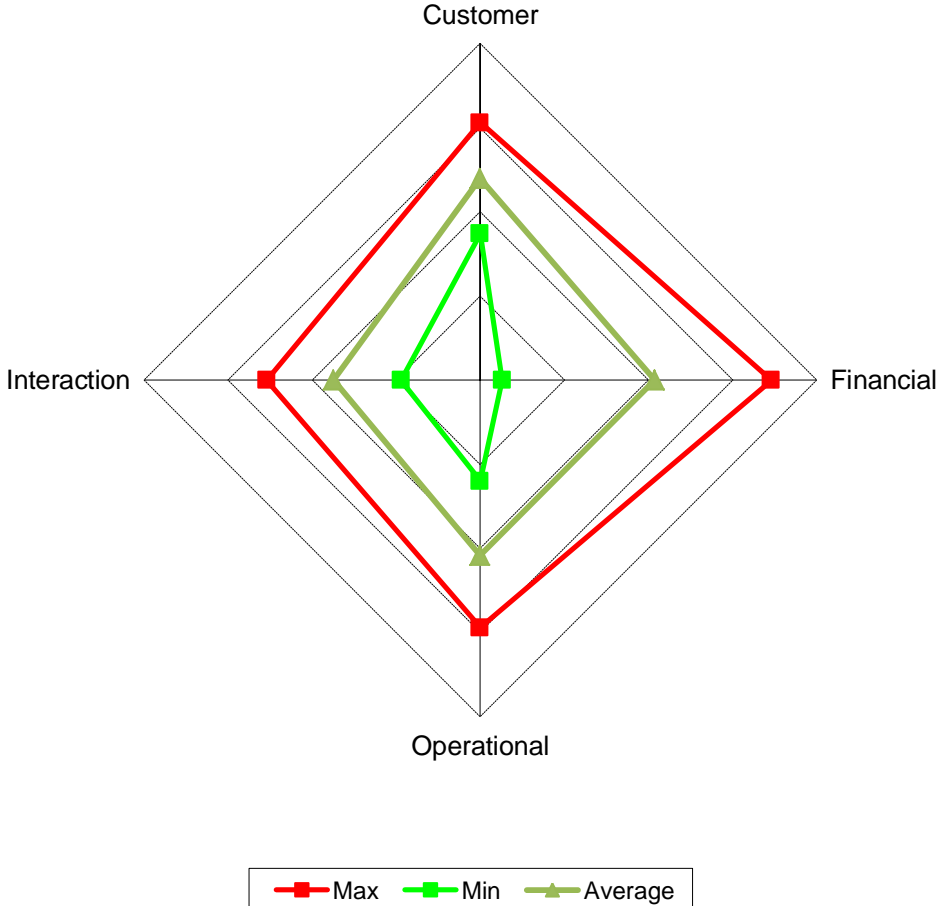
Five point scale measured against "Best Practise"

- Four dimensions on a scale (0-2)
- Five point scale (A, F, O, S, N)
- Nordic "best practise" – theoretically value

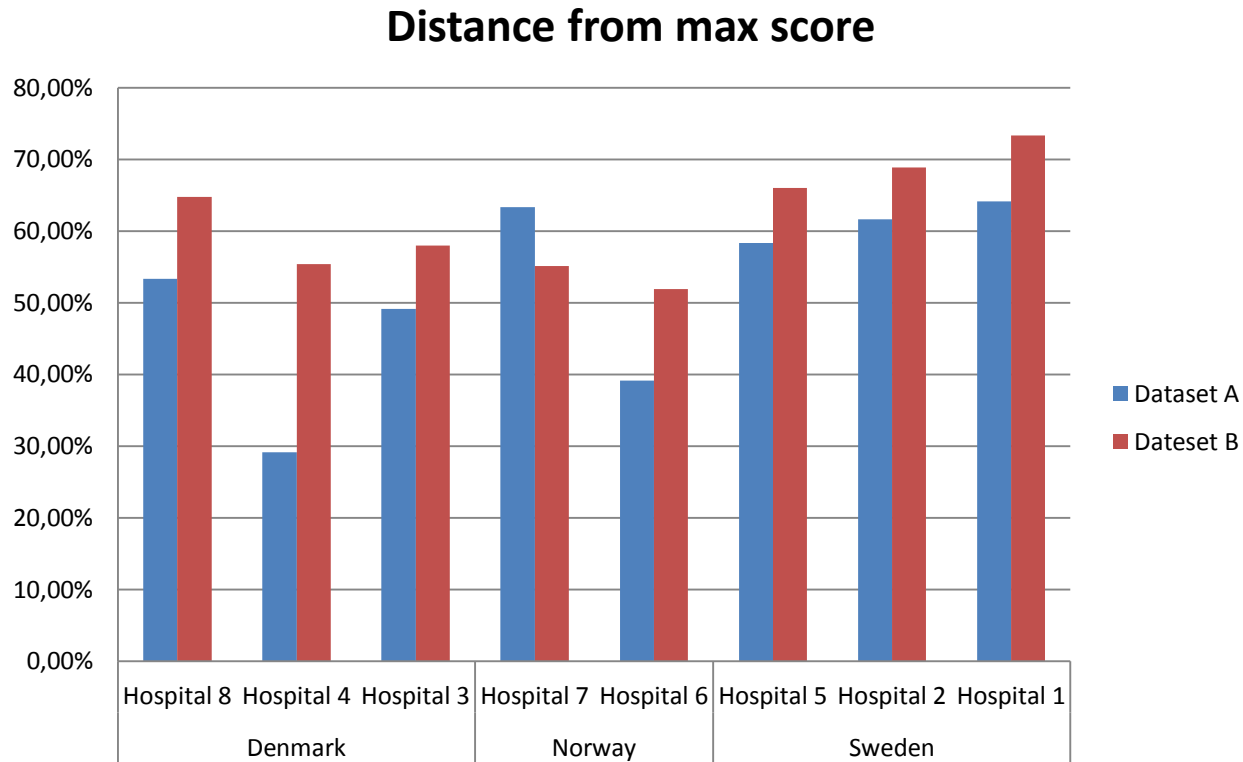


(3) RESULTS and DISCUSSION

The FM score of 8 hospitals



Comparison Dataset A vs dataset B



MAIN CONCLUSIONS

Main conclusions

1. The BSC method is suitable to use as a benchmarking tool to collect information at an early phase and indicates quickly how the status of the FM organisation are within the four dimensions against best practise
1. Swedish hospitals are slightly better off than other Scandinavian countries.
1. Weak indication of correlation between product quality of FM service delivery and skills and competence.

Future work

- Scoreboard have the potential to define “Best Practice” for FM organisations in Hospitals in a simple way and should be subject for future testing and development
- Possible connections between behaviour of FM organizations and product quality delivered should be subject to further investigations and research

