

Benchmarking of FM departments in 8 Scandinavian Hospitals

Håkon Kvåle Gissinger
Researcher II
Civil and Transport Engineering,
NTNU

Abstract

The research in this paper presents a 4-dimensional Benchmark for the Informed Client Function in eight Scandinavian Hospitals. The research will serve as a starting point for internal improvement processes in the 8 participating hospitals. The research has been carried out as a part of the NordicFM project;

“Best FM practice of 8 Scandinavian hospitals”

The Participants

	Country	Turnover	Currency	Beds	Operations	Patient nights	Day treatment
Hillerød Hospital	Denmark	1,9	bill DKK	454	44 000		225 000
Rikshospitalet	Denmark	6,7	bill DKK	1200	50 000	350 000	450 000
St. Olavs Hospital	Norway	6,9	bill NOK	973		338 507	512 374
Helsingborgs lasarett	Sweden	2,2	bill SEK	400	17 000	152 000	
Länssjukehuset i Kalmar	Sweden	1,8	bill SEK	414	11 000	119 000	432 000
Jönköpings län	Sweden	3,5	bill SEK	465	13 000	156 000	
Sørlandssykehuset	Norway						
Bispebjerg Hospital	Denmark	1,8	bill DKK	466	35 000	160 000	330 000

Methodology

Questionnaire developed after the methodology presented in chapter 14 in Brian Atkins and Adrian Brooks book “Total Facility Management” (Atkin and Brooks 2006). The 60 questions were grouped in the four diemnsions:

- Customer
- Financial
- Operational
- Interaction.

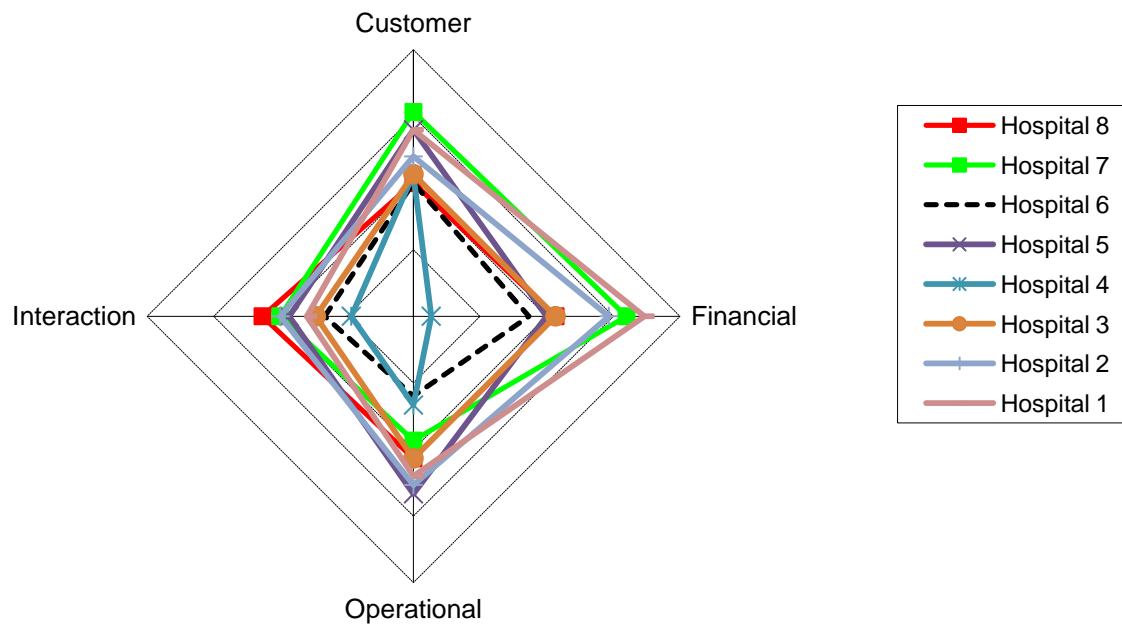
For each of the question, the respondent have been given a score of 0, 1 or 2 points depending on how far from “Best Practice” the answer of the single question have been. For 5 of the question only 0 or 2 points have been possible scores.

Example scoreboard

No	CUSTOMER	A	F	O	S	N
1	Our customers recognises the role of the FM department	2	1	0	0	0
2	Our customers are satisfied with the services we deliver	1	2	1	0	0
3	Our customers understand the responsibility they have as users of our facilities	2	1	0	0	0
4	Our customers makes contacts wit the FM department to get acceptance before they make any changes on the facilities	2	1	0	0	0
5	Our customers understand their responsibiliti according to Helth and safety legislation	2	1	0	0	0
6	We establish agreements with our customer to define te differente roles and services we provide	2	1	0	0	0
7	The FM staff alone defin the level of services we deliver	0	0	0	1	2
8	We makes surveys on customers satisfaction on a regular basis	2	1	0	0	0
9	Complaints and and requests from our customers are solved immediately	0	1	2	1	0
10	We log all complaints and request from our customers	2	1	0	0	0
11	We gives feedback to the customers about status for reported faults and requests	2	1	0	0	0
12	We have regular meetings with our internal customers	1	2	1	0	0
13	We involve our customers in case of change in our services and service level delivered	2	1	0	0	0
14	We involve all stakeholders when buildig projects are planned	2	1	0	0	0
15	We use our customers center (helpdesk) as a single point of cintact with our customers	1	2	0	0	0

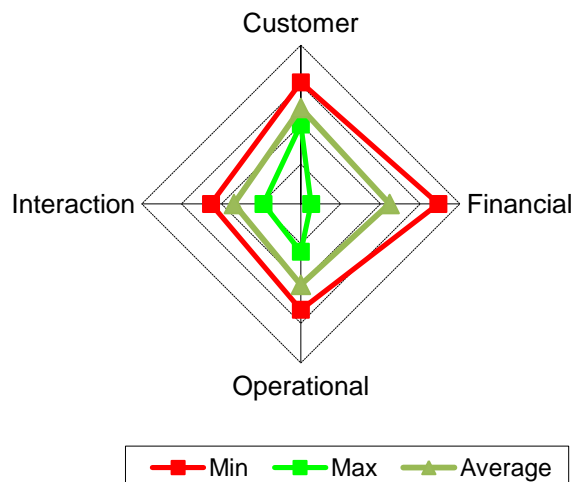
Resulta Overall

FM Profile 8 Nordic Hospital

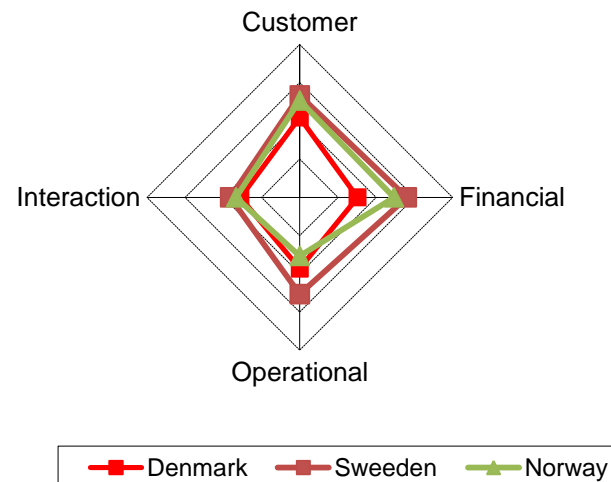


Results averages and by nation

FM Profile 8 Nordic Hospital



FM Profile 8 Nordic Hospital



Some findings

- The overall highest average score is on the customers focus. This finding is very promising for future work in the benchmarking process and the subsequent following up activities since customers focus is considered to be one major driver towards Best Practice in FM
- The relatively lowest average score along the “Interaction” dimension were expected due to the traditional conservative split between medical and non medical personnel in the world of hospitals.

NordicFM Hospital project

- Quantitative benchmarking of the two processes "Food for Patients" and "Cleaning"
- Qualitative benchmarking of the process Hospital logistics
- Result's available from NordicFM webpage
- www.NordicFM.org

Questions ?