



THE VISION OF HMS FACILITIES



HMS Facilities Group Members

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MISSION

To support the Harvard Medical School mission by providing reliable utility supply, and effective, responsive, sustainable campus infrastructure maintenance and operations.

VISION

Provide a safe, functional and comfortable environment conducive to learning, working and conducting research through Professionalism, Excellence and Teamwork.

VALUES

SAFETY – provide and support a safe and reliable climate

PROFESSIONALISM – honest and accountable people who demonstrate a natural affinity to being flexible, proactive, trustworthy, willing to stop or change, and be technically inquisitive, all with the utmost integrity

EXCELLENCE - world class leaders fostering a culture of continuous improvement, with innovative, effective, responsive and timely solutions, affording clear direction derived from proactive, well organized planning

TEAMWORK - placing group success, and the respect of all individuals ahead of personal achievement while insisting on clear, widespread communications governed by customer focus

ENVIROMENTAL STEWARDSHIP - embrace an environmentally conscious approach to all activities with a mindset of sustainability



The purpose of this document is to describe the Vision of the Harvard Medical School's Facilities Group by focusing on four specific areas:



- People
- Data Management
- Tools & Equipment
- Processes



For the purpose of clarity both illustrations and descriptions are provided.

This document is not intended to capture the entire Vision nor is it meant to be fulfilled in the immediate future. This should be used as decision making tool as we drive to achieve the Vision in the next 5-7 years.



THE VISION OF THE PEOPLE

Envision a time when the people are striking a satisfactory balance between safety, work planning, implementation, and evaluation along with their own personal time. This also means that the building occupants are mostly satisfied with their work systems and environment.

In addition, job position qualification & re-qualification requirements are clear and often achieved through continued training. Each individual is accountable for their own actions by maintaining a stellar industrial safety record, fixing it right the first time, generating work orders regardless of the expected assigned trade, proficient in the use of the Computerized Maintenance Management System (CMMS) and other databases, closely supervising and managing the work conducted by others on our behalf, compliant with policy, procedures and expectations, with only the occasional need for overtime within an integrated and unified organization.



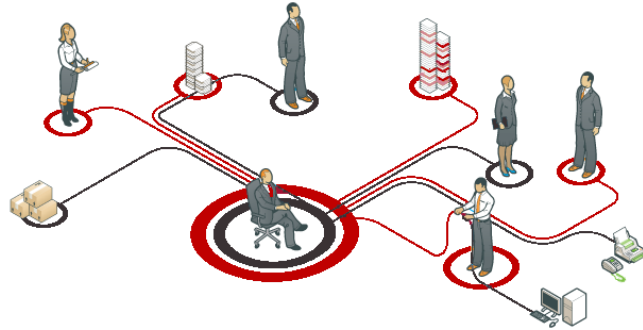
- ~ Satisfied Occupants ~ Fix It Right Once – No Callbacks ~
- No Unplanned Overtime ~ WOs Generated by Other Trades ~
- FMC Brings Issues Forward 1st ~ HMS Invested in E&C work ~
- HMS Spending Increased Time on HMS Contracts ~ HMS Spending
- Time on Industrial Safety ~ MAXIMO Proficiency ~
- Continuing Training Requirements ~ Licenses & Certifications ~
- Integrated & Unified Organization ~



The result is personnel are timely, proficient and efficient in completing their work and consistently express concern for all aspects of the buildings and systems.

THE VISION OF DATA MANAGEMENT

Data and information management require an investment of time to capture accurate information. The specific information, such as manufacturer, year built, model and serial number, gaskets, belts, breaker schedules, oil type of ALL the equipment appear in the CMMS with the comprehensive work history. The drawings reflect the current configuration of the mechanical, electrical and plumbing systems. Configuration changes appear or are flagged immediately for evaluation, and the building automation system (BAS) is accurate and is maintained with current configuration and conditions. Trend data provides for pre-emptive operational discoveries, and metrics meet industry average or better.



- ~ Pre-Emptive Operational Discoveries ~ Metrics - Industry Performance or better ~ Equipment Details in CMMS ~ Databases & CMMS Fully Populated ~ Current MEP Drawings ~ Centerstone/MAXIMO Interface ~ Minimum E-Toolbox for FMs ~ Secure – data, access, processes ~

The outcome is such that all personnel have the best information available to them in a timely and efficient manner such that research and investigation is kept to a minimum.

THE VISION OF TOOLS & EQUIPMENT



The entire workforce has the necessary tools to execute their assigned tasks. The tools and equipment are supported by a well-organized and efficient inventory that also includes spare parts. The use of barcode technology expedites the pathway to important information in the field. The workforce keeps abreast of technology and adopts those best suited for efficiency improvements. Each worker is armed with electronic access to necessary information via handhelds and tablets.



~ Spare Parts on Hand ~ Well Organized Parts Inventory ~
Embrace Use of Barcode Technology ~



The effect is the performance of systems and equipment, as well as personnel, are recorded and evaluated electronically, while employing the best available technology, and quickly allow for course correction.



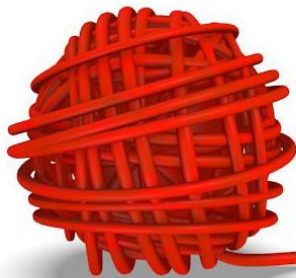
THE VISION OF PROCESSES



The work processes not only govern a solid work management system but guide the organization in planned replacements ahead of failure. Good long range planning complimented by performance trend analysis and condition/predictive based maintenance guide the organization to prevent down time. Quality assurance is instrumental in verifying the adequacy of work whether it is the design & completion of renovations, re-commissioning of systems, benchmarking or compliance audits.



The processes and results are measured for continuous improvement throughout, in the field and in administrative areas. Processes are logical, easily understood and not burdensome to follow.



- ~ Planned Replacement Ahead of Failures ~ Energy Usage Reduction ~ Long Range Plan for all assets ~ Clean & well lit Mechanical Spaces ~ HMS SOP/Process Governance ~ HMS Benchmarking ~ Condition vs Time Based Maintenance ~ HMS QA

The outcome is such that systems, components and structures reflect the reliability and appearance of a world class institution that meet the needs of students and researchers.