

Manual M-6, DM&S Program Evaluation

(Veterans Administration, Department of Medicine and Surgery Manual)

Part II, Evaluation Criteria

**Chapter 9, Building Management Division
(Paragraphs 9.01 through 9.11)**

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DEPARTMENT OF MEDICINE AND SURGERY MANUAL

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M-6

DM&S PROGRAM EVALUATION



PART TWO
EVALUATION CRITERIA

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CHAPTER 9. BUILDING MANAGEMENT DIVISION**9.01 GENERAL**

The adequacy of a station Building Management program has both internal and external implications. The best patient care begins in a sanitary environment. The work attitudes of employees and habit patterns of patients are subconsciously influenced by the orderliness and appearance of their surroundings. The public's opinion of patient care is often based on the appearance of cleanliness. All members of the station staff will be concerned with maintaining the excellence of the Building Management program.

9.02 MAJOR ELEMENTS FOR CONSIDERATION

- a. General appearance and cleanliness.
- b. Program management and direction.
- c. Environmental sanitation effectiveness.
- d. Laundry operation (if applicable).
- e. Linen service and employee uniforms.
- f. Interior decoration.
- g. Nonhousekeeping quarters operation (if applicable).
- h. Staff assistance to management.

9.03 CRITERIA FOR EVALUATION

a. The time ordinarily available for conducting a survey of Building Management activities may not permit a detailed review in each of the areas of inquiry identified in the subsequent paragraphs. It is necessary, therefore, to rely on the ingenuity of the person conducting the survey to gather as much information as is needed in a particular situation to arrive at a valid determination of program adequacy and effectiveness. Critical areas will receive top priority.

b. Building Management programs are self-evaluated each year by station personnel at the local level. The Chief, Building Management Division, is required to summarize significant information for the first seven of the eight major elements listed in paragraph 9.02 and add such other comments as he may desire. Under the local evaluation concept, assignment of program ratings will be recommended by the Director and Assistant Director. They will consider and recommend a specific rating for each applicable element summarized by the Chief, Building Management Division. In addition, the Assistant Director will add one additional element, "Staff Assistance to Management." The Building Management Service in Central Office will evaluate the operation and management of the program at the end of the yearly rating cycle and establish a program rating for the completed year. The Building Management Service will consider all other information of record in arriving at the adjective rating. This information will consist of any reported findings or observations made by Building Management Service, other Central Office audit or survey teams, service organization representatives, or correspondence.

9.04 GENERAL APPEARANCE AND CLEANLINESS

- a. Entrances, lobbies and other public areas are pleasing to the viewer. They should have appeal and conform to good housekeeping practices.
- b. Walls are clean. The condition and color of painted surfaces imparts a fresh appearance.
- c. Windows and screens reflect regularly scheduled cleaning by a contractor or station personnel.

- d. Floors, whether tiled, carpeted, painted or unpainted, terrazzo or wood, make a good appearance.
- e. Pictures are in good taste and good quality. Dayrooms and visitor areas are not stained from cigarette nicotine and coal tar.
- f. Fans, ventilators, exhaust grilles and heat vents are clean.
- g. Light fixtures and overhead pipes reflect a systematic cleaning schedule which prevents lint, dirt and insect buildup.
- h. Lighting is pleasant and not dreary or insufficient.
- i. Cigarette trays, receptacles, urns, floor stands are clean.
- j. Furniture is damp cleaned as frequently as needed to maintain clean surfaces.
- k. Toilets are clean, paper towels, drying equipment and soaps are in good supply. Soap wells, lavatories, mirrors and trash cans are clean.
- l. Aid's closets are orderly, lighted, and clean.
- m. Mop buckets, mopheads, vacuum scrubbers, other mobile or fixed equipment are clean and well maintained.
- n. Employee uniforms are clean and in good repair.

9.05 PROGRAM MANAGEMENT AND DIRECTION

- a. The Building Management Division is properly organized for the most effective and efficient accomplishment of program activities in all areas of responsibility. Supervisory structure is adequate.
- b. Staffing is related to workload and is adequate to accomplish Building Management program objectives. Staffing is justified by documented systematic review of workload.
- c. Mandatory directives and policies are followed. Recommendations from previous audits and surveys have been complied with or proper authority for deviation obtained.
- d. There are current and adequate functional statements and organization charts of the division. Employees understand their organizational position and responsibilities.
- e. Written sanitation standards and performance standards tailored to the station's needs have been prepared and are in use.
- f. Written procedures covering technical aspects of the division have been prepared and are being followed. Supervisors and working personnel are adequately indoctrinated for the effective accomplishment of the procedures.
- g. There is an organized training program for supervisors and employees. Where appropriate, technical and professional personnel participate in the training program.
- h. Tour of duty schedules are current. There are daily work schedules for each area. Cyclic operations, such as wall washing, window washing, cleaning of lights, floor stripping, etc., are on a scheduled basis. Schedules are adequate for the sanitation standards for each area. Annual leave should be planned and scheduled.
- i. The chief makes frequent inspections, keeps records of deficiencies and follows up to assure correction. A program for review and appraisal of all housekeeping functions is conducted on a continuing basis. Studies are conducted in relation to program cost, work simplification, manpower utilization, etc.

j. Patients assigned to Building Management activities for therapeutic purposes are under the technical supervision of Building Management Division employees.

k. Station and building management policies, changes in plans, and other information of which they should be aware, are brought to the attention of Building Management Division employees.

l. Employees are performing duties consistent with their classification or wage schedule.

m. Building Management Division employees are trained in fire prevention and safety measures in connection with their daily activities.

n. Combustible supplies are stored in such manner as to minimize danger of fire.

o. Chemicals are properly safeguarded. Plastic or other nonbreakable containers are in use and are properly labeled.

p. Study and determination made as to whether contract vs. staff window cleaning costs are advantageous. The chief participates in contract reviews of pest control, window washing, carpet cleaning, laundry and any other contract service associated with the Building Management program.

q. Safety devices are inspected at sufficiently frequent intervals and maintained in proper working condition. Safety equipment is used for outside window washing when done by staff working from inside the building.

9.06 ENVIRONMENTAL SANITATION EFFECTIVENESS

a. All areas of responsibility are given adequate floor, wall, and equipment surface protection. Stairwells and out-of-the-way places reflect high quality care. Project planning is documented.

b. Wet cleaning techniques are emphasized (wet pickup vacuum cleaners, combination scrubber-vacuum machines, wet mops, etc.). Standard cleaning technique for operating suites is used.

c. Where there is wet mopping, disinfectants are used with sufficient changes to insure that they remain effective. Double bucket mopping procedures are in effect.

d. The selection of disinfectants, detergents, germicides, floor finishes, and other products used in housekeeping operations is based on in-use testing and, where necessary, bacteriological findings. Bacteriological monitoring of floors to determine the effectiveness of cleaning procedures and supplies is routinely performed.

e. Dry rag dusting and broom sweeping are not done in or near patient areas.

f. Vacuum cleaners are equipped with effective bacteria arresting filters.

g. Equipment used on contaminated areas is completely sanitized before being used subsequently in other areas.

h. Modern laborsaving equipment is available and used effectively. Studies have been made to assure that equipment has been used to full capacity consistent with workload, (See VA Catalog No. 3, Sec. VIII, "Equipment Life Expectancy and Use Standards.")

i. Issue and use of supplies is adequately controlled.

j. Pest control measures are effective.

(1) Chemicals used by contractor are recorded.

(2) Antidotes for chemicals used are immediately available.

(3) Pesticides used are approved by Federal Committee on Pest Control.

k. Trash rooms and receptacles are clean and orderly to prevent spread of contamination from trash awaiting disposal. Wastebaskets are kept clean. Plastic liners are used in trash-receiving receptacles.

l. Trash collection and removal are accomplished without undue disturbance and in accordance with good sanitation practices.

9.07 LAUNDRY OPERATION

a. Laundry operation and equipment capacity are adequate. Studies have been made to determine that equipment is utilized at full capacity consistent with workload. Project planning is recorded.

b. Quality steam at a minimum 100 p.s.i. and water at 180°F. are supplied to the equipment in adequate amounts at all times. Perma-press fabrics are dried within 140°F. temperature limitation.

c. Accurate records are maintained on a current basis covering laundry production and cost. Studies and analyses are made to determine that employee and equipment productivity and costs of laundry operation are consistent with efficient and economical operation. Utility costs are adjusted as they occur.

d. Good maintenance and cleanliness are apparent from the appearance of all laundry areas and equipment. High level cleaning is accomplished on a scheduled and timely basis.

e. The quality of laundry production and promptness of service are commensurate with sound practice and efficient operations.

f. Laundry service is being furnished as required by current DM&S policy to station activities and patients, and for employees' uniforms. Adequate controls are in effect to assure that no unauthorized service is being provided to employees or other persons.

g. Laundry personnel are properly instructed and practice sound aseptic techniques in handling soiled and contaminated linens in order to protect themselves from infection and to minimize danger of spreading of infection.

h. There is adequate separation of clean and soiled work areas in the laundry to guard against cross-contamination. Exhausts prevent air flow from soiled linen areas into clean laundry areas wherever possible.

i. If commercial laundry service is used, adequate controls are established and inspections made to assure that the contractor provides high quality uninterrupted service; that the plant facilities are clean and operating in accordance with the best sanitary practices for laundering hospital linens; and that the facilities are adequate for safe handling and processing of contaminated linens.

j. Plant operations conform to published guidelines.

k. Washroom and other supplies used in laundry are obtained from mandatory Federal supply sources, except when fully justified as required by VA supply policies.

9.08 LINEN SERVICE AND EMPLOYEE UNIFORMS

a. Linen Control

(1) The Chief, Building Management Division, is the station Linen Control Officer. Project or replacement planning is in keeping with station needs.

(2) Collection and delivery schedules are consistent with the size, location and linen requirements of using units.

- (3) Linen replacement costs appear realistic in relation to station type and size. Linen replacement is accomplished on a planned basis with adequate budgetary support.
- (4) Adequate controls are in effect at all points in the linen system to minimize linen losses. Ward linen closets are kept closed when not in use.
- (5) Linen inventories are conducted only for such reasons as a need to verify suspected loss or inadequate stock. When conducted, the count is limited to those items necessary to furnish the desired information. Normally the stock level for MS&N patients and nursing home patients will be five changes per bed, and for psychiatric and patient-members three changes per bed.
- (6) Ward linen quotas are consistent with needs. There is no evidence of overstocking or shortages. If more than nine pounds per GM&S bed and five pounds per NP patient day is generated, a review of linen usage should be made.
- (7) The policy is to use only flame resistant materials for all pajamas for general use. During the phase-out of cotton pajamas, inherently fire retardant pajamas or pajamas treated with X-12 are available on all wards for all smoking risk patients.
- (8) Linen carts are adequately attended during the delivery process.
- (9) Seamstress functions are under the supervision of the laundry superintendent. Linen repairs are made as deemed economically practicable by the seamstress. The Chief Operating Room Nurse may establish maximums of thermal patching or other repair for operating room linens.
- (10) Linens worn or damaged beyond economic repair are defaced and issued as cleaning rags after being identified by proper staining or dyeing. Accounting for the items taken out of service will be reconciled with Supply Division records and Building Management Division stock records.
- (11) Adequate controls are in effect to assure that linen items are not misused, abused, or used for any purpose other than that for which they are specifically intended.

b. Linen Handling--Collection and Distribution

- (1) Central linen service rooms are well located for receipt and distribution and with adequate space for handling, storage and issue.
- (2) Clean linen is protected from contamination during delivery with clean trucks, freshly laundered hamper liners, clean covers for loads in transit, etc.
- (3) Only clean linens are stored in linen closets.
- (4) Soiled linen collecting and sorting areas are sufficiently separated from clean linen areas to prevent contamination.
- (5) Employees handle soiled linens in such manner as to minimize the danger of spread of infection.
- (6) Employees are protected from self-infection during the soiled linen sorting process.
- (7) All soiled linens from patients with communicable diseases are transported to the laundry in yellow striped laundry bags with plastic bag inserts or water soluble bags provided for this purpose.

c. Uniform and Uniform Allowances

- (1) Effective controls are established to assure that mandatory policies relating to uniforms and uniform allowances are enforced, and that the number of uniforms issued to employees is justified and can be accounted for.
 - (a) Employees who are not required or authorized to wear government-issue uniforms are not being furnished such uniforms.
 - (b) Employees receiving uniform allowance are wearing personally owned uniforms.
 - (c) Uniform items are not being issued for use as protective clothing.
 - (d) Unauthorized seamstress services are not being provided for uniforms belonging to employees who receive uniform allowances.
 - (e) Issued uniforms worn to and from the station are not being unduly used.
- (2) Not more than six uniforms are issued or assigned to an employee receiving government-issue uniforms.
- (3) The most effective and economical method of uniform distribution is in effect. In most instances, this will be on an exchange basis of one soiled for one clean uniform from a single uniform distribution room.
- (4) Economical uniform repair is practiced. Uniforms requiring repair, including seamstress time, do not exceed more than 50 percent of original cost.

9.09 INTERIOR DECORATION

a. The Chief, Building Management Division

- (1) Has developed 5-year interior decoration plans which include all areas at the station.
- (2) Draws up or formalizes station interior decoration projects.
- (3) Coordinates the selection of wall colors, color and type of upholstery fabrics, draperies, and other furnishings.

b. All draperies are fabricated of inherently fire retardant or permanently treated material.

c. A painting schedule is made for each building before any redecorating in any single area is begun. Interior painting schedules are planned and coordinated through top management with the Engineering Officer.

d. All furniture arrangement plans developed at the station, or in Central Office for the station, are kept on file for cyclic development.

e. The interior decorating in the station provides an atmosphere of cheerfulness avoiding the depressing institutionalism.

f. Proposed plans are submitted to appropriate REGIONAL MEDICAL DIRECTOR, REGION NO. _____ (137), if Building Management Interior Decoration consultation is required or a visit is requested by the station.

9.10 NONHOUSEKEEPING QUARTERS OPERATION

The Chief, Building Management Division, renders adequate assistance in the following areas to insure management's effective operation of nonhousekeeping quarters:

- a. Operating costs are within income. Exception may be made when trainees do not occupy quarters on full-time basis. (See DM&S Suppl., MP-3, par. 503.03d(3).)
- b. The station operates only those nonhousekeeping quarters which are necessary for the effective operation of the station. Quarters which are not required have been referred to the Chief Medical Director for discontinuance as required by current DM&S policies. (See M-1, pt. I, par. 2.01, and DM&S Suppl., MP-3, par. 503.02.)
- c. Nonhousekeeping quarters operated by station are fully utilized as required by current DM&S policies.
- d. Nonhousekeeping quarters for male and female personnel have been consolidated into the minimum number of structures possible in order to increase occupancy rate, decrease operating and maintenance costs, and improve space utilization.
- e. Appropriate direct and nonbudgeted charges are made to nonhousekeeping quarters cost center as provided by current cost accounting instructions.
- f. Costs of major maintenance, improvements, and asset acquisitions incurred in operation of nonhousekeeping quarters are amortized as required by amortization schedules.
- g. The assignment of personnel for cleaning nonhousekeeping quarters is based on the need for maintaining a satisfactory level of cleanliness. The level of service provided to occupants of nonhousekeeping quarters is not excessive and is consistent with that contemplated by the appraiser in establishing rental rates. Personal services will not be performed. If maid service is included in the formula for determining rental rates by the appraiser, such services should then be provided.
- h. Rooms provided for officers of the day and incentive therapy patients and members are not considered as nonhousekeeping quarters for the purpose of cost accounting records or for reporting of quarters available or occupancy rates.

9.11 STAFF ASSISTANCE TO MANAGEMENT

The Chief, Building Management Division, is responsible for the following functions:

- a. Keeps management informed of significant happenings such as problem areas, changes in schedules, policy changes, employee morale, program self-evaluation (as reported in RCS 10-213) inspection findings and corrections and other operational incidents of worthwhile interests.
- b. Participates in Director's, Assistant Director's, and other station meetings. May represent the Director and station at local or civic gatherings when requested.
- c. Conducts campaigns or other group participating activities when designated by the Director. Chairs or serves on active committees when appointed.
- d. Contributes to the overall station budget formulation and execution and is effective in carrying out delegated responsibilities with respect to budget execution and control. He initiates and develops short and long term planning for all facets of his program.
- e. Allocates, controls and regulates funds so as to prevent deficiency spending or obligation. He is aware of the various cost accountings involving his division and the costings involved in furnishing or receiving services from other services and divisions. (See DM&S Supplement, MP-4, pt. V, ch. 4, sec. B.)

f. Maintains a cooperative, satisfactory relationship with all other division and service chiefs. Effective two-way communications exist between chief and top management and other staff members.

g. Informs management of the scope and adequacy of the Building Management program in all respects.

h. Prepares station directives defining the scope of responsibility of the Building Management Division. The directives reflect full responsibility for Building Management activities, including:

- (1) Program management, planning, direction and training, including fire prevention and safety.
- (2) Environmental sanitation, protective care and pest control. Chief is designated Station Sanitation Officer. Participates in Environmental Control Committee.
- (3) Laundry operations.
- (4) Linen service and employee uniforms.
- (5) Interior decoration.
- (6) Nonhousekeeping quarters operations.

i. Participates, as required, in developing protocols and accomplishing administrative research pertaining to Building Management activities. Participates with other services in administrative research pertaining to their activities which are related to housekeeping operations.

j. As preceptor at selected VA hospitals

- (1) Provides educational environment conducive to training.
- (2) Assures that all station training facilities are made available.
- (3) Coordinates training program with all hospital organizational elements.
- (4) Conducts a Building Management activity typical of that found in VA hospitals--a complete program.
- (5) Has teaching ability and administrative competence.
- (6) Conducts a Building Management program that is rated High Satisfactory or Outstanding.
- (7) Has developed a well planned and conducted program.
- (8) Provides on going evaluation of procedures covering preceptorship, training, trainee, etc.

December 1, 1969

Part II, "Evaluation Criteria," VA Department of Medicine and Surgery Manual M-6, "DM&S Program Evaluation," is changed as indicated below:

NOTE: The purpose of this change is to revise chapter 9 to:

- a. Change title from "Housekeeping" to "Building Management."
- b. Revise major elements and sequence of elements.
- c. Revise information regarding stock linen levels, flame retardant pajamas, perma-press uniforms, handling of contaminated linens, pest control requirements, soiled linen room airflow, supervisory responsibility for seamstress located in laundry, policy of operating nonhousekeeping quarters within income, and exception to policy.

✓ Pages iii through x: Remove these pages and substitute pages iii through xii attached. (Rescission page added; contents brought up to date.)

✓ Pages 9-1 through 9-6: Remove these pages and substitute pages 9-1 through 9-8 attached. (Ch. 9 revised.)

✓ Pages 15-7 and 15-8: Delete section VI and paragraphs 15.21 through 15.25.

H. M. Engle

H. M. ENGLE, M. D.
Chief Medical Director

Distribution: RPC: 1057
FD

April 20, 1965

Part II, "Evaluation Criteria," VA Department of Medicine and Surgery Manual M-6, "DM&S Program Evaluation," is changed as indicated below:

NOTE: The purpose of this change is to reflect changes in the organization and responsibilities of DM&S elements, and to furnish revised criteria for use in evaluating certain programs.

ch 16 ✓ Pages iii and iv: Remove these pages and substitute pages iii and iv attached. (Contents brought up to date.)

ch 17 ✓ Page vii: Delete "Section VI" and paragraphs "15.21" through "15.25".

ch 15 ✓ Pages ix and x: Remove these pages and substitute pages ix and x attached. (Chs. 27 and 28 added.)

✓ Page 1-1, paragraph 1.01

Subparagraph a, lines 1 and 2: Delete "recurring technical".

Subparagraph f

Line 1: Delete "certain of the" and insert "Central Office program officials and".

Line 2: Delete ", and others . . . Director." and insert a period.

✓ Page 1-3, paragraph 1.06b, line 2: Delete "recurring technical".

✓ Page 4-1, paragraph 4.01a, line 1: Delete "Area Medical Office".

✓ Pages 9-1 through 9-4: Remove these pages and substitute pages 9-1 through 9-6 attached. (Ch. 9 revised.)

✓ Page 20-1, paragraph 20.02

Subparagraph f: Delete "f. Laundry operations."

Subparagraph 1: Delete "Quarters . . . rates" and insert "personnel quarters".

✓ Page 20-4, paragraph 20.04d(5): Delete "Work orders" and insert "Requests for engineering work, engineering work orders, and labor job time cards".

✓ Pages 20-5 and 20-6: Remove these pages and substitute pages 20-5 and 20-6 attached. (Par. 20.08j added; par. 20.10 a and d changed; par. 20.09 deleted as directed by change 9.)

✓ Page 20-8

Paragraph 20.15, title: Delete "QUARTERS RENTAL AND UTILITY RATES" and insert "PERSONNEL QUARTERS".

Under subparagraph ^e ~~b~~ add: "d. Limitations on expenditures for maintenance, repair, and minor improvements to housekeeping quarters are complied with."

✓ Pages 22-1 through 22-3: Remove these pages and substitute pages 22-1 and 22-2 attached. (Ch. 22 revised.)

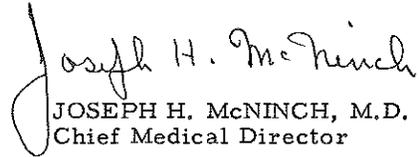
✓ Pages 23-1 and 23-2: Remove these pages and substitute 23-1 and 23-2 attached. (Pars. 23.01 through 23.03 and 23.04h changed.)

**M-6, Part II
Change 10**

April 20, 1965

✓ Page 27-1: Insert this page attached. (The addition of ch. 27 is a cross-reference of the criterion for the DM&S Personnel Service.)

✓ Pages 28-1 through 28-6: Insert these pages attached. (Ch. 28, "Audiology and Speech Pathology," added.)


JOSEPH H. McNINCH, M.D.
Chief Medical Director

Distribution: Same as M-6, part II
FD DVB Publications Code 1057

December 14, 1962

Part II, "Evaluation Criteria," VA Department of Medicine and Surgery Manual M-6, "DM&S Program Evaluation," is changed as indicated below.

NOTE: The purpose of this change is to point out certain revisions in the criteria for evaluation of the Housekeeping Division due to transfer of responsibility for laundry operations from the Engineering Division to the Housekeeping Division, and to add an area of inquiry for evaluation of fire prevention and safety.

- chg 16* → Page iv: Add: "9.10 Laundry Operations - - - -9-4".
- chg 17* → Page viii: Delete "20.09 Laundry Operations - - - -20-6".
- chg 18* → Page 9-1, paragraph 9.02: Add: "g. Laundry operations."
- chg 19* → Pages 9-3 and 9-4: Remove these pages and substitute pages 9-3 and 9-4 attached. (Pars. 9.09e and 9.10 added.)
- chg 10* → Page 20-6, paragraph 20.09: Delete this paragraph.

Wm. S. Middleton
WILLIAM S. MIDDLETON, M. D.
Chief Medical Director

Distribution:

Same as DM&S Manual M-6, Part II.

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REMARKS

I am returning the attached material with the request that we inform facilities requesting copies of VA Manual M6, Part 2, that the manual will not be reprinted and that Health Care Review Service is working on the developing of a consolidated policy statement to replace M6, Part 2, and similar requirements relating to review of facility activities.

Also, facilities requesting copies of M6, Part 2, as a response to Internal Audit recommendations, should inform Internal Audit staff of the developmental activity of Health Care Review Service in regard to review policy.

FROM  JOHN MULHEARN, Chief, Quality Assurance Division, Health Care Review Service (174)	DATE 11-7-77 TEL. EXT. 275-0301
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