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Perception of Maintenance Management Strategy on Healthcare Facilities

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Abstract

Main objective of this research is to look into the relationship between maintenance strategies implemented in healthcare facilities. The aim of this paper is to provide an overview of types of maintenance strategy applied to maintain facilities while satisfying the end user. Interviews and surveys were conducted to generate data from facility managers and end users in selected hospitals. The results show that there is a relationship between types of maintenance strategy implemented and end user satisfaction. Null Hypothesis was rejected due to the level of significant $p > 0.05$ and $p > 0.01$.

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Keywords: Maintenance; customer satisfaction; healthcare; facilities management

1. Introduction

Malaysia government is very serious about delivering health service to all Malaysians. In the 10th Malaysia Plan, the government highlighted that there would be enforcement of quality care in both the public and private healthcare sectors. On the awareness of the importance on hospitals, the government has allocate about RM600m for developing hospitals and clinic since was implemented. Under 10th Malaysia Plan, the government plans to develop another 156 clinic in urban areas, 41 community clinics and 50 1 Malaysia clinics, which requires a budget of RM637m. The government is also trying to track

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and map existing healthcare providers in order to identify gaps and streamline health service delivery with a review of financing options for managing rising costs and ensuring healthcare remains accessible and affordable. Traditional methods of maintenance practice need to be transformed strategically to achieve better performance with respect to facilities and environment. Furthermore, most of the public buildings in Malaysia are owned by Federal government. However, awareness of the importance of the management and maintenance of buildings and facilities has not been emphasized explicitly and systematically, which has resulted in lower quality maintenance and remedial works. Therefore, complicated building such as hospitals with numerous assets that operate most of the time daily basic need more attention to prolong their life cycle. There are some difficulties in predicting the types of maintenance that can be implemented by facilities maintenance management. Every customer that uses the facilities of a hospital should feel optimal satisfaction with the services provided by the hospital management. Customers who come for treatment should not feel upset in unknown and provoking situations. Hospital management needs to have a strategic maintenance plan to monitor each facility and to help it perform well with less opportunity for failure. Hence, facilities for end users in hospitals should be maintained and monitored according to their function. This paper seeks to report on types of maintenance strategy applied to hospital facilities in order to increase the level of customer satisfaction with their performance. It also illustrates the effect of end user satisfaction on building assets.

2. Literature Review

2.1. Healthcare

The health services provided by hospitals have led to become very important buildings. Various facilities and equipment runs alternately to support the systems in the hospital building. Healthcare has different groups of stakeholder such as patients, public or visitor, administrative and medical staff. According to Loosemore and Hsin, as cited in (Ali, Mohamad, & Wan, 2009) it forms a complicated network that needs to look into and the complexity of many services that require high support as the main challenges in managing hospital facilities. Facility managers play an important role to forecasting the condition of the facilities on their experience and their different values, beliefs, perceptions and expectations. Hospitals are a vital component of the healthcare system (McKee & Healy, 2002) but they are an expensive way to deliver medical care (Shohet & Lavy, 2004). Therefore, although hospitals deal with patients who cannot be treated elsewhere at the time when hospital treatment can still be effective (Shohet & Lavy, 2004), hospitals increasingly focus on critical short-term care. They only admit people who are in a serious condition which requires an intensive level of medical or nursing care or individual diagnoses and treatment (McKee & Healy, 2002). There are difficulties in forecasting hospital requirements into the future. The problem is most of the facility managers not participating in the briefing, designing and cost analyzing stages of new building developments (Shohet & Lavy, 2004). As health facilities tend to operate 24 hours a day (Shohet, 2003) making facilities performance function particularly is very critical. The healthcare industry is a customized sector which cannot afford “trial and error” approaches or service failures with patients as a mistake can cost the life of a human being.

2.2. Maintenance management strategy

A building and its maintenance have a very close relationship from the main entrance to everything consists else inside. BS 3811, 1964 define maintenance as “a combination of any actions carried out to retain an item in, or restore it to, an acceptable condition or standard”. In 1987, BS3811 upgraded the definition to a “combination of all technical and administrative actions, including supervision actions,

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