The WellSpan Health Facility Management Department (WellSpan FM) developed a Reliability Centered Maintenance Program that utilizes each predictive technology inherent in a Condition Based Maintenance (CBM) Program. Having a brand new hospital to design and build afforded us the perfect opportunity to incorporate, from the specification stage, all of the principals of RCM into one program and allow it to organically spread to the other healthcare facilities as the program grew. To accomplish this we had to make the determination as to whether it was more cost effective to purchase the required capital equipment and finance the training and certification of designated internal resources or if it was more cost effective to outsource a specific predictive technology. We developed a multiple year plan that allows for internal and external utilization of specific predictive technologies. Through this, we have the ability to review the usage to determine the most cost effective way to source each technology going forward. This approach is customizable to fit any organization’s budget.

Standards and Specifications
WellSpan FM developed basic standards for Alignment, Vibration, Lubrication, and Infrared Thermography for our equipment and systems. WellSpan FM developed specifications that outline the criteria of the reliability centered maintenance program and incorporate the condition based maintenance methods. The specifications include physical characteristics and language for how the work is to be performed and specific certification levels required for those performing the work. For example, one specification applies to mounting vibration accelerometers; the requirement is that a Level II Vibration Analyst must provide the physical location of the accelerometers, and a certified Level I Vibration Analyst may perform the work of installing the accelerometers.

WellSpan FM includes Recognized Accrediting Bodies in specifications requiring certifications which include a list of accredited organizations that WellSpan recognizes for technical certifications as a point of reference to ensure that minimal expectations are quantified.

Support of Upper Management
Once WellSpan FM had the program outline defined and standards in place, we communicated our mission to senior management and earned their support for our program implementation. We went into this knowing that few in the organization understood reliability centered maintenance or the utilization of condition based maintenance practices. We had to create opportunities to communicate and educate others internal to the organization, yet outside our department, on the benefits associated with our program and how it positively impacts them personally and as an organization. It is beneficial to develop non-technical analogies that help others understand your RCM program. The same is true for those persons external to our organization, such as engineers, contractors, and equipment vendors that may be providing services or materials. It is important for our external resources to understand our expectations and our specifications because they are an extension of our RCM program network. We have also developed a workflow in the organization that incorporates the RCM specifications in the design and purchase of new or replacement equipment.