

1

PLAN THE WORK PCRA QUICK REFERENCE

Good planning prevents problems.
PCRA (Pre-Construction Risk Assessment)
identifies risks before work begins.



KEY REMINDERS



Understand scope, location, phasing,
and interfaces.



Identify utility, structural, and
operational risks.



Coordinate with all affected
departments early.



Confirm permits, drawings,
and approvals.



Communicate the plan and
expectations.

BEFORE YOU START

- | | |
|---|--|
| ☐ PCRA Complete | ☐ Utility Impacts Reviewed |
| ☐ Departments Notified | ☐ Phasing & Logistics Confirmed |
| ☐ Permits Approved | |



IF CONDITIONS CHANGE

Stop. Reassess. Communicate.
Update the plan as needed.



KEY MANTRA

Plan the work. Work the plan.

2

CONTROL HAZARDS PREVENT INFECTION

ICRA QUICK REFERENCE

Infection control protects patients,
staff, and everyone in the facility.

ICRA (Infection Control Risk Assessment)
guides safe work practices.



KEY REMINDERS



Follow ICRA requirements at all times.



Maintain negative pressure as required.



Keep barriers, doors, and seals intact.



Use approved routes for materials and waste.



Clean as you go. Dust is a patient safety issue.

BEFORE YOU START

☐ ICRA Requirements Identified

☐ Containment in Place

☐ Negative Pressure Verified

☐ EVS & IP Notified

☐ Phasing & Logistics Confirmed

☐ Training Completed (as needed)



IF CONDITIONS CHANGE

Containment breach? Pressure alarm?
Stop. Notify. Fix it now.



KEY MANTRA

*Contain the environment.
Protect patients.*



• CONTAIN • COMMUNICATE • CLEAN • PROTECT •

3

PROTECT LIFE SAFETY ILSM QUICK REFERENCE

Life safety systems must remain reliable during construction.
ILSM (Interim Life Safety Measures) keep everyone safe.



KEY REMINDERS



Keep exits, egress paths,
and fire doors clear.



Do not block alarms,
detectors, or sprinklers.



Report any life safety impairment
immediately.



Review ILSM requirements
before starting work.



Know the fire response plan
(RACE/PASS).

BEFORE YOU START

☐ ILSM Reviewed

☐ ILSM in Place

☐ Egress Paths Clear

☐ Fire Doors Functional

☐ Alarms & Sprinklers
Unobstructed



IF CONDITIONS CHANGE

Life safety issue? Stop work.
Notify Facilities and your supervisor.



KEY MANTRA

*Life safety never takes a break.
People depend on it.*



PLAN AHEAD • PROTECT SYSTEMS • KEEP PATHS CLEAR • SAVE LIVES

4

PROTECT OPERATIONS THINK SYSTEMS EOC QUICK REFERENCE



Construction affects clinical operations.
Environment of Care (EOC) keeps
systems and services running.

KEY REMINDERS



Understand what is above, below,
and adjacent.



Systems are interconnected—one change
can affect many areas.



Coordinate shutdowns and testing.



Restore and verify systems before
turning them back on.



Communicate changes and
unexpected conditions.

BEFORE YOU START

- | | |
|--|--|
| ☐ Systems Identified | ☐ Testing Plan in Place |
| ☐ Shutdown Plan Confirmed | ☐ Back-Up/Alternative Plan Identified |
| ☐ Departments Notified | ☐ Restoration Plan Confirmed |



IF CONDITIONS CHANGE

Unexpected issue or utility impact?
Stop. Assess. Communicate.



KEY MANTRA

*Small changes. Big impact.
Protect operations.*



5

RESPECT PEOPLE EXPERIENCE & ETIQUETTE QUICK REFERENCE



Every interaction shapes the patient experience and our reputation.

KEY REMINDERS



Yield to patients and staff.



Keep noise to a minimum.



Keep corridors, elevators, and waiting areas clean.



Protect privacy—no photos, no conversations about patients.



Be professional.
You represent the project and the facility.

BEFORE YOU START

- ☐ Pathways Clear
- ☐ Noise Plan in Place
- ☐ Patient Areas Protected

- ☐ Team Briefed on Etiquette
- ☐ Deliveries & Material Staged Properly
- ☐ Guest/Visitor Issues Addressed



IF CONDITIONS CHANGE

Patient or staff concern?
Stop. Listen. Help. Escalate if needed.



KEY MANTRA

*Respect people.
Every patient. Every time.*



BE RESPECTFUL



BE CONSIDERATE



BE PROFESSIONAL



PUT PATIENTS FIRST

★ RESPECT BUILDS TRUST. TRUST SUPPORTS HEALING. ★

6

UTILITY SHUTDOWN QUICK REFERENCE



Planned. Communicated. Controlled.
Utility shutdowns protect patients,
staff, and our ability to care.

KEY REMINDERS

	1 REQUEST Submit a shutdown request early through the approved process. Include scope, duration, and impact.
	2 RISK REVIEW Review impacts to patients, life safety, infection control, and operations. Determine controls and mitigations.
	3 NOTIFICATIONS Notify all required departments and stakeholders. Confirm understanding and approval.
	4 BACKUP PLAN Identify and communicate backup systems or alternative resources.
	5 SHUTDOWN Follow the approved procedure. Verify isolation of energy. Test to confirm before starting work.
	6 RESTORATION Restore utilities in the approved order. Test and verify system functionality. Notify completion.

BEFORE YOU START

- | | |
|--|---|
| ☐ Shutdown request approved | ☐ Shutdown procedure reviewed |
| ☐ Risk assessment completed | ☐ Affected areas secured |
| ☐ All required notifications sent | ☐ Post-restoration testing plan in place |
| ☐ Backup plan confirmed | ☐ Work team briefed |



IF CONDITIONS CHANGE

Unexpected impact? Systems don't respond?
STOP WORK. Notify immediately. Get direction.



KEY MANTRA

Plan it. Communicate it. Control it.
A single missed notification can become a patient care event.

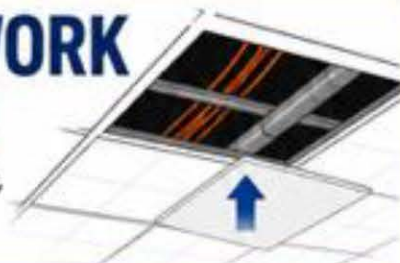


PLAN AHEAD • COMMUNICATE • CONTROL • PROTECT PATIENTS

7

ABOVE CEILING WORK QUICK REFERENCE

Work above the ceiling can impact life safety, infection control, and critical systems.
Plan it. Protect it. Restore it.



KEY REMINDERS

	1 PERMIT REQUIRED • Obtain an Above Ceiling Work permit. • Review scope, duration, and required controls.
	2 INFECTION CONTROL • Follow approved barriers and isolation procedures. • Protect diffusers, fixtures, and patient areas.
	3 FIRE / SMOKE BARRIER PROTECTION • Do not remove or damage barriers. • Protect fire-rated assemblies during work.
	4 CABLE MANAGEMENT • Support and secure all cables and components. • Do not place weight on ceiling grid or tiles.
	5 DUST CONTROL • Minimize dust at the source. • Keep spaces clean. Use appropriate containment.
	6 CEILING TILE REPLACEMENT • Replace all tiles and components. • Ensure tiles are clean, undamaged, and properly seated.
	7 PENETRATION SEALING • Seal all penetrations and openings. • Use approved materials to maintain fire and smoke integrity.

REMEMBER

- Protect barriers and critical systems.
- Look for damage, leaks, and debris.
- No photos above ceiling.
- Remove debris and extra materials.
- Verify work and restore all systems.

BEFORE YOU START

- | | |
|--|--|
| ☐ Above Ceiling Work permit approved | ☐ Fire / smoke barriers protected |
| ☐ Scope and duration reviewed | ☐ Tools and materials staged properly |
| ☐ Infection control measures in place | ☐ Ceiling tiles available for replacement |
| ☐ Barriers and diffusers protected | ☐ Work team briefed on the plan |

DON'T FORGET



What goes above the ceiling stays there. Leave it better than you found it.



IF CONDITIONS CHANGE

Unexpected issue? Barrier damaged? System impacted?
STOP WORK. Secure the area. Notify immediately. Get direction.



KEY MANTRA

Every ceiling tile is a doorway into critical infrastructure.
PROTECT IT. RESPECT IT. RESTORE IT.



PLAN AHEAD



COMMUNICATE



PROTECT SYSTEMS



VERIFY & RESTORE



KEEP PATIENTS SAFE

8

FIRE RESPONSE RACE / PASS QUICK REFERENCE



Every second counts. Know what to do.
You can make the difference.

RACE – WHEN YOU DISCOVER FIRE

R



RESCUE

Remove anyone in immediate danger.
Alert others.

A



ALERT

Activate the fire alarm.
Call 911. Give exact location and details.

C



CONTAIN

Close doors and windows to contain fire and smoke.
Keep fire doors closed.

E



EVACUATE

Use the nearest exit.
Go to the designated assembly area.
Do not use elevators.

PASS – WHEN USING A FIRE EXTINGUISHER

P



PULL

Pull the pin.
This will break the tamper seal.

A



AIM

Aim low at the base of the fire.

S



SQUEEZE

Squeeze the handle to release the extinguishing agent.

S



SWEEP

Sweep side to side at the base of the fire until it is out.

IMPORTANT REMINDERS



If the fire is growing, or you are unsure,
EVACUATE immediately.



Your safety comes first.
Do not risk injury.



Report to your assembly area.
Check in with your supervisor.



Do not use elevators.
Use stairs.



If you see smoke or fire,
report it.



Know your exits, alarms,
and extinguisher locations.

BEFORE YOU START



Know nearest exits and stairwells



Know alarm pull locations



Know extinguisher locations



Keep exits and access clear



Report hazards immediately



Review the fire plan with your team



IF CONDITIONS CHANGE

Smoke, fire, or alarm sounds? Don't wait.
STOP WORK. EVACUATE. NOTIFY. GET DIRECTION.



KEY MANTRA

Recognize it. Act fast. Communicate.
Your response protects lives.



KNOW THE PLAN



REPORT IT



PROTECT PEOPLE



WORK SAFE



EVERY LIFE MATTERS

9

DAILY CONSTRUCTION HUDDLE QUICK REFERENCE

Start the day aligned. Finish the day safe.
The goal is shared situational awareness.



KEY TOPICS – COVER THESE EVERY DAY



1

TODAY'S WORK

- Review the plan for today.
- Confirm locations, scope, and activities.

Know what we're doing,
where, and why.



2

IMPACTS & INTERFACES

- Identify impacts to patients, staff, and visitors.
- Review noise, dust, odors, access, and disruptions.

Understand who we
affect and how we will
minimize impacts.



3

PERMITS & REQUIREMENTS

- Confirm required permits and approvals.
- Review special requirements or restrictions.

Work only when we
have what we need.



4

SHUTDOWNS & ISOLATIONS

- Review any planned utility shutdowns.
- Confirm start/end times and affected areas.

Planned outages.
Clear communication.
No surprises.



5

DAILY ROUNDING

- Walk the work areas.
- Check barriers, housekeeping, and safety controls.

Look for issues early.
Fix them before they
become problems.



6

ESCALATION & COMMUNICATION

- Review how issues and changes will be escalated.
- Confirm who to contact and how.

Speak up early.
Escalate quickly.
Keep everyone informed.

BEFORE YOU START

- ☐ Team members present and engaged
- ☐ Today's work reviewed
- ☐ Impacts communicated
- ☐ Permits and approvals verified

- ☐ Shutdowns and isolations confirmed
- ☐ Safety controls in place
- ☐ Escalation path reviewed
- ☐ Questions answered



If we don't talk
about it,
it won't get done
safely.



IF CONDITIONS CHANGE

Stop work if needed. Reassess the impacts.
Notify immediately. Get direction. Update the team.



KEY MANTRA

The goal is shared situational awareness.

PLAN TOGETHER. COMMUNICATE. CONTROL IMPACTS. PROTECT PATIENTS.



BE PRESENT

BE CLEAR

BE PREPARED

BE PROACTIVE

BE ACCOUNTABLE

TOGETHER WE BUILD SAFELY.

10

HIGH RELIABILITY CONSTRUCTION QUICK REFERENCE



We build in live, sensitive environments.
Small decisions can have big consequences.

5 PRINCIPLES OF HIGH RELIABILITY ORGANIZATIONS (HROs)

	1 PREOCCUPATION WITH FAILURE We expect that something can go wrong. We look for weak signals.	IN THE FIELD THIS MEANS... Ask "What could go wrong?" Report issues, near misses, and concerns—big or small.
	2 RELUCTANCE TO SIMPLIFY We avoid assumptions. We look at the full picture.	IN THE FIELD THIS MEANS... Verify information. Follow the process. Don't take shortcuts or assume.
	3 SENSITIVITY TO OPERATIONS We stay close to the work. We understand how our work affects others.	IN THE FIELD THIS MEANS... Be aware of patient care, staff workflows, and daily operations. Communicate and listen.
	4 COMMITMENT TO RESILIENCE We build strength to adapt. We plan for change and recover when things don't go as expected.	IN THE FIELD THIS MEANS... Plan ahead. Have a backup plan. Respond to changes calmly. Learn and improve.
	5 DEFERENCE TO EXPERTISE We value expertise wherever it exists. We speak up and respect others.	IN THE FIELD THIS MEANS... Listen to those with the most knowledge. Speak up if something doesn't look right.

FIELD TRANSLATION – HOW WE WORK

 SEE SOMETHING Scan for hazards, changes, and unusual conditions.	 SAY SOMETHING Communicate concerns early. No blame. Just facts.	 DON'T ASSUME Verify the plan, process, and conditions.	 STOP WORK If unsure or if conditions change, stop and get help.	 PROTECT PATIENTS Every decision should support patient safety.
--	--	--	---	--

BEFORE YOU START

- | | |
|---|---|
| ☐ Understand the plan and scope | ☐ Ask: What could go wrong? |
| ☐ Identify risks and weak signals | ☐ Confirm controls and contingencies |
| ☐ Verify permits, approvals, and prerequisites | ☐ Know who to contact |
| ☐ Communicate impacts and interfaces | ☐ Speak up—questions are encouraged |



WE ARE ALL EXPERTS

You know your work best.
Others know their work best.
Share knowledge.
Respect expertise.
We are stronger together.



IF CONDITIONS CHANGE

New information? Unexpected condition? Something doesn't look right?
STOP WORK. INFORM. GET DIRECTION. UPDATE THE PLAN.



TELL SOMEONE



KEY MANTRA

See something. Say something. Don't assume. Stop when unsure.
EVERY DECISION. EVERY ACTION. EVERY TIME.



STAY AWARE



COMMUNICATE



CONTROL RISKS



RESPECT EXPERTISE



PROTECT PATIENTS

HIGH RELIABILITY. ZERO COMPROMISES. PATIENTS DEPEND ON US.

11

EMERGENCY CONTACTS & ESCALATION QUICK REFERENCE

Know who to call. Act early.
Clear communication prevents small issues
from becoming patient care events.



USE THIS CARD TO CONTACT THE RIGHT PERSON – EVERY TIME.

	FACILITIES / PLANT OPERATIONS Building systems, utilities, maintenance, work coordination, and technical support.		Name: _____ Phone: _____
	SECURITY Access control, security concerns, emergencies, escort requests.		Name: _____ Phone: _____
	SAFETY / EHS Safety questions, hazards, incidents, injuries, and regulatory compliance.		Name: _____ Phone: _____
	INFECTION PREVENTION ICRA/ILSM questions, barriers, cleaning, exposures, and infections.		Name: _____ Phone: _____
	PROJECT MANAGER Project issues, changes, schedule, coordination, and approvals.		Name: _____ Phone: _____
	CONSTRUCTION SUPERINTENDENT Daily construction activities, field issues, crew coordination, and implementation.		Name: _____ Phone: _____

911

EMERGENCY

Fire • Medical • Police
Life Threatening Situations



CALL 911
Immediately

Then notify
Security and
your supervisor.

ESCALATION GUIDELINES



SEE AN ISSUE

Report it to your supervisor
or the appropriate contact.
Don't wait.



CAN'T RESOLVE?

Escalate to the next level
of support on this list.
Communicate clearly.



LIFE SAFETY RISK?

Call 911 immediately.
Then notify Security and
your supervisor.

INFORMATION TO PROVIDE WHEN CALLING



Your location
(Building, Floor,
Room)



Nature of
the issue or
emergency



Is anyone
affected or
injured?



Work being
performed
(if applicable)



Your name
and call back
number



REMEMBER

Clear communication. Early reporting. Right contact.

YOUR ACTIONS HELP PROTECT PATIENTS, STAFF, AND OUR PROJECT.



SPEAK UP | REPORT EARLY | COMMUNICATE CLEARLY | PROTECT PATIENTS

12

HEALTHCARE CONSTRUCTION MINDSET

QUICK REFERENCE

Every choice you make affects patients, staff,
and the healing environment.

Think. Communicate. Protect.



BEFORE EVERY TASK, ASK:

1		IS IT SAFE?	Have I identified the hazards? Do I have the right tools, training, and PPE?	If it's not safe, STOP WORK.
2		COULD IT AFFECT PATIENTS?	Could my work impact patient care, comfort, privacy, or access to services?	Patients come first. ALWAYS.
3		COULD IT AFFECT INFECTION CONTROL?	Could it create dust, contaminate air or surfaces, or compromise barriers and clean areas?	Protect the healing environment.
4		COULD IT AFFECT LIFE SAFETY?	Could it impact fire alarms, sprinklers, exits, egress, or emergency systems?	Life safety systems must always stay functional.
5		COULD IT AFFECT OPERATIONS?	Could it disrupt utilities, systems, staff workflow, or daily operations?	Help keep the facility running.
6		WHO NEEDS TO KNOW?	Have I communicated the plan, impacts, and changes to the right people?	Clear communication prevents problems.



WORK WITH PURPOSE

- Be present and engaged.
- Take ownership of your work.
- Speak up if something doesn't look right.
- Treat everyone with respect.
- Take pride in leaving the space better than you found it.

SEE SOMETHING. SAY SOMETHING.

- SEE IT** Notice hazards, issues,
or concerns.
- SAY IT** Speak up early. Ask questions.
Share information.
- STOP IT** Stop work if needed.
Get help. Escalate.



WHEN IN DOUBT, STOP AND ASK.

It is better to pause for a minute than to cause harm for a lifetime.



HEALTHCARE CONSTRUCTION IS NOT JUST CONSTRUCTION.
**CONSTRUCTION BECOMES A
PATIENT CARE EVENT THE MOMENT WORK BEGINS.**



OUR COMMITMENT



WORK SAFE



RESPECT
PEOPLE



PROTECT
PATIENTS



COMMUNICATE
CLEARLY



DELIVER
QUALITY

TOGETHER, WE BUILD SAFELY. TOGETHER, WE HEAL.

HEALTHCARE CONSTRUCTION ESSENTIAL REMINDERS

POCKET GUIDE FOR EVERY CONTRACTOR, EVERY DAY

Small actions. Big impact. Zero harm.



14 ESSENTIAL REMINDERS – CARRY THEM. LIVE THEM.



FOLLOW THE PLAN

Know the plan. Follow the plan.
If the plan changes, stop and confirm.



COMMUNICATE EARLY & OFTEN

Speak up. Ask questions.
Share information.



PROTECT PATIENTS

Patients come first.
Your work should never put
patients at risk.



RESPECT INFECTION CONTROL

Use barriers. Control dust.
Clean as you go.



PROTECT LIFE SAFETY

Don't block exits or alarms.
Report issues. Know RACE/PASS.
Know your role.



WORK SAFELY

Use the right tools. Wear PPE.
Stop if it's not safe.
Look out for each other.



KEEP IT CLEAN

Good housekeeping is patient care.
Clean up. Don't leave it behind.



PROTECT PRIVACY

Keep patient information private.
Follow HIPAA at all times.



RESPECT SYSTEMS

Utilities, equipment, and devices
are critical. Protect them.



PLAN FOR IMPACTS

Understand what your work
affects and how we minimize it.



BE PROFESSIONAL

Be respectful. Be courteous.
Be part of the team.



REPORT & ESCALATE

See something. Say something.
Don't wait. Escalate early.



VERIFY & DON'T ASSUME

Check your work. Confirm details.
Assumptions lead to mistakes.



OWN YOUR WORK

Do it right. Fix it right.
Take pride in leaving the
space better than you found it.

STOP AND THINK – IT TAKES 10 SECONDS



Do I understand
the task?



What could go
wrong?



Who could be
affected?



What controls are
in place?



Who do I need
to tell?



Is it safe to
proceed?

When in doubt, stop and ask. Protect people. Protect patients. Protect the mission.

CONTROL THE CONTROLLABLES

- ✓ Arrive prepared.
- ✓ Follow permits, procedures, and requirements.
- ✓ Use required PPE.
- ✓ Keep work areas secure and contained.
- ✓ Maintain noise, dust, and odor controls.
- ✓ Keep egress and access clear.
- ✓ Clean up and reset before you leave.
- ✓ Leave it better than you found it.



NEVER COMPROMISE

- ✗ Patient safety
- ✗ Life safety
- ✗ Infection prevention
- ✗ Privacy and confidentiality
- ✗ Regulatory compliance
- ✗ Honesty and integrity



IF CONDITIONS CHANGE

Stop work. Reassess.
Notify immediately.
Get direction. Update the plan.



DON'T HESITATE TO CALL

It's better to call
than to guess.
We are here to help.



WE ARE ONE TEAM

Construction, facilities,
clinical, and operations—
working together for
the same mission.



OUR SHARED GOAL

SAFE CONSTRUCTION. HEALING ENVIRONMENTS. BETTER OUTCOMES.



BE PRESENT

BE CLEAR

BE PREPARED

BE PROACTIVE

BE ACCOUNTABLE

TOGETHER WE BUILD SAFELY. TOGETHER WE HEAL.



HIPAA PRIVACY QUICK REFERENCE

Protect patient privacy.
It's the law, it's our responsibility,
and it builds patient trust.



KEY REMINDERS



NEVER DISCUSS PATIENT INFORMATION.

No names, conditions, or locations.
Not in hallways, elevators, break rooms,
or on the phone.



NEVER PHOTOGRAPH OR VIDEO PATIENT AREAS.

Do not take photos or videos
inside the facility.



NEVER SHARE WHAT YOU SEE OR HEAR.

Patient information is not for social media,
conversations, or outside the facility.



PROTECT ALL INFORMATION.

Keep documents, drawings, and devices secure.
Log off and lock up when not in use.



IF YOU ARE UNSURE, ASK.

When in doubt, protect privacy.
Report concerns to your supervisor.

WHAT IS PHI?

Protected Health Information (PHI) includes any information that can identify a patient, such as:



Patient name



Dates of service



Medical conditions or treatments



Room numbers or locations



Any other identifying information

If it can identify a patient, protect it.

BEFORE YOU START

- | | |
|---|--|
| ☐ Team briefed on HIPAA expectations | ☐ Patient information not discussed |
| ☐ No photos or videos plan in place | ☐ Access limited to those with need |
| ☐ Devices secured and password protected | ☐ Questions or concerns addressed |
| ☐ Paper documents stored securely | ☐ Report any potential violations |



REPORT CONCERNS

Report immediately to your supervisor, project manager, or compliance department.



IF YOU SUSPECT A PRIVACY BREACH

Stop. Notify your supervisor immediately.
Do not investigate. Do not discuss.



KEY MANTRA

Protect privacy. Respect patients. It's everyone's job.



KEEP IT PRIVATE



DON'T TAKE PHOTOS



DON'T DISCUSS



SECURE INFORMATION



REPORT CONCERNS

★ PRIVACY TODAY. TRUST FOREVER. ★