



Michael Hatton, MBA, CHFM, FASHE 2022 Candidate for President-Elect

Bio

Michael Hatton, MBA, CHFM, FASHE, Vice President, manages “facilities” and construction from a corporate level for Memorial Hermann in Houston, Texas.

In the previous 36 months, Mike has delivered 6 major hospital expansions and Greenfield projects in the Houston suburbs with a total capital cost approaching \$1.4 billion.

Under his leadership, Memorial Hermann has driven over \$140 million to the bottom line as a direct result of energy benchmarking and building tuning efforts both internally, via ASHE’s Energy to Care initiatives, and via EPA’s Energy Star program. Memorial Hermann has been recognized as an ‘Energy Star Partner of the Year’ in 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, and 2022.

Memorial Hermann currently has 10 Energy Star labeled (EPA) hospitals; 1 of which is currently ranked at an Energy Star 100 (nirvana) rating, 2 others at Energy Star 99, and 6 others above the 90th percentile!

The American Hospital Association’s ASHE has recognized Memorial Hermann for its environmental and sustainability leadership via its Energy To Care award and for its ‘Significant Energy Efficiency Achievements’ on approximately 55 occasions for its Hospitals and Medical Office Buildings.

Mike was instrumental with promoting the very first national benchmarking competition between ASHE chapters for energy efficiency via the TAHFM v Ohio Energy Challenge – won, of course, by TAHFM, and as recognized at the EPA’s annual Energy Star awards banquet in Washington, D.C.

Even more important, Mike is very active in our industry focusing on hospital Facilities infrastructure, healthcare construction best practices, energy management and sustainability improvements via ASHE and other industry trade groups. Mike is ASHE’s Region 7 Advisory Board Member for 2022 and 2023.

Candidate Questionnaire

1. As the health care landscape continues to change, what are some of the common challenges facing the entire ASHE membership?

Common challenges ASHE members face includes finding and ensuring the engagement of team members for our organizations. Healthcare facilities management still require face to face interactions and a facility-based effort to support our mission of Optimizing the Healthcare Physical Environment. Although the past 2 years have taught us how to be flexible with team schedules, communications, and work tasks, facilities management is still tied to a facility. Our team members must have the ability and desire to maintain the ‘built environment’ – while

ensuring regulatory compliance. Our industry needs a pipeline to engage new talent for managing the physical environment – ASHE should provide that career path for the next generation.

Cost management, smart maintenance strategies, energy efficiency, code compliance, and project delivery innovations are other common challenges that ASHE members encounter every day. Although there are many acronyms, and current tag lines used to promote various efforts and initiatives, facilities management (and any business) needs to excel at Operational Excellence – optimizing staffing, maintenance and utility expenditures; all of which tie to ASHE’s focus on the Healthcare Physical Environment. Benchmarking energy efficiency and resource minimization (Sustainability) are key challenges that all ASHE members focus on, everyday – Optimizing the Healthcare Physical Environment.

2. What can ASHE do to ensure that the needs of all members are being met?

ASHE must continuously reach out to membership, seeking real time feedback on organizational performance and to gather ideas that will keep ASHE programs focused on relevant needs – even if it means sunsetting existing initiatives that are no longer at the top of membership’s focus. Multiple channels of feedback need to be implemented to ensure penetration of surveys, and post-event communications as technology evolves. Surveys should be very direct, and in real time, in order to capture the actual flavor of a program or event – especially as content delivery evolves from the traditional gatherings such as the ASHE Annual. More important, a critical review of tabulated survey data, especially negative feedback, must be carefully reviewed, shared, and action plans established to ensure ASHE continues delivering member value.

Online content and YouTube snippets are valuable tools for marketing the ASHE brand and their potential for educational content. However, ASHE must implement an expanded library of information, with focused content, multiple instructors and delivery methods – which evolves with member preferences.

For ASHE Young Professionals, where do they see value - education, family friendly venues, and networking opportunities? Delivering ASHE educational content ‘the same way’ will not bring Young Professionals into our leadership pipeline.

3. The Advisory Board sets the vision and strategic direction for the organization. What specific initiatives would you like to accomplish to help advance the ASHE strategic plan?

My efforts as a leader on the Advisory Board will be to focus membership on Operational Excellence, Workforce Development/Succession Planning, and Capital Asset Replacement Planning efforts. Operational Excellence is fundamental for facilities management and with the correct focus, it is the common tie between Workforce Development as well as Capital Asset Replacement. Membership, and future healthcare facilities leaders require real time tools and a succinct set of best practices that tie to ASHE educational channels; traditional face to face education, YouTube, On-Demand Learning, and whatever the next means to deliver content will be for membership.

As the ASHE workforce and leadership structure ‘grays’, ASHE needs to re-focus efforts on workforce development, providing the marketing efforts to promote healthcare facilities management as a career path, and reaching out to non-traditional areas of potential team members – even better if we recruit and retain a new generation of diverse team members (future ASHE leaders) who ‘don’t look like me’. Strategic partnerships should be reestablished with the military, clinical engineering, and industry skilled trade groups to ensure that a career in

healthcare facilities management is promoted and provided for all – an immediate need as current leaders move into late stages of their career.

4. What professional or personal experiences have helped prepare you to serve as an ASHE leader?

My broad set of technical experiences, education and personal hobbies complement my professional duties, and thus provide relevance to a future role as ASHE President-Elect. Early education and training on building systems as well as utility benchmarking and efficiency first grew my interest in ASHE. In fact, I used my knowledge in energy management best practices to assist our State ASHE Chapter (TAHFM) and later assisted ASHE in the development of inter-chapter benchmarking competitions, Energy Star data gathering, and the early development of ASHE's Energy to Care framework and Performance Improvement Measures.

Later job experiences while constructing healthcare capital projects have provided further subject matter expertise to me with 'buildings' best practices and emphasized the benefits of commissioning (the ASHE program) as a required tool when delivering a construction project; energy efficient on opening day.

My administrative duties as the division leader for all Memorial Hermann's facilities management teams has provided a very pointed opportunity for me to assist a diverse group of team members with career development, external educational growth, and, in fact, as our footprint expanded, we have successfully promoted all new facilities management leaders from within, corresponding to the growth and demographics of Houston's metro area.