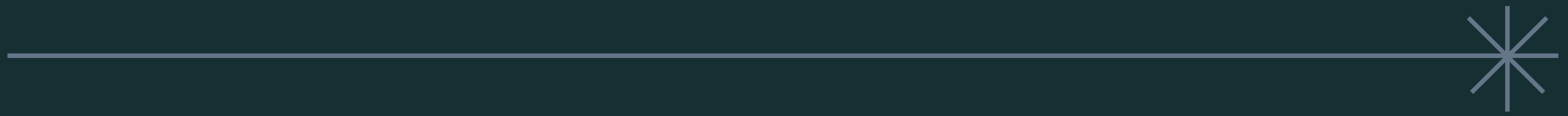
Building a Collaborative ICRA 2.0 Program Through Education, Engagement, and Standardization

Chelsea Anderson, RN Infection Prevention Specialist

Josh Zacharias, CHFM, Facilities Director

Essentia Health



Speakers

Chelsea Anderson is an Infection Prevention Specialist at Essentia Health, where she has served in this role for the past 2.5 years. Prior to transitioning into infection prevention, she spent more than 15 years at Essentia in Fargo as a bedside ICU nurse and nursing supervisor. Chelsea is certified in infection control and has a strong passion for making a healthy difference in people's lives. She also enjoys collaborating with many different disciplines across the healthcare system to drive meaningful change and improve processes. In her current role, she played a significant part in revising the ICRA policy and standard work and in developing and delivering the education that followed those updates. She is co-presenting with Josh Zacharias, Facilities Director, and has partnered closely with him throughout the ICRA 2.0 project.



Josh Zacharias serves as the Facilities Director for the Western Minnesota Essentia Health sites and oversees the Life Safety and Compliance team for the health system. He has been with Essentia Health for 14 years and brings extensive background in health care construction, having previously worked as a Master Electrician on health care projects. Josh is passionate about the patient-centered maintenance approach and has collaborated closely with Infection Prevention to revise Essentia's ICRA policy and procedures. He contributes to advancing health care facilities through service on multiple ASHE task forces and currently serves as Vice President of the Minnesota Health Care Engineers Association (MHCEA).

Learning Objectives

	By the end of this presentation, participants will be able to:
Describe	Describe how a multidisciplinary healthcare system aligned policy and standard work with ASHE's ICRA 2.0 framework.
Identify	Identify strategies used to educate and engage infection prevention, facilities, PDC, contractors, and multidisciplinary team members in the ICRA process.
Explain	Explain how collaboration between Infection Prevention and Facilities leadership supported efficient implementation and problem-solving.
Recognize	Recognize the value of a standardized weekly ICRA approval meeting in supporting risk mitigation, communication, and regulatory readiness.

Why This Work matters



- Construction, renovation, and maintenance are unavoidable in healthcare
- These activities create infection prevention risk
- Risk management must be proactive and standardized
- Patient safety and life safety are both impacted

The Risk Landscape

- Dust, debris & moisture
- Airflow disruption
- Water
- Equipment movement
- Staff/contractor traffic
- Work happening in occupied healthcare space

Opportunity for Improvement

- Existing process needed greater consistency
- Alignment needed with ASHE ICRA 2.0
- Collaboration could be strengthened
- Education needed to reach multiple audiences
- Documentation could be standardized

Project Goals



ALIGN POLICY AND STANDARD WORK WITH ICRA 2.0



IMPROVE CONSISTENCY IN REVIEW AND APPROVAL



EDUCATE STAFF AND CONTRACTORS



BUILD BROADER STAKEHOLDER AWARENESS



SUPPORT REGULATORY READINESS AND PATIENT SAFETY

Infection Prevention + Facilities leadership partnership

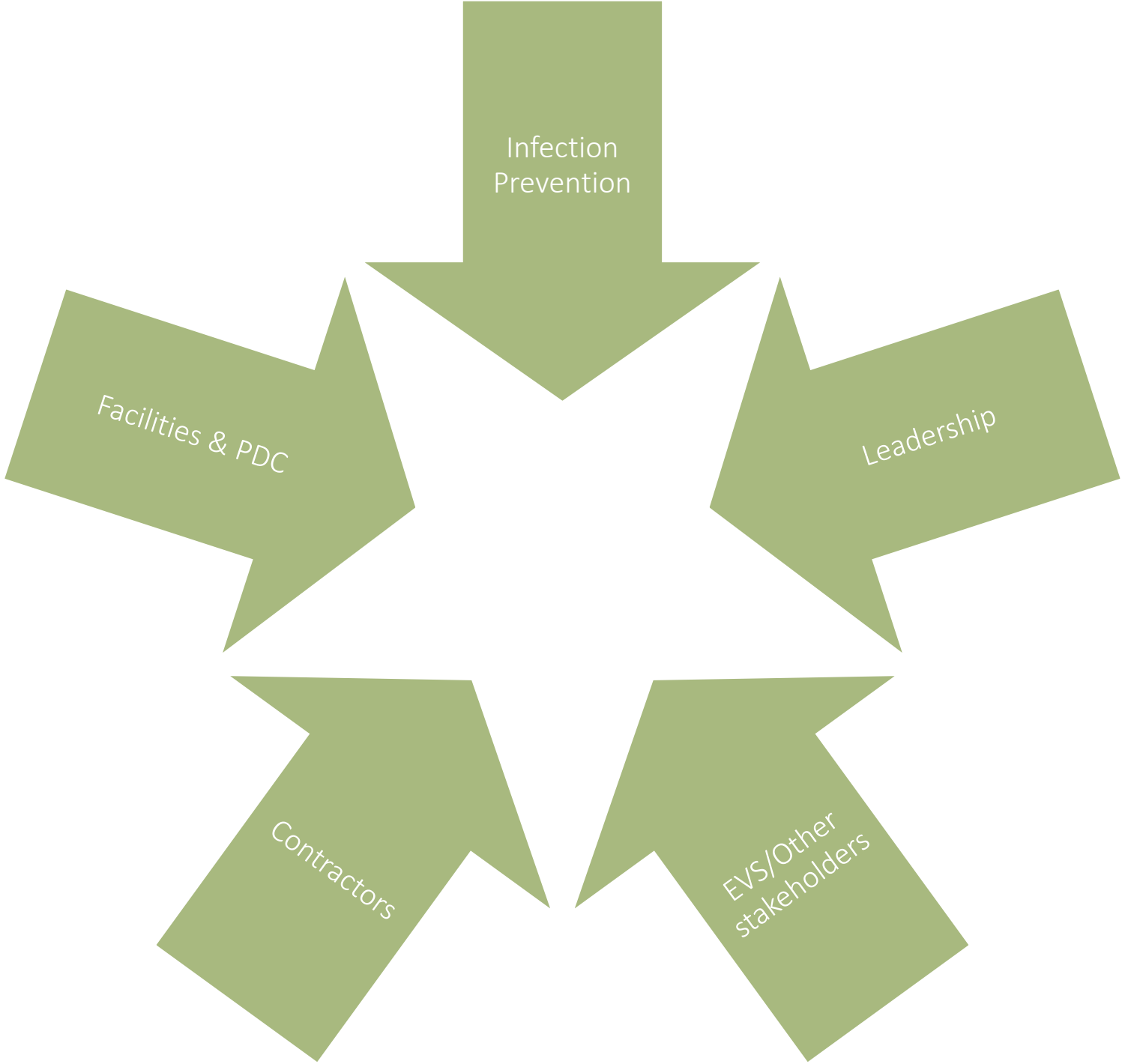
Shared ownership

Joint problem-solving

Efficient implementation

Sustainable change

Why Collaboration Was Critical



Who is Collaborating



Building the Foundation — Policy and Standard Work

From Policy to Practice

- Policy alone does not change practice
- Standard work supports day-to-day use
- Clear expectations reduce variation
- Consistency supports reliability

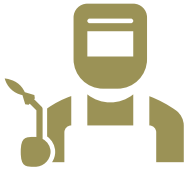
Education Strategy Overview

- In-person training sessions
- Audience-specific education
- Lecture
- Case scenarios
- Hands-on activities
- Practical application focus

Core Training Audience



Infection Prevention staff



Facilities/Maintenance/PDC



Contractors



Focus on shared understanding and implementation

Why Hands-On Learning Was Important

Supports practical understanding

Builds confidence

Encourages discussion

Helps apply concepts to real projects

Targeted Contractor Education

Additional sessions for contractors

Needed due to large-scale projects

Reinforced expectations and communication

Improved consistency across teams

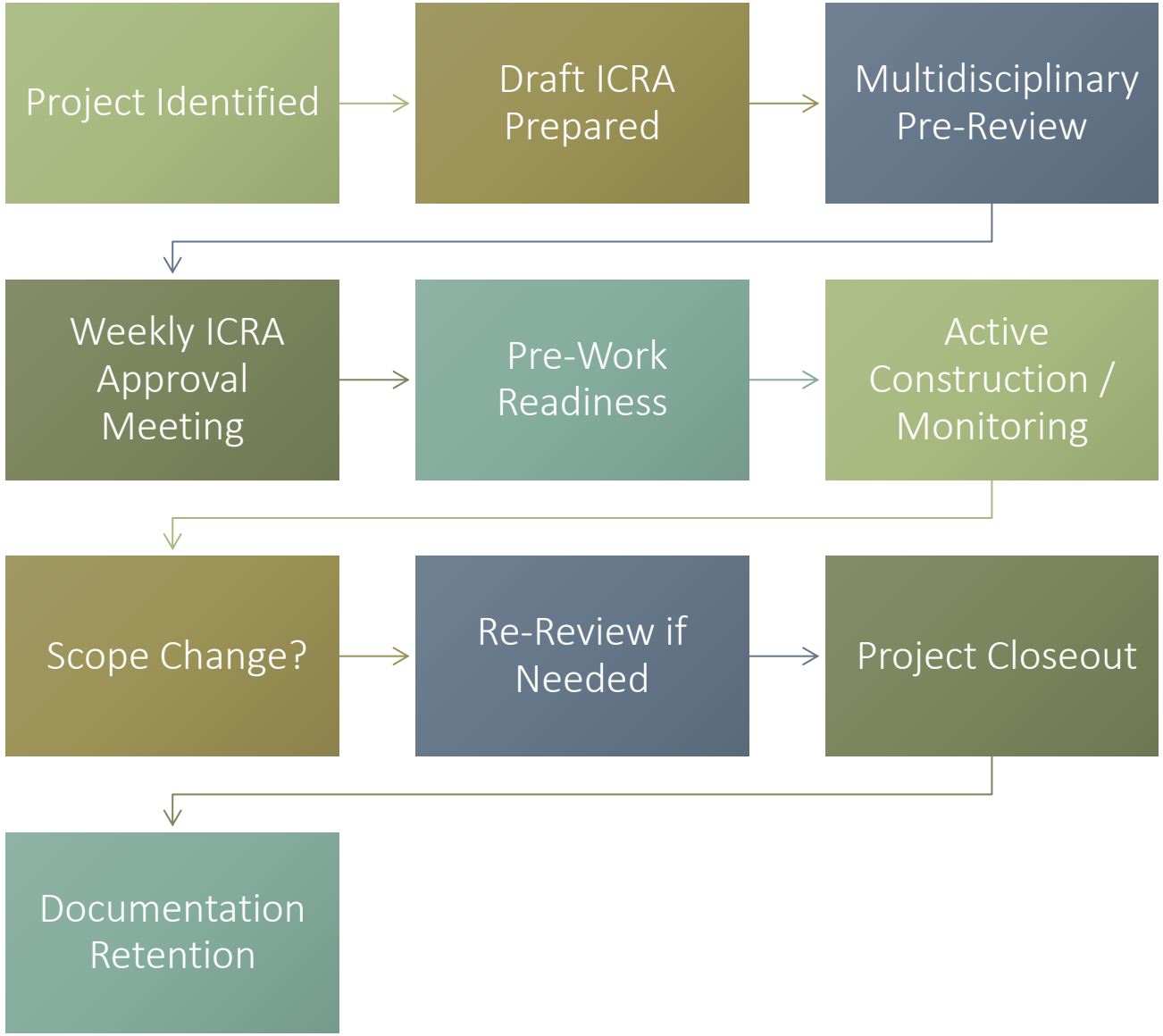
Expanding the Education Reach

Condensed course developed for:

- Quality partners
- Operational Leaders and Department Staff
- Environmental Services
- Other multidisciplinary team members

Why Broader Education Matters

- Supports accountability
- Improves communication
- Increases organizational awareness
- Builds a culture of infection prevention



ICRA End-to-End Process Flow

Weekly ICRA Approval Meeting

Standardized weekly multidisciplinary review

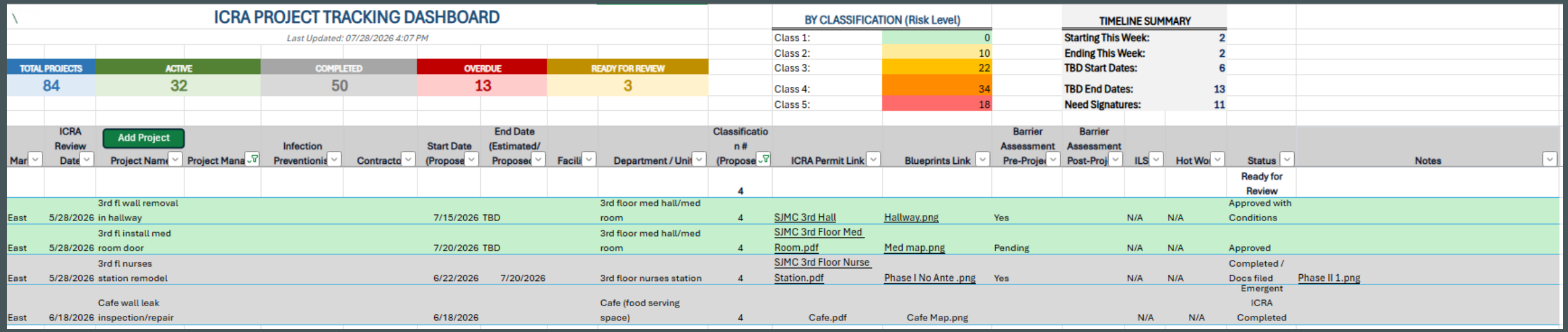
Active and upcoming projects reviewed

Required materials:

- Draft ICRA permit
- Project timeline
- Workforce details
- Mitigation class
- Blueprints
- ILSM permit
- Hot Work permit

What Happens in the Weekly Review

1. Review project risk
2. Confirm controls
3. Address barriers
4. Clarify documentation
5. Ensure regulatory readiness



ICRA PROJECT TRACKING DASHBOARD

Last Updated: 07/28/2026 4:07 PM

TOTAL PROJECTS	ACTIVE	COMPLETED	OVERDUE	READY FOR REVIEW
84	32	50	13	3

BY CLASSIFICATION (Risk Level)

Class 1:	0
Class 2:	10
Class 3:	22
Class 4:	34
Class 5:	18

TIMELINE SUMMARY

Starting This Week:	2
Ending This Week:	2
TBD Start Dates:	6
TBD End Dates:	13
Need Signatures:	11

Add Project

Mar	ICRA Review Date	Project Name	Project Mana	Infection Preventionis	Contracto	Start Date (Propose	End Date (Estimated/ Propose	Facili	Department / Unit	Classification # (Propose	ICRA Permit Link	Blueprints Link	Barrier Assessment Pre-Proje	Barrier Assessment Post-Proj	ILS	Hot Wo	Status	Notes
										4							Ready for Review	
East	5/28/2026	3rd fl wall removal in hallway				7/15/2026	TBD		3rd floor med hall/med room	4	SJMC 3rd Hall	Hallway.png	Yes		N/A	N/A	Approved with Conditions	
East	5/28/2026	3rd fl install med room door				7/20/2026	TBD		3rd floor med hall/med room	4	SJMC 3rd Floor Med Room.pdf	Med map.png	Pending		N/A	N/A	Approved	
East	5/28/2026	3rd fl nurses station remodel				6/22/2026	7/20/2026		3rd floor nurses station	4	SJMC 3rd Floor Nurse Station.pdf	Phase I No Ante .png	Yes		N/A	N/A	Completed / Docs filed	Phase II 1.png
East	6/18/2026	Cafe wall leak inspection/repair				6/18/2026			Cafe (food serving space)	4	Cafe.pdf	Cafe Map.png			N/A	N/A	Emergent ICRA Completed	

ICRA Project Tracker

ICRA 2.0™ Infection Control Risk Assessment and Permit	Project Name:		Requested by:	
	ICRA Number:			
Location of Work Activity:			Project Start Date:	
Estimated Duration:			Completion Date:	
EH Project Manager:			Phone:	
Onsite Facilities/Maintenance:			Phone:	
Contractor Performing Work:			Phone:	

Please note that the above signature is approval of the work activity as described and assessed documented here.
Should the scope of work change or the discovery of additional toxic or biological substances.
STOP WORK and seek additional approval and guidance before proceeding.

1. Type of Activity	Explain this reasoning for this assessment
☐ Type A: Non-invasive	
☐ Type B: Small-scale, short duration	
☐ Type C: Large-scale, longer duration	
☐ Type D: Major demolition, construction	

2. Patient Risk Area	Describe key patient risks
☐ Low: Non-patient care areas	
☐ Medium: Patient care support areas	
☐ High: Patient care areas	
☐ Highest: Invasive, sterile or highly compromised care	

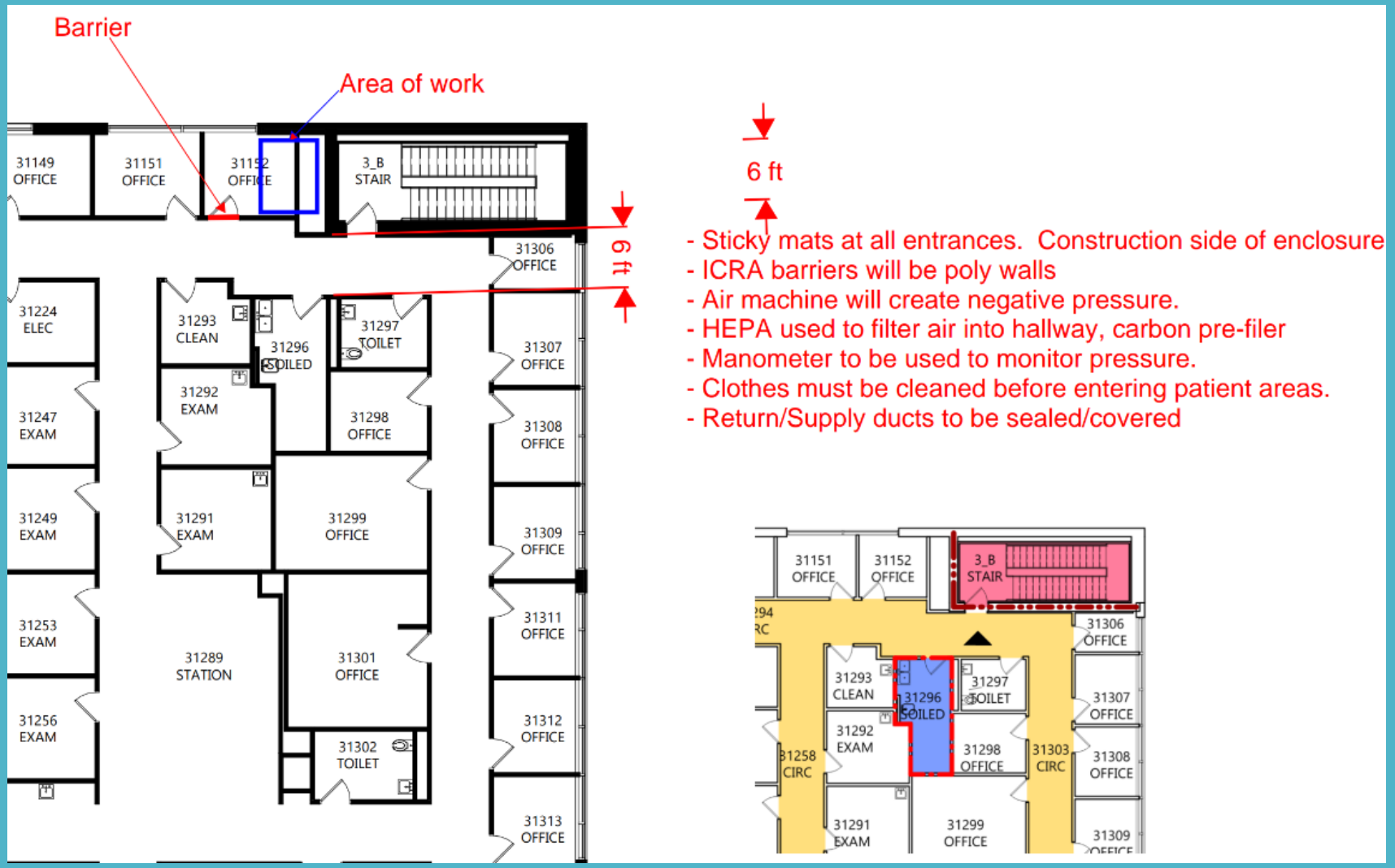
3. Class of Precautions				
	TYPE A	TYPE B	TYPE C	TYPE D
Low	☐ I	☐ II	☐ II	☐ III*
Medium	☐ I	☐ II	☐ III*	☐ IV
High	☐ I	☐ III	☐ IV	☐ V
Highest	☐ III	☐ IV	☐ V	☐ V

4. Surrounding Area		
Unit	Below, Above, Lateral, Behind & In Front:	
Risk group		
Controls:	☐ Noise	☐ Pressurization
	☐ Vibration	☐ Vertical Shafts
	☐ Dust	☐ Elevators
	☐ Ventilation	☐ Stairs
Systems impacted:	☐ Data	☐ RO Water
	☐ Mechanical	☐ Electrical
	☐ Med Gas	☐ Other
	☐ Hot/Cold Water	

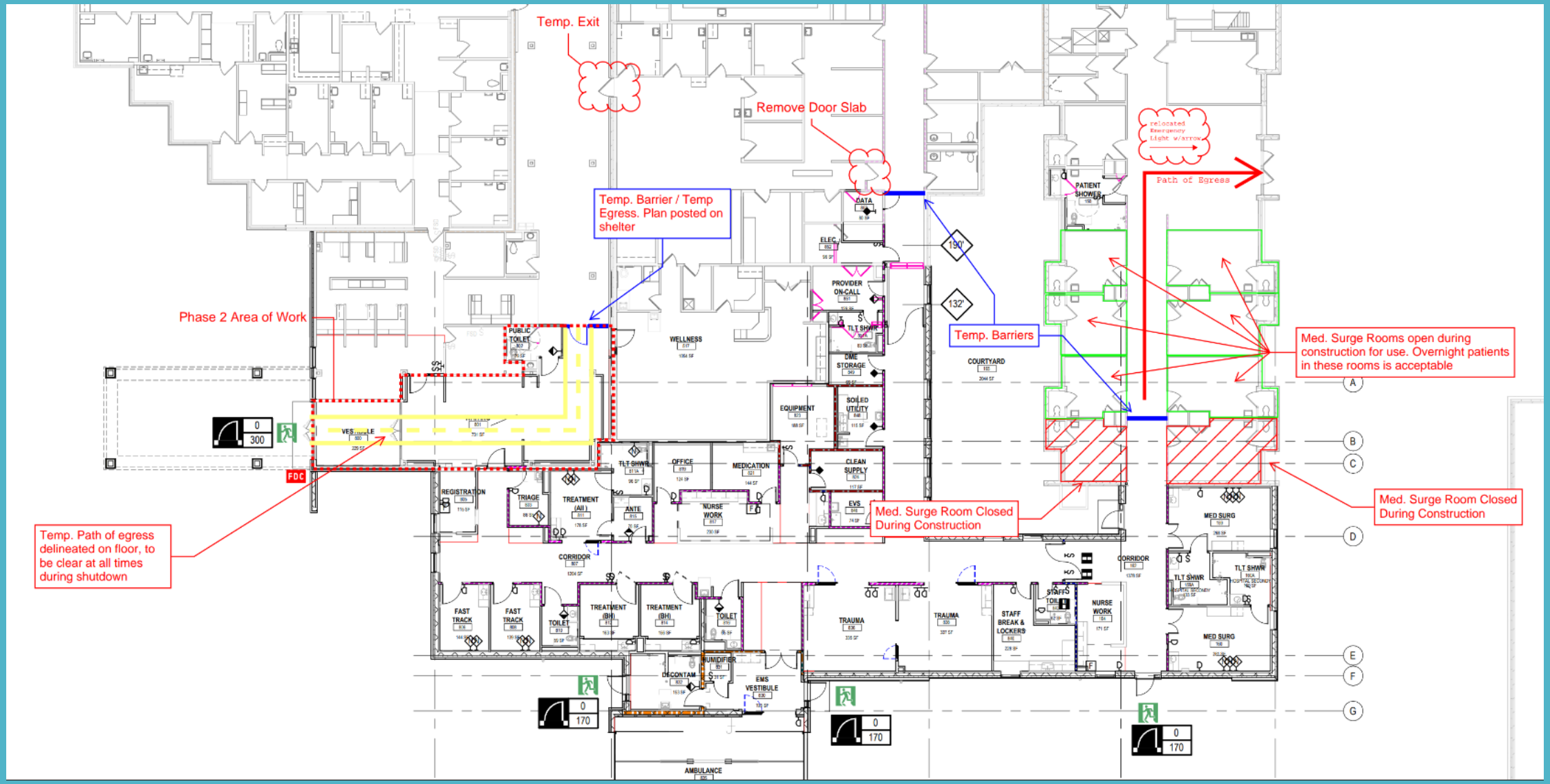
Facilities (sign)			Date
Project Manager (sign)			Date
Infection Prevention (sign)			Date
IP or designee (barrier approval)	Initials: Date:	IP or designee (clean/ precaution discontinue)	Initials: Date:

ICRA Permit

Weekly Review: Blueprint Deep Dive



Weekly Review: Blueprint Deep Dive



Challenges We Encountered

- Multiple projects at once without system alignment
- Contractor turnover / varying experience
- Keeping expectations consistent
- Balancing project budget, timelines, and safety
- Coordinating across departments

How We Addressed the Challenges

- Additional contractor education
- Standardized review meetings
- Clear documentation expectations
- Leadership support
- Shared problem-solving

Improved consistency

Better communication

Increased engagement

Stronger documentation

More reliable process

Early Outcomes

Lessons Learned

01

Collaboration is essential

02

Education must be audience-specific

03

Contractors must be included

04

Standardization improves reliability

05

Sustainability requires ongoing review

Sustainability and Next Steps



Continue weekly approval meetings



Ongoing staff and contractor education



Monitor compliance and process reliability



Refine workflows as needed



Maintain alignment with ASHE guidance

Key Takeaways

Education + engagement + standardization + collaboration = sustainable ICRA 2.0

Shared ownership supports patient safety and life safety

Closing

Questions?

Thank you