

FF&E Procurement Checklist for Nursing Homes & Rehab Facilities

38 checks in 8 stages for specifying, budgeting, purchasing and installing furniture, fixtures and equipment in skilled nursing, senior living and addiction treatment facilities, from scope to closeout.

01 Define scope and responsibilities

Most procurement problems start with unclear boundaries between FF&E, operating supplies and construction.

- ☐ **Define what counts as FF&E, OS&E, OFCI and construction scope for this project**
FF&E: furniture, fixtures and equipment. OS&E: operating supplies such as linens, dishes and carts. OFCI: owner furnished, contractor installed.
 - ☐ **Build a responsibility matrix for every item category**
Who specifies, purchases, receives, installs, inspects and warranties it.
 - ☐ **Create a complete room-by-room equipment schedule**
Resident rooms, common areas, clinical spaces and back of house.
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02 Build a realistic budget

Base the budget on specifications and current quotations, not early allowances.

- ☐ **Set a per-room or per-bed baseline for resident rooms**
Bed and mattress, bedside table, dresser or wardrobe, resident chair, visitor seating, window treatments, lighting, privacy curtains, artwork and wall protection.
 - ☐ **Create separate allowances for shared and operational areas**
Reception, dining, lounges and activity rooms, therapy gyms, nurses' stations, offices, kitchens, laundry, clinical rooms and storage.
 - ☐ **Separate resident, clinical, common and back-of-house budgets**
 - ☐ **Replace allowances with current quotations as specifications develop**
 - ☐ **Include the full landed cost**
Freight and fuel surcharges, delivery, installation, receiving and inspection, warehousing, taxes, expedited shipping, disposal of existing furniture, damage replacement and project administration.
 - ☐ **Carry a separately identified contingency**
For substitutions, damage, changes and market conditions, rather than lowering product quality.
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03 Plan the schedule around lead times

Start procurement while design and construction are still underway: six to eight months before opening for projects with custom furniture, clinical equipment or imported products.

- ☐ **Identify long-lead items first**
Specialty beds, lifts, therapy equipment, kitchen appliances, imported and custom products, millwork and specialty lighting can take 12–16 weeks or more.

- ☐ **Replace estimated lead times with confirmed manufacturer lead times**
 - ☐ **Track every milestone**
Specification, budget review, bidding, owner and clinical approvals, purchase orders, acknowledgments, production, freight, receiving, installation, punch list and closeout.
 - ☐ **In occupied facilities, coordinate with resident moves and phasing**
Construction phasing, infection prevention, noise control and daily operations.
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04 Specify for healthcare use

Select every product for how it will be used, cleaned, repaired and replaced.

- ☐ **Review cleanability and disinfectant compatibility**
Non-porous surfaces, moisture-barrier upholstery, minimal seams, crevices and exposed fasteners.
 - ☐ **Confirm seat heights, arms, weight capacity and bariatric options**
Firm cushions and supportive arms for older adults; clearances for walkers, wheelchairs and lifts.
 - ☐ **Specify durable frames, protected edges and wall protection**
Plus slip-resistant materials in high-use and high-impact areas.
 - ☐ **Identify behavioral health and ligature-resistant needs by space**
Weighted, anchored, tamper-resistant or low-profile products where the clinical risk assessment calls for them, not automatically everywhere.
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05 Verify codes and documentation

Review specifications with the architect, code consultant, infection prevention team, facilities staff and the Authority Having Jurisdiction (AHJ).

- ☐ **Collect flammability test documentation for each product**
For example NFPA 701 (draperies and hanging textiles), NFPA 260/261 (upholstered furniture) and ASTM E1537 (upholstered furniture heat release), as applicable.
 - ☐ **Do not treat CAL TB 117-2013 or TB 133 as automatic substitutes**
Requirements depend on the adopted code edition, occupancy, sprinkler protection, product type and jurisdiction.
 - ☐ **Confirm mattress requirements and healthcare-grade material documentation**
 - ☐ **Confirm compliance with the AHJ before purchase**
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06 Manage vendors and value engineering

Direct purchasing, dealers and GPO or contract pricing can all work. Compare them on lead time, warranty, service and parts as well as price.

- ☐ **Obtain comparable bids from qualified manufacturers and dealers**
- ☐ **Get lead times and warranty terms in writing**
- ☐ **Approve product samples and finish mockups**
- ☐ **Establish approved alternates and a substitution procedure**
- ☐ **Assign clear responsibility for damage and shortages**

☐ **Value-engineer without giving up safety, cleanability, durability or comfort**

A cheaper alternate only helps if it performs over the expected lifecycle.

07 Deliver, install and punch

Nothing should arrive on site without a receiving plan.

- ☐ **Confirm delivery access, loading dock, elevator and corridor clearances**
- ☐ **Plan on-site storage, temporary warehousing and delivery sequencing**
- ☐ **Protect finished construction and set inspection and damage-documentation procedures**
- ☐ **Arrange packaging removal and installation labor**
- ☐ **Phase installation in occupied buildings**
Wing by wing or in defined windows, keeping emergency routes clear and staff informed.
- ☐ **Complete a room-by-room punch list**
Quantities, dimensions, finishes, damage, anchoring, clearances and operation.

08 Close out and plan for the long term

A facility may operate for decades; plan for repair and replacement from day one.

- ☐ **Assemble the closeout package**
Warranties, care and cleaning instructions, product information and replacement-part details.
- ☐ **Confirm upholstery can be replaced without replacing the frame**
- ☐ **Confirm parts availability and that finishes can be reordered**
- ☐ **Confirm warranties are appropriate for commercial healthcare use**
- ☐ **Standardize replacement items where possible**
And check that products will still suit the facility if the care model changes.

This checklist is general guidance. Code and flammability requirements vary by jurisdiction, occupancy and product; confirm them with your project team and the Authority Having Jurisdiction before purchase. Adapted from our guide, [FF&E Procurement for Nursing Homes & Rehab Facilities](#).

Want an expert to run procurement? Sara Roth Design, a WOSB-certified healthcare interior design studio, manages FF&E for nursing homes and rehab facilities nationwide, from specification through installation and closeout.

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