

Strength in Numbers

How Hospitals Use Facility Condition Data to Generate Winning Investment Strategies and Long-Term Capital Plans



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The Bedrock of Facilities Optimization

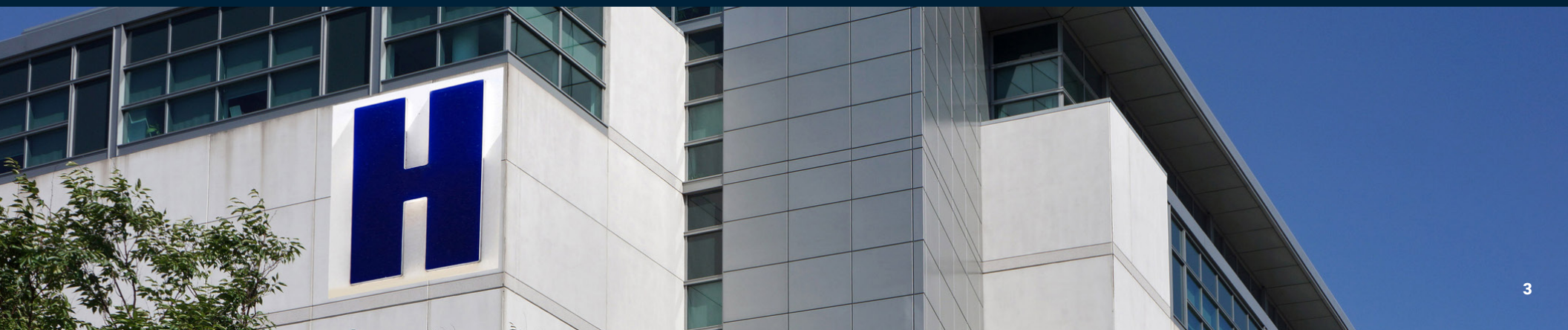
Professionals and practitioners at all levels of hospitals and healthcare organizations are challenged to maintain and optimize their facilities.

Executives are tasked with reconciling organizational priorities and allocating resources accordingly.

Facilities Planning, Design and Construction leaders must execute the large-cap projects prized by the C-Suite and complete an abundance of smaller, routine projects that may be less exciting and less visible but are vital to facility health.

Maintenance and Operations teams face a mounting backlog of projects that they struggle to get funded because it is difficult to communicate their importance to those at the top of the org chart. This chronic underfunding only exacerbates the backlog.

Each of these stakeholders, from those in the boiler room to those in the corner office, seek solutions for intelligent capital planning and effective investment control. The following stories explain how hospitals and other healthcare organizations have used facilities condition data and powerful technologies to make smarter decisions and invest their resources to align with their mission.



Private New England Teaching Hospital Increases Capital Funding by 500%



Facilities data justifies requests, streamlines decision-making

Gordian Customer Since: 2001

Background and Challenges

This preeminent academic medical center, one of the largest of its kind in New England, offers inpatient, outpatient and biomedical research facilities across an expansive campus totaling over 3.5 million square feet. While such a diverse portfolio enabled this hospital to serve patients in a variety of ways, optimizing that portfolio had its hurdles.

Hospital leaders, in preparation for a new master planning effort to better align its facilities performance with its organizational goals, sought credible data to affirm capital needs requests and prioritize projects.

Solutions and Results

Using Gordian's facility condition assessment services and capital planning solutions, facilities leadership identified and prioritized critical projects and justified requests for capital funds. As a result, the Resource Allocation Committee **increased the hospital's capital funding by 500% over four years**, from \$3 million to \$15 million.

“ It really streamlines our decision-making process. It allows us to estimate the cost of each requirement on our list and project future funding needs based on targeted criteria. It enables us to make the best decisions possible for ensuring we're well prepared for the future.”

– *Director of Engineering*

Canadian Health Ministry Defines and Communicates Facilities Risk to Justify 262% Capital Budget Increase

Data-driven insights lead to strong long-term plan

Gordian Customer Since: 2006

Background and Challenges

The Canadian health ministry is tasked with the monumental responsibility of delivering healthcare services to all of a province's residents. Meeting the community's needs requires caring for a multitude of facilities, 236 to be exact, totaling over 14 million square feet.

The conditions of these vital facilities were not well documented. This lack of clarity made it impossible to understand the scope and magnitude of capital needs or develop a defensible facilities capital planning strategy. The health ministry could not demonstrate how much funding they needed to maintain their facilities and why they needed it.

Solutions and Results

The health ministry engaged Gordian to capture facilities condition data and deliver clear insights regarding building health and risks. Ministry leaders then input this data into a Gordian facilities capital planning solution to build a long-term capital budget. With a defensible, data-driven plan, **the health ministry was able to increase its capital budget by 262%**, enabling it to continue delivering quality and responsive healthcare to the citizens of its province.



Public Teaching Hospital System in Canada Develops Long-Term “Facility Blueprint”

Condition data clarifies investment priorities

Gordian Customer Since: 2005

Background and Challenges

As an 1,100-bed acute care and academic health sciences center, this hospital is where more than 1.2 million patients seek treatment every year. In order to continue providing world-class care and promoting community health, the hospital must make strategic decisions about its facilities.

Despite the recognized capacity of the facilities portfolio to serve mission, the hospital lacked a credible facilities condition database from which to identify areas of need and prioritize projects. This created two untenable circumstances.

The first is that projects were prioritized on an ad hoc basis. This made it easy to appease the more vocal members of the organization, but it was no way to make the hospital’s vision a reality.

The second consequence of operating without conditions data was that the facilities staff found itself working in “reactive mode.” They spent their time going from emergency repair to emergency repair and were forced to make unplanned system replacements. The constant state of disruption made a negative impression on patients.

Solutions and Results

Facilities leadership and hospital administrators partnered with Gordian to develop a “facility blueprint” to proactively manage system lifecycles and prioritize projects based on their impact on organizational mission. These efforts began with Gordian evaluating facilities components to build out the conditions database the hospital needed.

Once data was collected, **Gordian’s planning experts helped leaders create long-term facilities capital plans**, including analysis of multiple funding scenarios, and provided the technology necessary for the hospital to manage and adapt its plan.

“ We did not have a fully integrated plan or a comprehensive planning tool that would give us an overall building assessment picture and allow us to prioritize where we should be investing annually in our buildings to ensure they are well maintained. Gordian’s decision-support software has given us a good capital infrastructure assessment report that will outline what our priorities are for investment over the next 10 years. We now manage proactively, not reactively.”

– Vice President of Facilities, Planning and Support Services

U.S. Army Medical Command (MEDCOM) Improves Decision-Making with Facilities Data



Optimizing mission-critical physical assets

Gordian Customer Since: 1999

Background and Challenges

When America's fighting force needs care, they turn to the U.S. Army Medical Command (MEDCOM). Charged with enabling Army readiness and delivering care to soldiers, MEDCOM has a facilities portfolio totaling 27 million square feet. Managing and optimizing a portfolio of such magnitude is a herculean task. MEDCOM needed a mechanism for identifying priorities and selecting the most critical projects to deliver care for soldiers and veterans.

Solutions and Results

Gordian captured facilities data for MEDCOM and then input that data into a cutting-edge capital planning technology. Access to these insights has resulted in marked improvements in the decision-making process. For instance, **MEDCOM used this analysis as the foundation for the decision to transfer services from one hospital to another**. MEDCOM was so pleased with this engagement that they awarded Gordian's team a U.S. Army Commander's Coin for outstanding performance.

“MEDCOM's continued investment in its infrastructure and facilities is essential to sustain and enhance its capital assets and support the Army's medical and research missions. Planning for capital investments is an ongoing process because investment priorities change with the aging of the infrastructure, technological advances and change in methods of healthcare delivery. Gordian's solutions have helped us to ensure that we are making optimal investment decisions for the renewal, sustainment, restoration and modernization of our health facilities to support the Army's mission.”

– Chief of Facilities Sustainment, U.S. Army Medical Command

Public Acute-Care Hospital Defends and Prioritizes Capital Budget



Data helps leaders secure funding increase

Gordian Customer Since: 2005

Background and Challenges

With more than 2 million square feet to manage across five sites, the facilities planning team for an acute-care hospital needed a way to collect and assemble data to document facilities needs, define their capital priorities and clearly articulate the business impact of advancing those priorities in order to obtain sufficient funding.

Solutions and Results

A Gordian assessment and facilities capital planning technology empowered leaders and key hospital decision-makers to successfully develop a cost/benefit analysis for infrastructure remediation and renewal projects. **More importantly, they created a credible and sustainable data-driven facilities capital management process that helped them acquire more funding.**

“ We faced an uphill battle in trying to get our board and the government to understand that vastly more money is needed for infrastructure renewal and replacement. We turned to Gordian to help us prioritize capital and maintenance projects, and to find a way to clearly illustrate the scope of the facilities deterioration we would be facing if the infrastructure money was not forthcoming. One of the advantages of working with Gordian is that they are recognized as experts in the field of facility assessments and capital planning, and it helps to have that credibility behind us.”

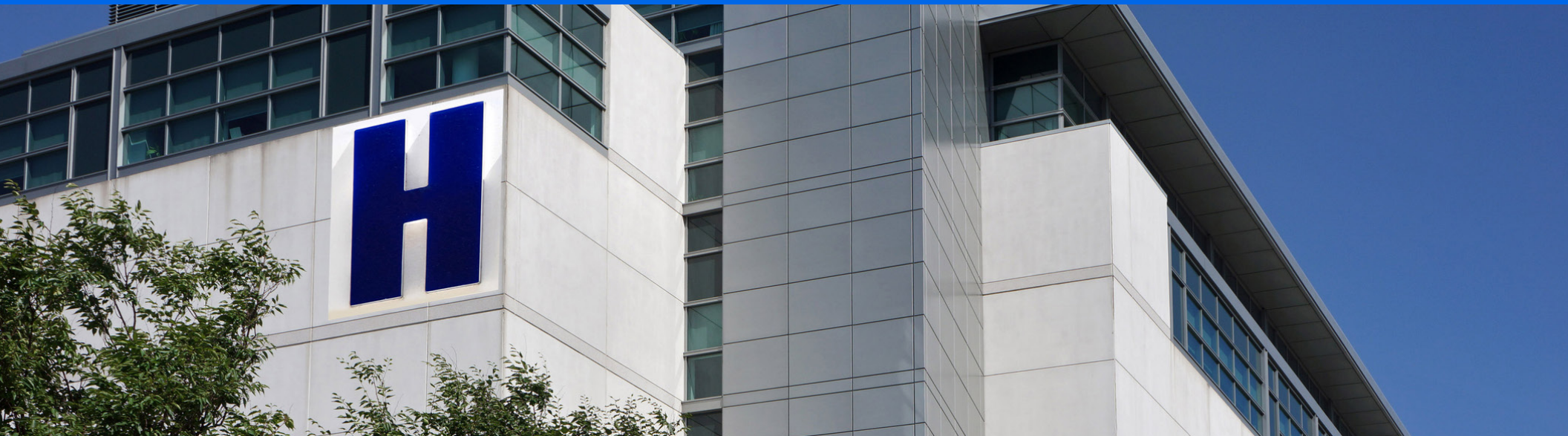
– Vice President of Planning

Enduring Partnerships, Lasting Success

Gordian has decades of experience delivering hospitals the data they need to channel their efforts and their resources strategically.

Using Gordian Planning Solutions, leaders at all levels of the organization prioritize needs and risks, effectively communicate project costs, generate winning strategies and develop actionable, long-term capital plans. Our tools and insights enable decision-makers to create alignment across departments and deploy capital optimally.

**Learn how Gordian Planning solutions can empower you to drive better outcomes for your healthcare facility.
[Talk to a Gordian Expert](#)**



About Gordian

Gordian is the leading provider of Building Intelligence™ Solutions, delivering unrivaled insights, robust technology and expert services to fuel customers' success through all phases of the building lifecycle. Gordian created Job Order Contracting (JOC) and the industry-standard RSMeans Data. We empower organizations to optimize capital investments, improve project performance and minimize long-term operating expenses.