



Cultivating Healthcare Transformation

Becoming an Agent of Change



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Agents of Change Survey Questions

After a global crisis that briefly brought facilities stewardship to the forefront, healthcare facilities administrators across North America have once again found themselves fighting for the resources and recognition they need and deserve. On their shoulders rests the future of healthcare spaces, which ultimately dictates the future of healthcare systems and the millions of people who depend on them.

To rise to this challenge, healthcare administrators need to tell their story in a compelling way that demonstrates to executive leaders how critical facilities are to their organization's mission. Only by telling this story effectively will they earn the influence they need and the resources that follow, becoming powerful agents of change within their institutions.

But what exactly does it take to tell that story and become an agent of change? And what obstacles are standing in the way of meaningful progress for a better future in healthcare? To answer these questions, Gordian conducted a survey of nearly 70 healthcare facilities leaders across the US and Canada. The goal was to reach a deeper understanding of how facilities are valued within their organizations, to what extent their missions are aligned with the C-suites, whether they're leveraging the full power of their data arsenals and what plans — if any — they've developed to tackle the challenges ahead.

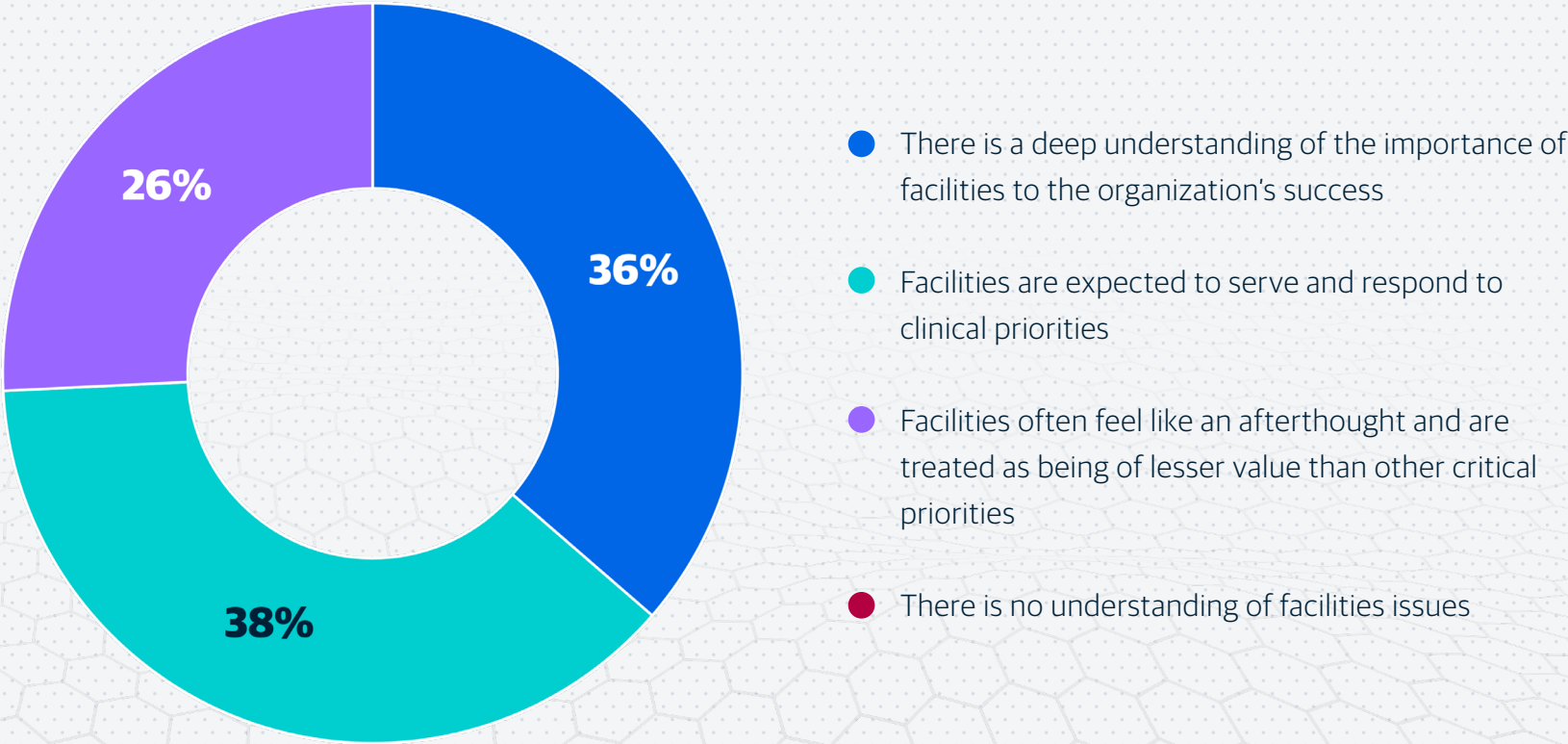
The pages ahead reveal each question asked in the survey and summarize key findings. The goal of this survey is to provide facilities leaders with an illuminating window into their shared challenges, and the strategies their peers are taking to solve them.

After tallying the responses, 100% of administrators reported that their organizations have at least some degree of understanding when it comes to facilities issues. Beyond this basic awareness, leaders see considerable variation in the degree of that understanding.

Breaking down the numbers in detail, 38% described an expectation that facilities merely serve clinical priorities, while 36% of respondents described “a deep understanding” of facilities as mission-critical. The remaining 26% lamented that facilities are treated as an afterthought.

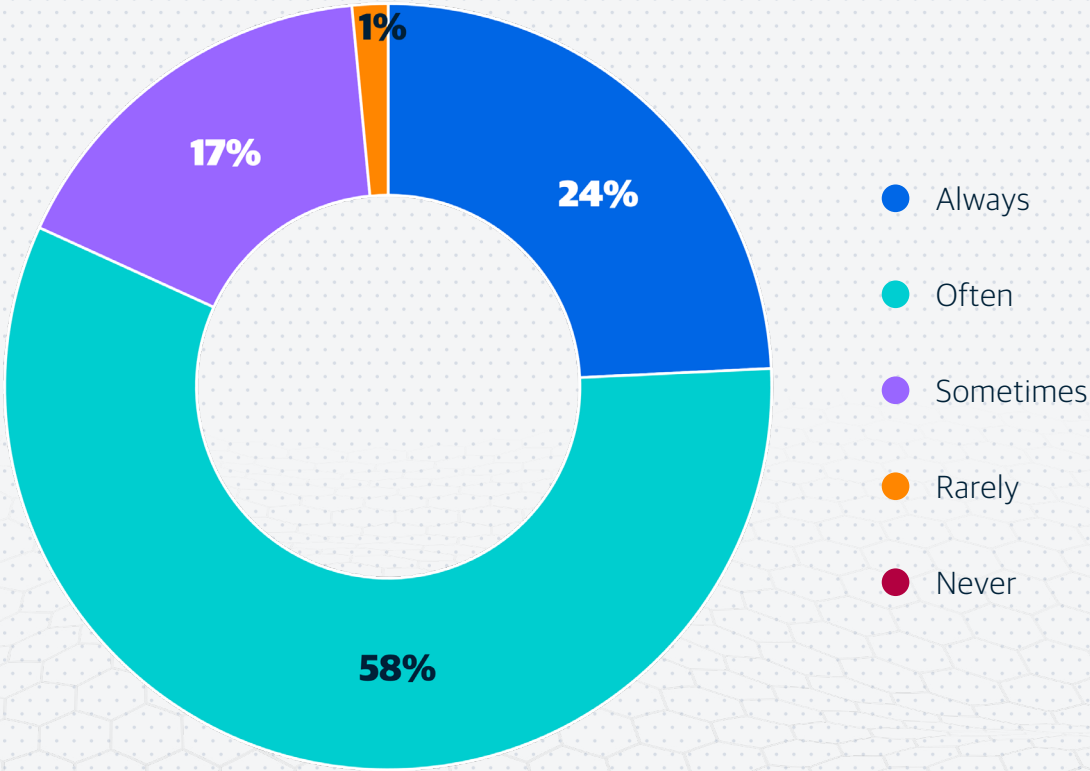
In general, how is the value of facilities investments currently perceived within your organization?

To what extent would leadership agree with your perspective on their perception of facilities issues?



An impressive 99% of facilities administrators feel that their operations connect to the broader organizational mission at least some of the time, with 58% reporting that they make this connection often. These are encouraging figures in an industry where millions of workers and patients alike depend on that alignment. That said, facilities leaders feel there's still significant room for improvement.

How often are you able to connect your day-to-day work with organizational mission and long-term priorities?



What do you think needs to be done to improve the alignment between your day-to-day work and mission priorities?

In contrast to the survey's many multiple-choice answers, the goal of this question was to garner open-ended responses from all 70 participants. Doing so allowed healthcare leaders to express their unique and individualized answers.

A brief list of answers included:

“

Think in the future, not the now.”

“

Be at the table.”

“

Better communication of the mission to all stakeholders and using the mission priorities as a tool to prioritize capital spending.”

“

Critical reinvestment in infrastructure.”

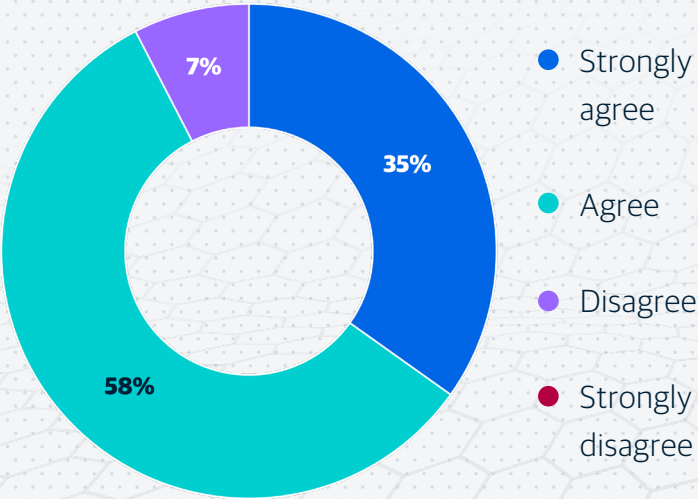
“

Better communication with leadership on an ongoing, not emergency, basis.”

For many facilities leaders, the COVID-19 pandemic was the first time they felt like their work was truly mission-critical. Now, with the worst of the crisis in the rearview, many feel relegated back to the margins, left to spread a shrinking budget across a ballooning list of priorities. Respondents proposed a multitude of ways to bridge this gap, but some common themes emerged: better communication with leadership, the means to be proactive rather than reactive about maintenance needs and a long-term approach to facilities planning. In other words, they need a permanent seat at the table – not a temporary one.

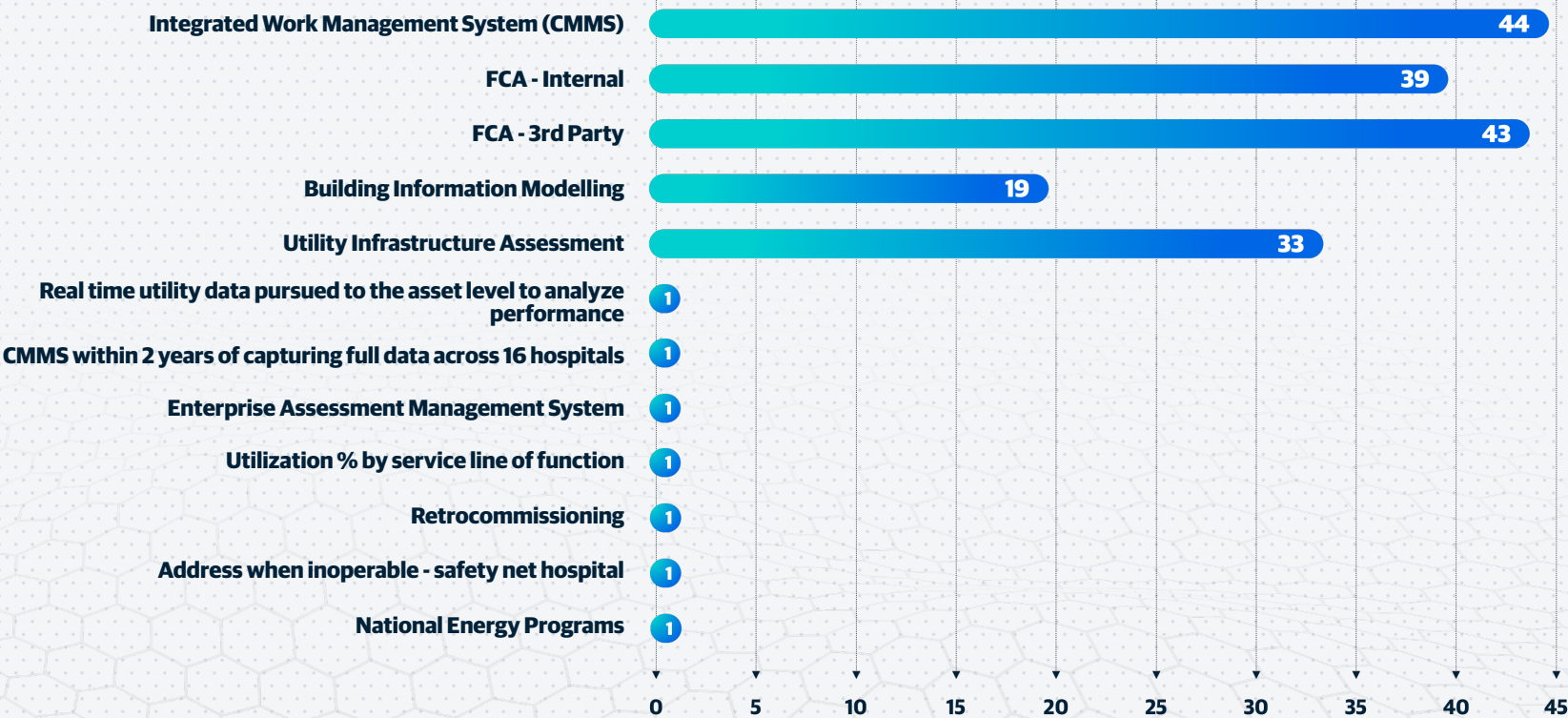
To communicate effectively with executive leaders, facilities administrators need to arm themselves with clear, compelling data. There's just one small problem: for too many facilities departments, that data is often inconsistent, incomplete and spread across a patchwork of systems that may not be capable of or reliable in talking to each other. This includes CMMS, internal and third-party FCAs, BIMs and so on.

While 93% of respondents either strongly agreed or agreed that their current facilities data can be used to advance decision-making, they also face significant obstacles when it comes to leveraging that data meaningfully.



What data do you currently use to measure facilities performance and identify needs?

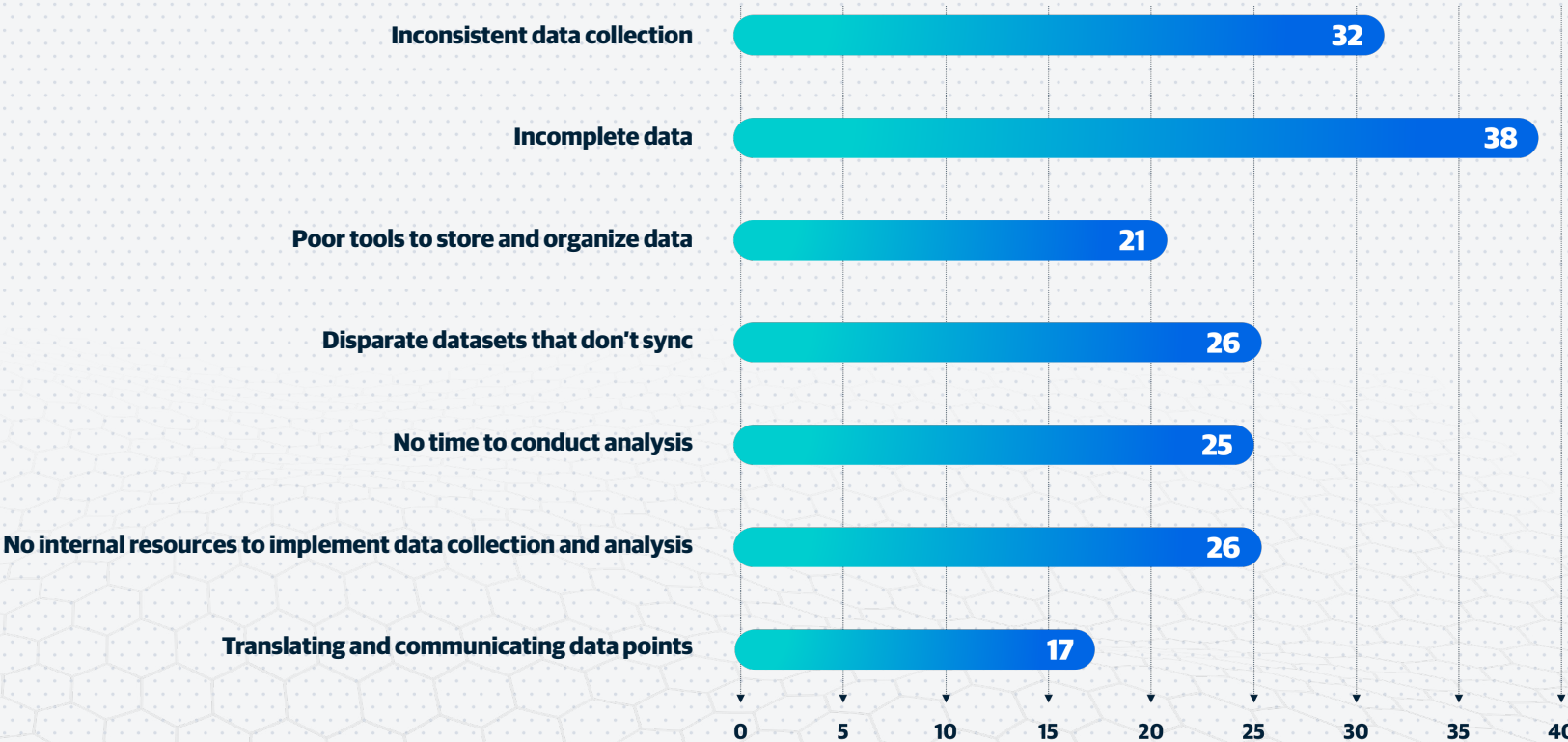
To what extent do you agree that your current facilities data can be used to advance decision-making?



Data is the foundation of any facilities decision-making process. An unstable foundation leaves the entire organization vulnerable to potential risks. As the survey indicates, the industry may be more vulnerable than many administrators like to admit.

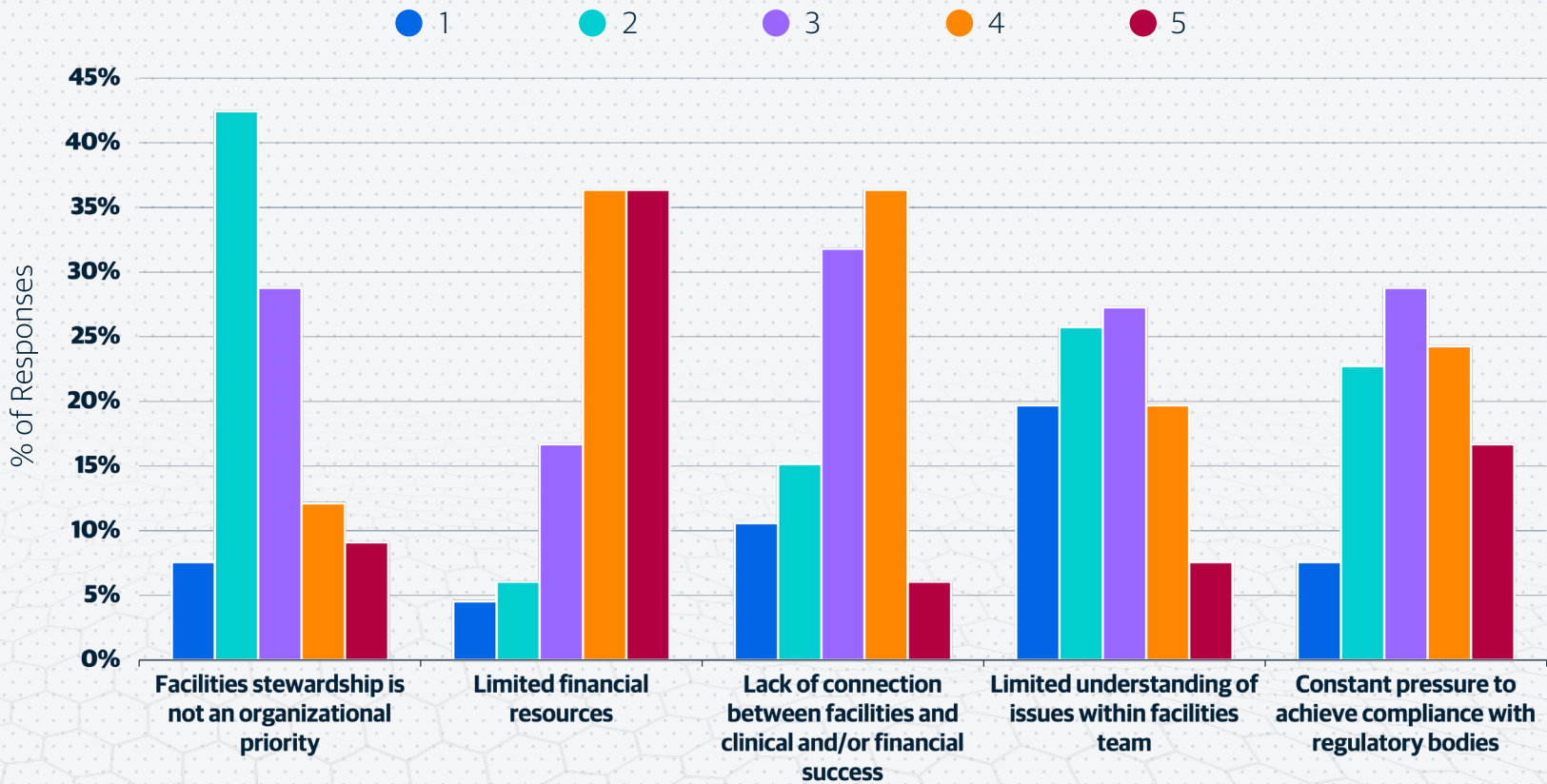
Respondents cited obstacles such as incomplete data (38 responses), inconsistent data collection (32 responses), a lack of resources to collect and analyze data (26 responses) and disparate datasets that don't sync (26 responses). While these responses are concerning, they also speak to the massively unrealized potential for organizations to leverage their data.

What are your biggest obstacles to applying the data you have to evaluate and define the condition of your facilities portfolio?



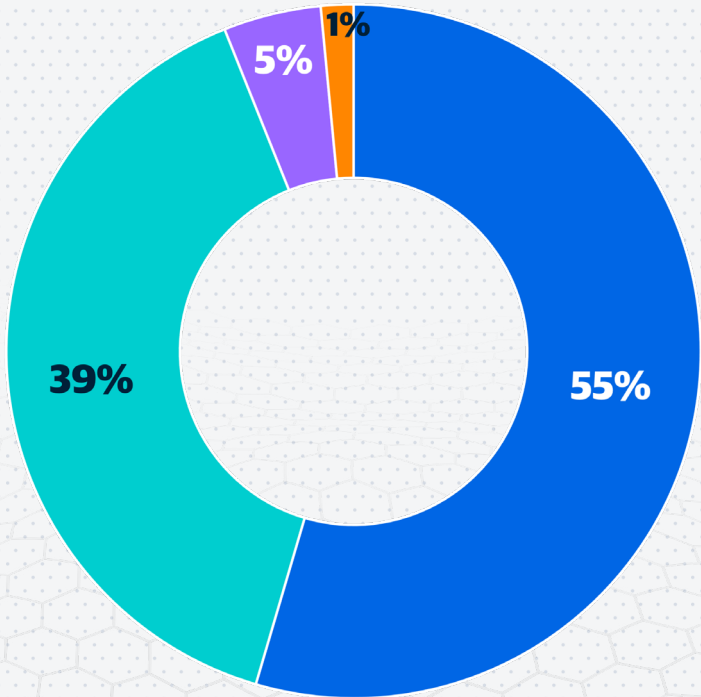
For survey respondents, the most significant challenges keeping them from reaching critical priorities are limited financial resources, a lack of connection between clinical and/or financial success and a constant pressure to achieve regulatory compliance. These figures speak to the need for facilities leaders to communicate with executive leadership in a robust, data-informed manner that connects their own operations to the broader strategic mission.

On a scale of 1-5 (1 – Not at all Challenging, 5 – Extremely Challenging), how significant are the following challenges to achieving your critical facilities priorities?

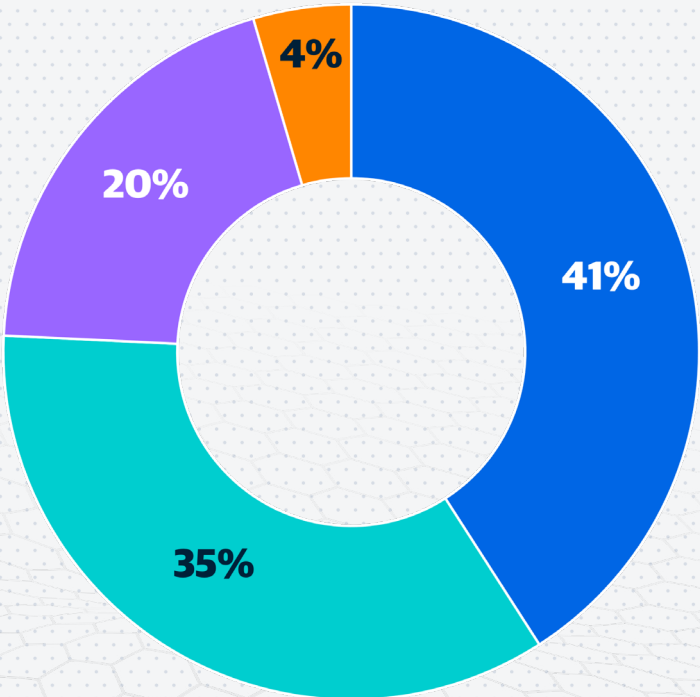


Facilities administrators are overwhelmingly (99% somewhat to very) confident in their ability to articulate facilities challenges in a way that resonates with leadership. When it comes to the quality of the investments they're making to steward their facilities, they're slightly more ambivalent. 41% of respondents said that they are "very confident," 35% said that they are "moderately confident," 20% said that they are "somewhat confident," and 4% said that they are "not confident at all." This, too, reveals potential misalignments between those investments and institutional priorities, stressing the importance of finding a middle path where leaders can accomplish their own objectives while advancing the broader mission.

How confident are you in your ability to articulate facilities challenges in a way that resonates with leadership?



How confident are you in the quality of the investments you're making to steward your facilities in the short and long-term?

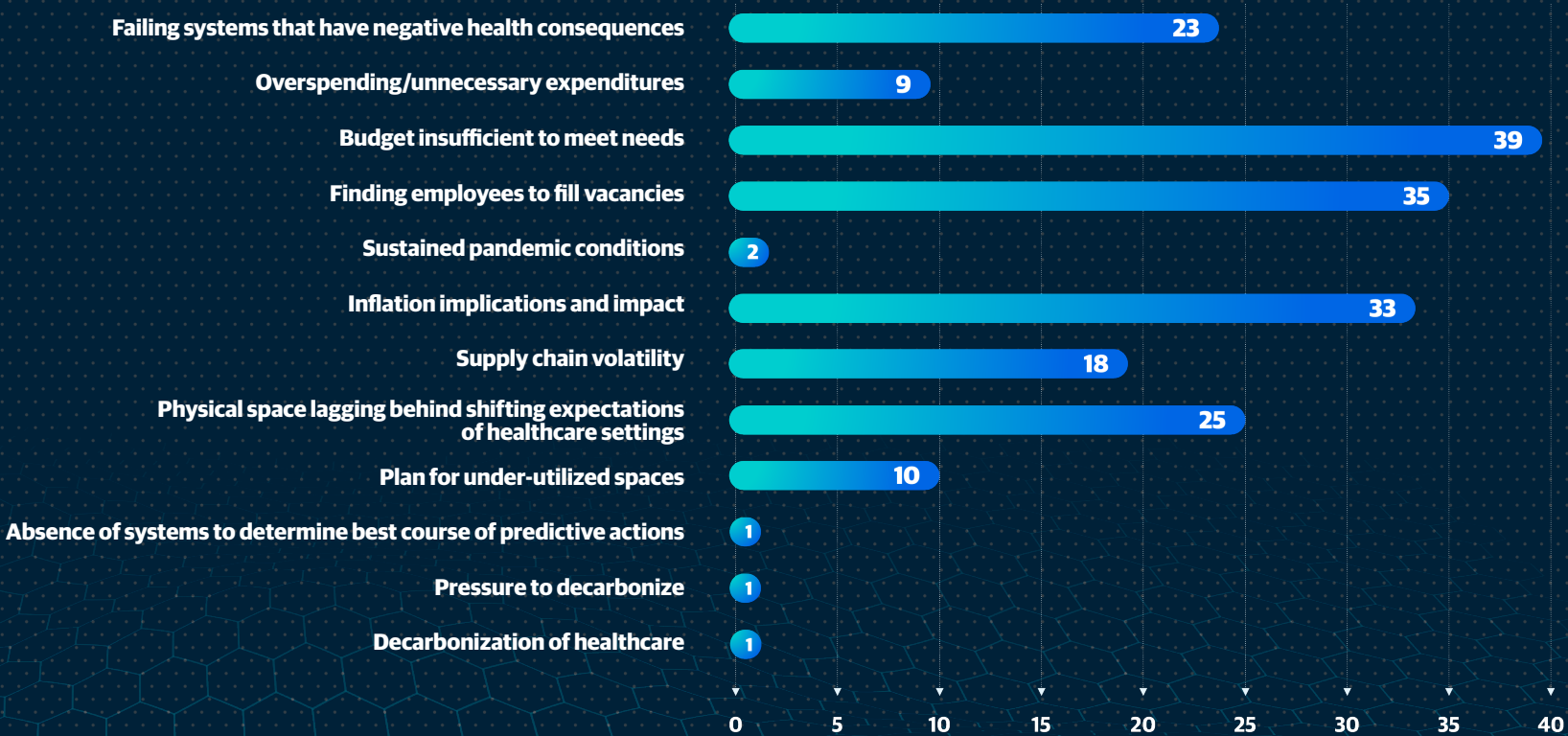


● Very confident ● Moderately confident ● Somewhat confident ● Not at all confident

Concerns for the Future of Healthcare Facilities

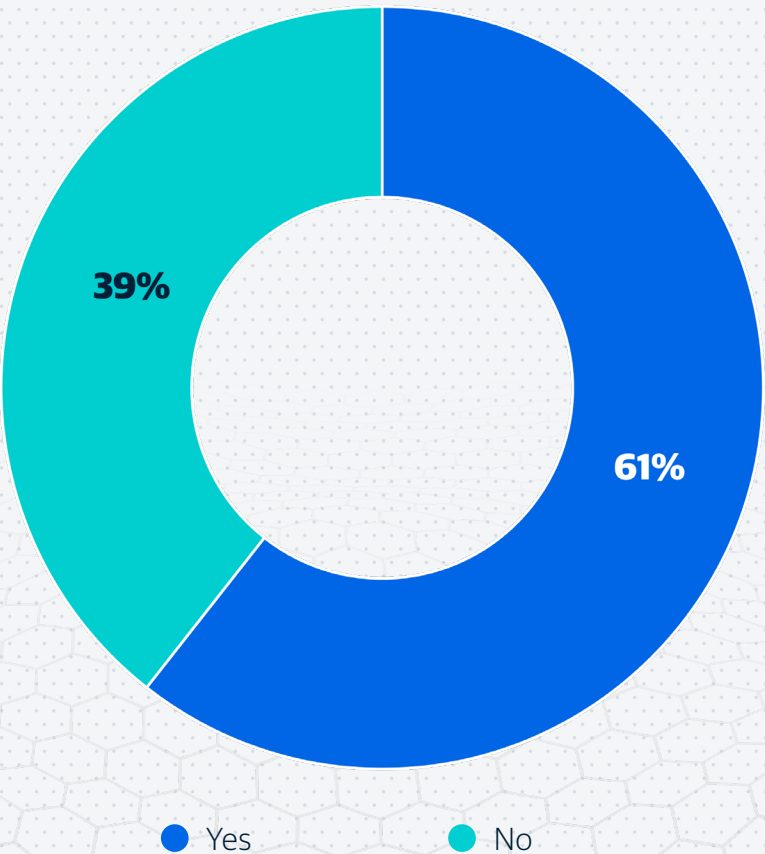
As healthcare facilities leaders look to the future, **budget constraints** are their top area of concern, followed by **staffing issues**, **inflation** and **physical space lagging** behind the shifting expectations for healthcare settings. On the bright side, few respondents are concerned about the pandemic conditions or supply chain volatilities that recently brought chaos to the healthcare industry. With those unpredictable forces no longer front-of-mind, administrators can focus their attention on somewhat more predictable ones.

From the list below, please identify your top three areas of concern for the future.



To ensure the future success of their facilities, administrators will need resilient plans that prioritize the institution's mission instead of simply supporting it. A majority of survey respondents said they've already put such efforts in place, with strategies including regular communication with leadership, the integration of facilities into organizational master plans, facilities condition assessments and the development of long-term capital renewal programs. Respondents who haven't implemented action plans described some common obstacles: funding and time constraints, a lack of buy-in or even understanding from the C-suite and incomplete data.

Do you have a plan of action in place with leadership to address these concerns?



What plan of action have you put in place to assure your success?



Closing Thoughts: Becoming an Agent of Change in Your Facility

Armed with the right data and the means to translate it into effective strategic messaging, facilities leaders can reclaim their seat at the table and work with executive leadership to deliver aligned solutions that recognize a simple, important truth: what's best for an institution's facilities are what's best for the institution. Change agents are individuals who design programs to prioritize the mission rather than support it, have smart data that informs decision making rather than reacts to it, and who develop programs based on an envisioned future.

Aligned with these goals, Gordian's Planning Solutions help healthcare organizations prioritize needs and risks, develop strategies and capital plans, design projects and estimate costs. To learn more, contact Gordian today.



About Gordian

Gordian is the leading provider of Building Intelligence™ Solutions, delivering unrivaled insights, robust technology and comprehensive expertise that fuel customers' success during every phase 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.

To learn more, reach out to us today.