



**Safeguarding Healthcare Facilities**

# Overcoming the Risk of Inaction



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**In the realm of healthcare, a stark reality looms large:**

chronic underfunding, deferred maintenance and operational constraints have collectively orchestrated a decline in the Net Asset Value (NAV) of many healthcare facilities. This unsettling trend has brought the industry to a pivotal juncture where Return on Investment (ROI) must transcend mere financial gains to encompass the “Risk of Inaction.” Without bolstered investments or a strategic reallocation of increasingly scarce resources, the safety and efficacy of physical assets for patient care are at risk, rendering risk management practices unsustainable.

Fortunately, amidst these challenges, opportunities for healthcare leaders to effect change abound. A potent solution lies in becoming an agent of change in one’s organization. In this eBook, we delve into the concrete steps that leaders within healthcare organizations can undertake to become effective catalysts for transformation.





# What Does It Mean To Be an Agent of Change in Healthcare?

## How To Become an Agent of Change

An agent of change is defined as **someone who champions and facilitates positive change**. Whether promoting a new policy that helps customers or advocating for additional employee benefits, these individuals are driven by the desire to make their organizations a better place for everyone.

Being an agent of change in healthcare goes beyond merely championing positive transformations; it embodies a commitment to driving substantial and enduring improvements in a dynamic and complex sector. These individuals serve as catalysts for progress, leveraging their expertise, influence and passion to drive meaningful shifts in policies, practices and systems.

Embarking on the journey to become an agent of change requires vision, courage and a steadfast commitment to driving positive impact. In this exploration, we delve into the essential steps and strategies for individuals aspiring to enact meaningful change within their spheres of influence.

From cultivating visionary leadership to fostering collaborative partnerships and advocating for equity, the following steps illuminate the pathways to becoming a catalyst for transformative change.



## Step 1

# Identify the Gap Between Current and Ideal States With All Key Stakeholders

An effective approach to problem-solving involves employing a method known as **gap analysis**. This process entails evaluating the current situation, envisioning an ideal future state and pinpointing the gaps between the two for targeted development. The initial phase entails identifying the overarching missions and success visions outlined by the executive leadership.

Given that many institutional facilities personnel are often excluded from the creation of these mission and vision statements, it becomes imperative to engage in discussions that ensure facility managers and their teams understand the organizational priorities and mission objectives for both present operations and future endeavors.





## Step 2

# Evaluate Preventive and Predictive Maintenance Procedures and Develop Standards

Moving forward, the focus shifts to scrutinizing the Computerized Maintenance Management System (CMMS) to ensure comprehensive asset coverage, procedural accuracy and the efficacy of maintenance outcomes. This evaluation aims to streamline interventions, eliminating those that lack effectiveness or fail to align with organizational goals and objectives. It presents an opportune moment to engage facilities, operations and maintenance leaders in discussions about the potential ramifications of reducing service frequencies or eliminating procedures altogether. Notably, many activities logged in the CMMS stem not from manufacturer recommendations, but rather from historical challenges or mandates from executive and medical leadership.

A wise approach to evaluating the efficacy of both preventive and predictive maintenance procedures involves leveraging **Engineering Best Practices**. This method ensures that any adjustments to service frequencies are grounded in documented evaluations conducted before, during and after implementation, prioritizing safety and allowing for peer review and executive oversight.

Concurrently, or as resources permit, institutions can craft their own design standards and energy requirements, encapsulated in an **Owner's Project Requirements (OPR)** document. This formalizes the project initiation process, irrespective of the chosen construction delivery method, and holds design teams contractually accountable to these standards. Early discussion of these standards at the project's outset ensures alignment across the team.

**Value Engineering (VE)** submissions aimed at reducing these standards should be rejected, as they compromise project integrity. Additionally, the OPR document can delineate data transmission protocols, required digital formats and closeout documentation, mitigating the inclusion of extraneous data streams.

Both endeavors demand considerable commitment from institutional facilities teams, although they alone cannot resolve the complexity of disparate data sets.



### Step 3

## Resolve Disparate Datasets and Define Needs by Completing a Facilities Condition Assessment (FCA) Standards

Recent trends of downsizing staff, cutting third-party service contracts and reducing capital allocations exacerbate the challenges faced by institutions, often leading to unsustainable outcomes. Now more than ever, there's an urgent need for strategic decision-making that realigns discussions around facility investments with the core mission of the organization.

Addressing the complexities stemming from managing disparate data sets is paramount to ensuring executives meet their objectives, achieving organizational missions and maintaining a sustainable margin. Utilizing clear and concise data to highlight needs while advancing other organizational goals serves as a pivotal catalyst for change. Given constrained resources, it's imperative to rally the institution around these challenges and ensure senior leadership comprehends the nexus between mission fulfillment and financial imperatives over both the short and long-term.

The subsequent pivotal step in effecting change lies in conducting **a comprehensive Facility Condition Assessment (FCA)** that integrates various data sets, serving as a bridge and catalyst for transformative facility lifecycle management. Adopting a curb-to-curb approach, the FCA method thoroughly evaluates and documents every aspect of the institution's portfolio, encompassing architectural elements, buildings, grounds, capital renewal and deferred maintenance. A robust FCA becomes the cornerstone for driving improvement in facility performance and fostering disruptive innovation endeavors. The value of knowledge derived from this assessment lies in its ability to provide clarity, facilitating conversations that prioritize the institution's missions in all operational and capital endeavors, thereby mitigating the risk of inaction.



# Closing Thoughts



Becoming an agent of change and enhancing funding outcomes necessitates aligning personnel and capital requests with the core missions of an institution. Fundamental to affecting this shift is the facility team's ability to articulate their needs based on insights gleaned from a thorough and effective facilities condition assessment. Scrutinizing this assessment enables the facilities team to streamline operations and establish a coherent link to the missions they support. Prioritizing the consolidation of disparate data sets into manageable streams of information becomes imperative once the groundwork for change is laid.

It's incumbent upon facility leaders to embrace their role as catalysts for change, ensuring sustainable outcomes and driving continual improvements. Armed with insights derived from their facilities condition assessment, they furnish critical information on how assets contribute to the institution's missions and the ramifications of neglecting or postponing action — a phenomenon we label the **Risk of Inaction**. Starting methodically, gaining momentum and empowering the team to experiment, learn and recover swiftly constitute the blueprint for effecting meaningful change.

Transform risk into opportunity for your healthcare facility. [Contact Gordian](https://www.gordian.com) to discover solutions that protect your investment and ensure optimal patient care.





## 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 RSMMeans™ Data. We empower organizations to optimize capital investments, improve project performance and minimize long-term operating expenses.