What Healthcare Administrators Should Look for in Facility Operations Programs

THE DIRECT ANSWER

Administrators evaluating a facility operations program should look for five things : (1) compliance posture — survey-ready documentation for Joint Commission, CMS, and life safety without heroics before surveys; (2) reliability metrics — work-order completion, PM compliance, and unplanned downtime trending the right way; (3) capital planning discipline — a risk-based, multi-year plan instead of annual lobbying; (4) energy performance — benchmarking and a credible reduction trajectory; and (5) workforce stability — turnover, training, and succession in the trades, because a program is only as good as its people.

THE EVALUATION CHECKLIST

- Documentation: can the program produce ILSM logs, testing records, and ICRA permits on demand — any day, not just survey week?
- Metrics: PM completion rate, emergency vs. planned work ratio, mean time to repair, energy use intensity.
- Capital: is there a 5-year risk-ranked plan with funding strategy, or a wish list?
- Risk: what's the deferred maintenance backlog, and what's the plan to stop it growing?
- People: turnover rate, time-to-fill for critical trades, apprenticeship or training pipeline.

FIELD QUESTION

How do you evaluate a hospital facilities program?

Check compliance documentation readiness, reliability metrics, capital planning discipline, energy performance, and workforce stability.

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