



WORKSHOP: Creating Compelling Messages & Value for the C-Suite

Al Gresch, VP of Client Success, Accruent
Thursday, October 17th



Objectives

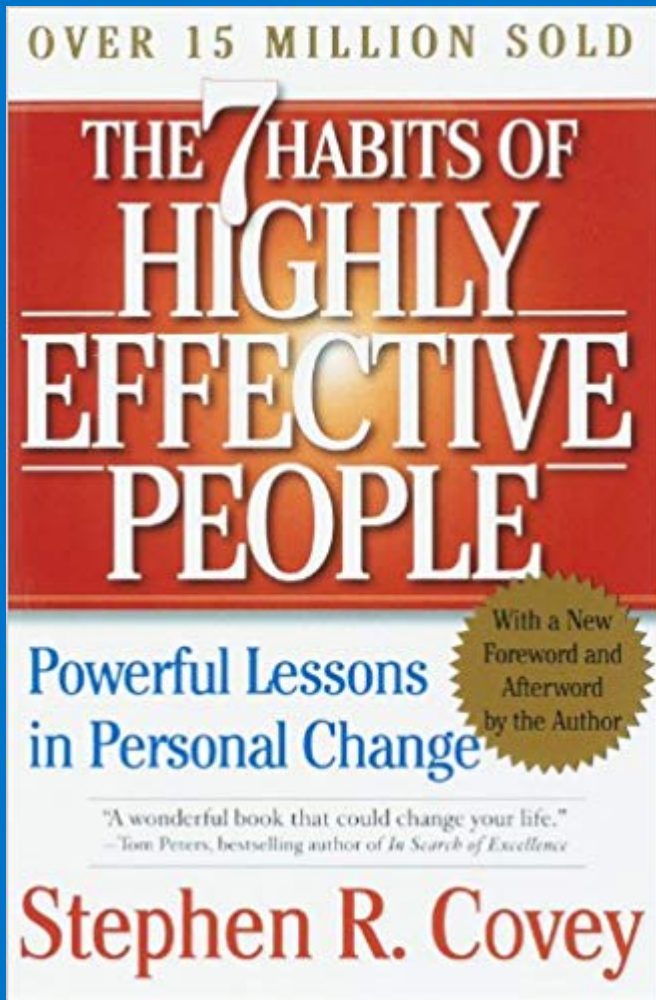
Understand how to:

- Create a compelling business plan
- Deliver more than the standard PM/break fix function
- Help your executives solve their cost challenges
- Become recognized as someone your executive leadership team can count on for innovative solutions

**IF YOU CAN'T DEMONSTRATE
THAT THE TIME WITH YOU WILL
BE WELL SPENT, THEN YOU
WILL HAVE A HARD TIME
SPENDING TIME WITH THE
RIGHT PEOPLE.**

Jeff Bajorek





- Habit 1: Be Proactive
- Habit 2: Begin With the End in Mind
- Habit 3: Put First Things First
- Habit 4: Think Win-Win
- Habit 5: Seek First to Understand, Then to be Understood
- Habit 6: Synergize
- Habit 7: Sharpen the Saw

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“Vision without action
is merely a dream.
Action without vision
just passes the time.
Vision with action can
change the world.”

Joel A. Barker

“If you don’t know where you’re going, any road will take you there.”



Lewis Carroll

AAMI HTM Levels

Fundamental

Provides basic level of technology services and compliance with applicable standards and regulations. Minimum level, suitable for new HTM programs and those in very small healthcare facilities.

Established

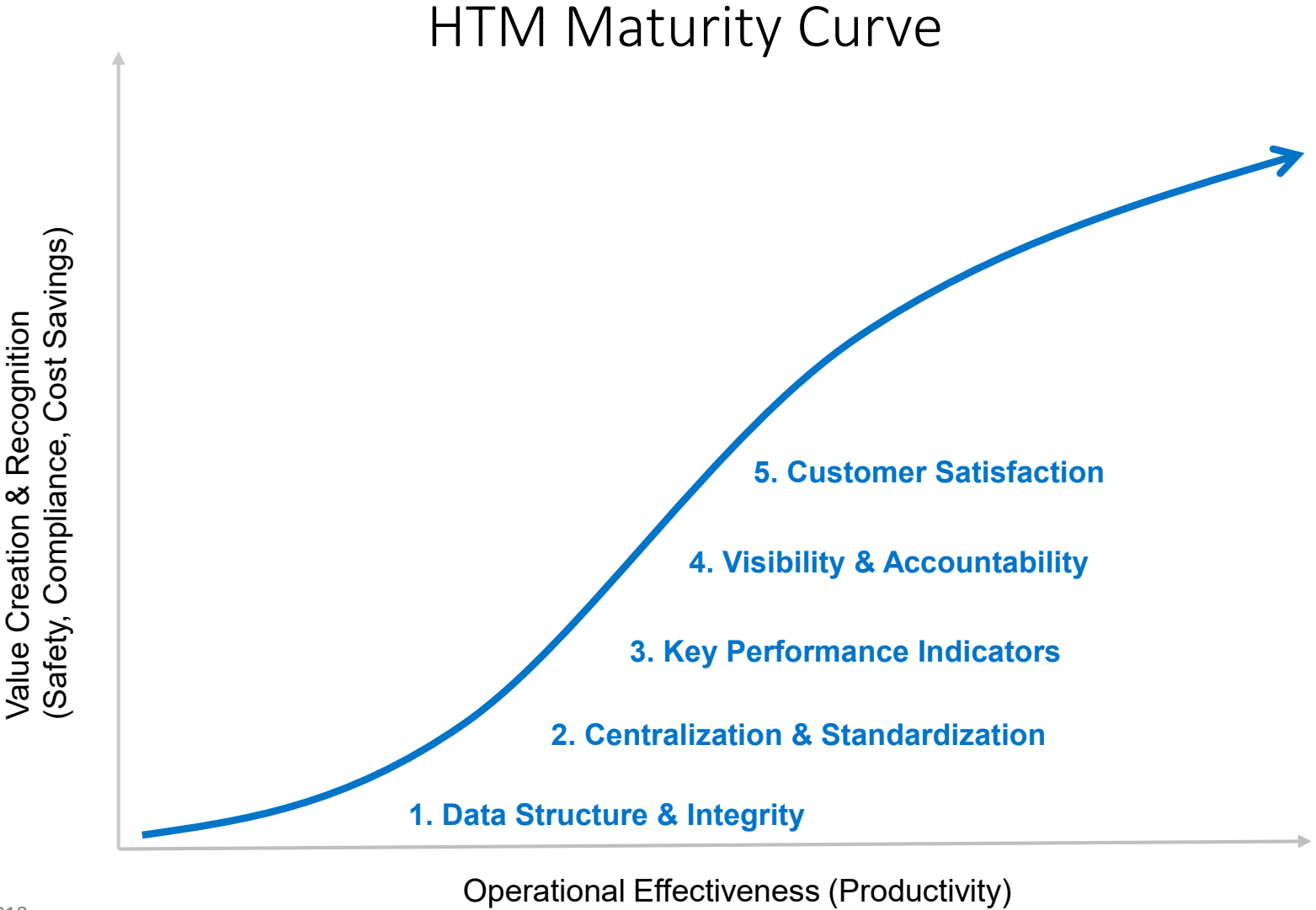
Moved beyond the basics and provide additional services, with a focus on cost effectiveness. All HTM programs should work to achieve this level of performance for their organizations.

Advanced

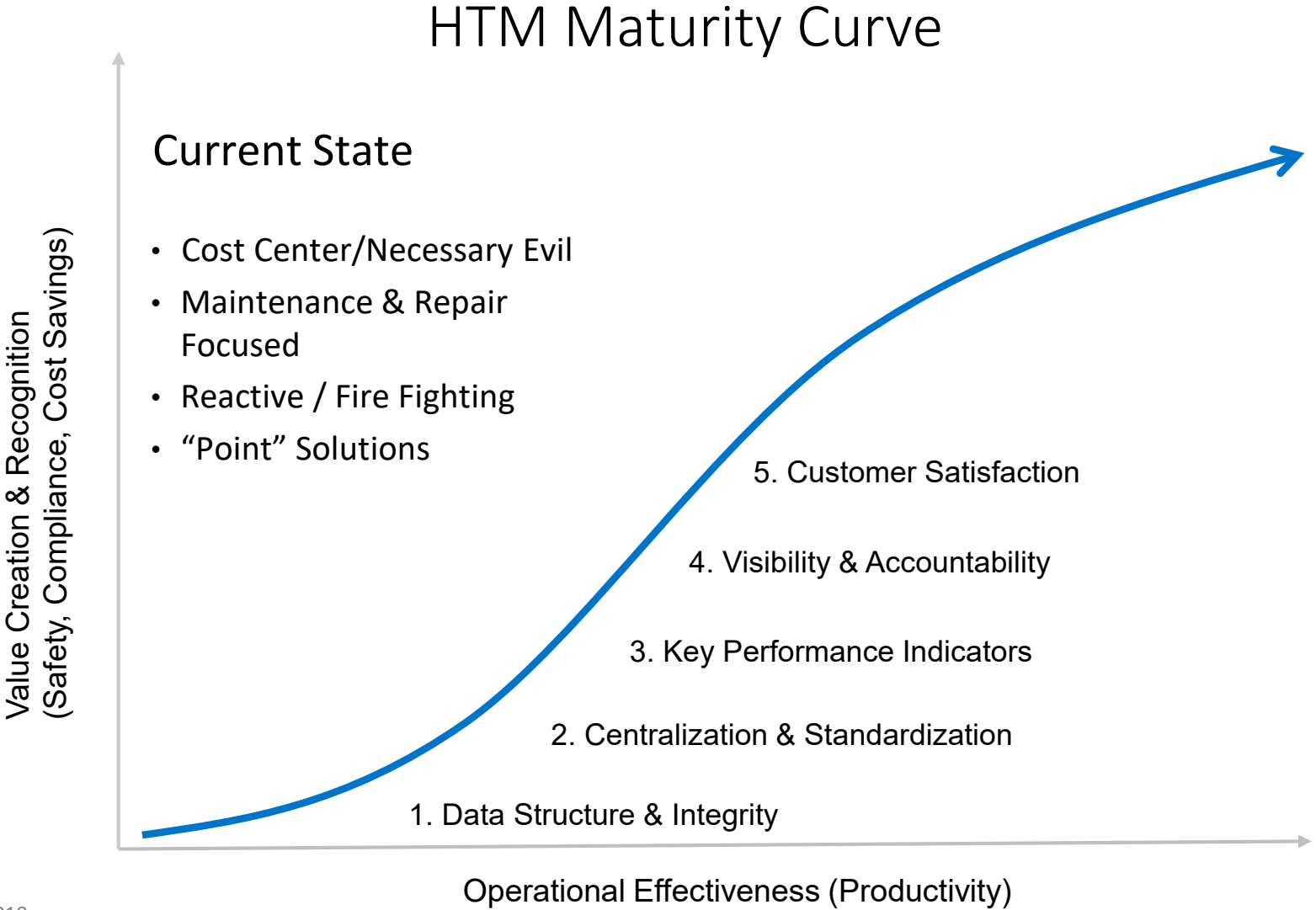
On the leading edge, demonstrating the full range of potential for HTM contributions to patient care. Very few programs achieve this level of performance across the board, but every HTM program can find opportunities for improvement at this level.



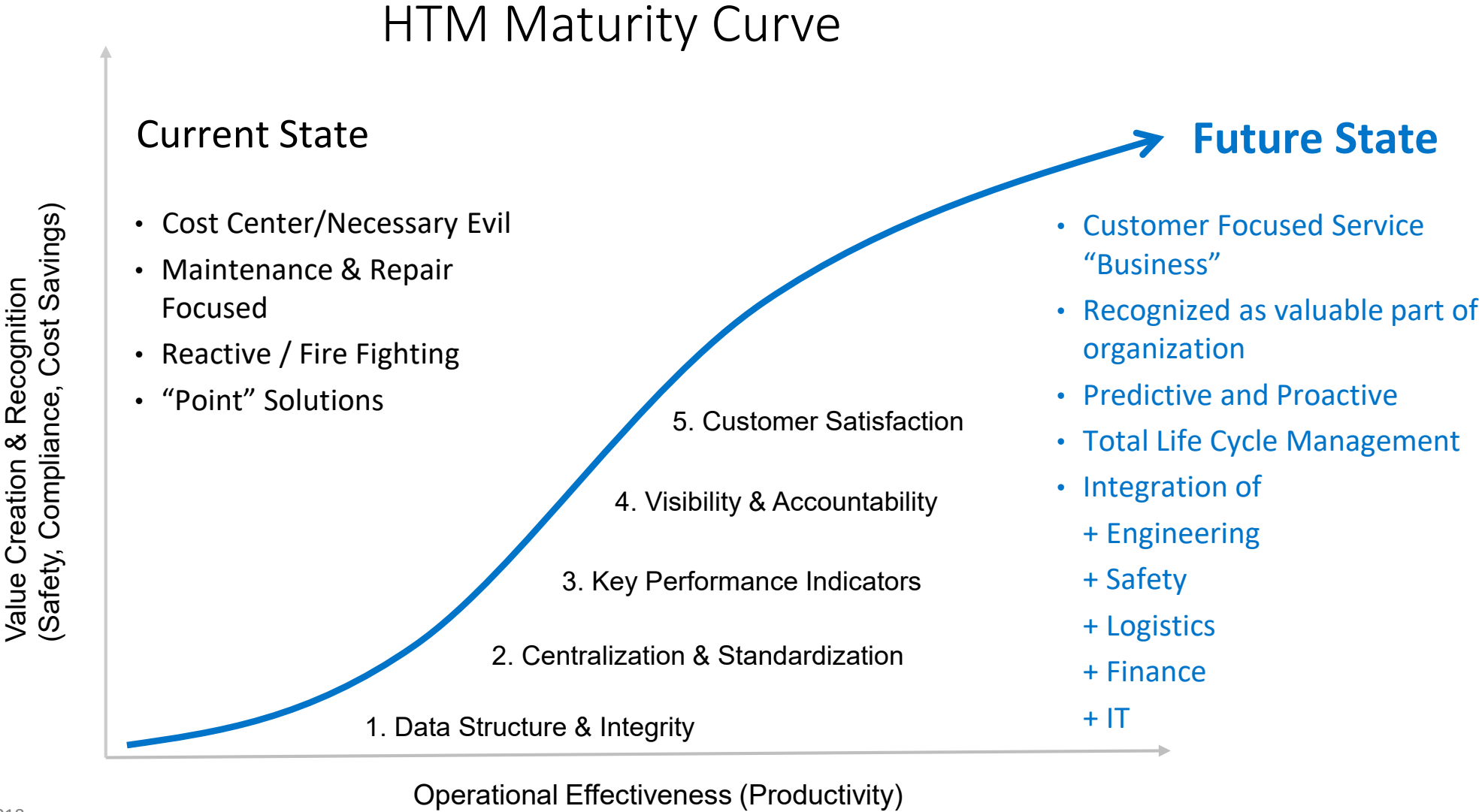
USING DATA AND PROCESS TO DRIVE VALUE AND RECOGNITION



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SWOT Analysis

Evaluation of Internal Environment

- Strengths (Positive)
- Weaknesses (Negative)

Evaluation of External Environment

- Opportunities (Positive)
- Threats (Negative)

Strengths

- Examples
 - Physical Assets
 - Human Assets
 - Structure/Processes/Process Discipline
 - Leadership

Weaknesses

- Examples

Lack of:

- Physical Assets
- Human Assets
- Structure/Processes/Process Discipline
- Leadership
- Negative Perceptions

Opportunities

- Examples
 - Change in Demographics
 - Changes in Organizational Culture
 - Changes in Organizational Needs
 - Changes in Staffing

Threats

- Examples
 - Changing Customer Base
 - Closing of Geographic Markets
 - Technological Advances
 - Changes in Regulations
 - New Business/Broadened Customer Base

SWOT Matrix

| | Strengths | Weaknesses |
|----------------------|------------------|-------------------|
| Opportunities | S-O strategies | W-O strategies |
| Threats | S-T strategies | W-T strategies |

Strategic Plan for Healthcare Technology Management

This document sets out a strategic plan for Healthcare Technology Management (HTM). It reviews strengths, weaknesses, opportunities and threats; presents a series of statements relating to HTM's vision, mission, values, and objectives; and sets out its proposed strategies and goals.

Strengths, Weaknesses, Opportunities and Threats

Strengths:

- Technical staff/expertise
- Site/regional leadership
- Strong customer relationships
- Strong reputation for skill/customer service in most regions
- Centralized structure and support

Strengths, Weaknesses, Opportunities and Threats

Weaknesses:

- Reliance on selling ideas/strategies to finance before moving forward
- Less established reputation in some regions
- Having to overcome skepticism of in-house abilities in less established regions or in areas of new services
- Lack of standardized system policies and procedures

Strengths, Weaknesses, Opportunities and Threats

Opportunities:

- Expansion into new service areas
 - Lab
 - Sterilizers
 - Endoscope Repair
 - VNA
- Revenue-generating opportunities
 - Bay Care
 - Home Health Vendors
 - Other Healthcare organizations with weak or no in-house support

Strengths, Weaknesses, Opportunities and Threats

Threats:

- Outsourcing
- Loss of in-house talent to vendors/outside organizations
- Low staff morale

Vision

The vision of HTM in 5 year's time is:

HTM will have expanded its staffing and expertise to provide 90-95% of support for all of Clinical Applications and Systems. It will have depot services for those specialized or low-end modalities that have been identified to be best serviced in that manner. HTM will have developed non-degreed Clinical Engineering Aide or Assistant positions to cost effectively handle servicing the less technical, low-end devices. HTM will be able to easily benchmark, monitor, and report its cost effectiveness to Senior Administration. HTM will have developed an Asset Management System to the point where Clinical Management, Site Administration, Accounting, and Finance will have cost of ownership, depreciation, and service history data readily available to assist in budgeting and equipment replacement decisions. HTM will have established the legal, financial, and organizational infrastructure to be able to market its services outside of the Health System. These efforts will translate into annual net savings/revenue generated in excess of \$2M to the Health System's bottom line.

Mission Statement

The central purpose of Healthcare Technology Management is defined as:

Healthcare Technology Management provides Engineering, Regulatory Compliance, Safety, Technical and Clinical Consulting, Asset Management, and Maintenance Management Services. We serve those who provide care to the Health System patients by supplying them with the expertise to manage their technology safely, affordably, and effectively. We create and implement innovative, customer focused, high-quality solutions to ensure the accuracy, reliability, and safety of all patient care technology in a timely and cost-effective manner.

Values

The values governing Healthcare Technology Management's development are as follows:

- Accountability, Teamwork, and Respect
- Setting the Standard for Service
- Continually Improving our Quality
- Controlling our Costs
- Power of Diversity

Business Objectives

Long-term business objectives of Healthcare Technology Management are:

- To expand services and expertise to the point of virtual self-reliance
- To become a highly visible, marketable entity of the Health System

Key Strategies

Healthcare Technology Management will pursue the following critical strategies:

1. Develop in-house support for high end modalities (CT, MR, Nuclear Medicine) to eliminate costly outside services.
2. Complete development of in-house support for Anesthesia, Laser, Sterilizer, Imaging, and Diagnostic Ultrasound equipment in all regions.
3. Develop Aide or Assistant positions and work to push high tech services to more experienced techs, while migrating low end, low tech services to non-degreed positions.
4. Complete standardization of services, methods, policies, and procedures while maintaining flexibility to meet the needs of all customers.

Key Strategies (cont.)

5. Complete development and implementation of Asset Management System. Work with Corporate IS and CMMS Vendor to interface front end CMMS to Capital Acquisition, Accounting, Accounts Payable, Finance, and Purchasing systems.
6. Develop IS applications expertise to provide support to any device or application that interfaces with Clinical Equipment.
7. Expand Healthcare Technology Management website features to provide greater value to customers/staff.
8. Complete development of Lab Services.
9. Complete development of Depot Services.
10. Develop Parts Specialist position(s).
11. Complete development and staffing for support to VNA.

Key Strategies (cont.)

12. Complete pilot program for in-house endoscopy service.
13. Complete development of infrastructure for marketing services outside of the Health System.

PlanningShop™



Inc. & Forbes

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Successful Business Plan

Secrets & Strategies

Rhonda Abrams

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Answers to Ten Questions People Ask

GETTING TO YES

Negotiating Agreement Without Giving In

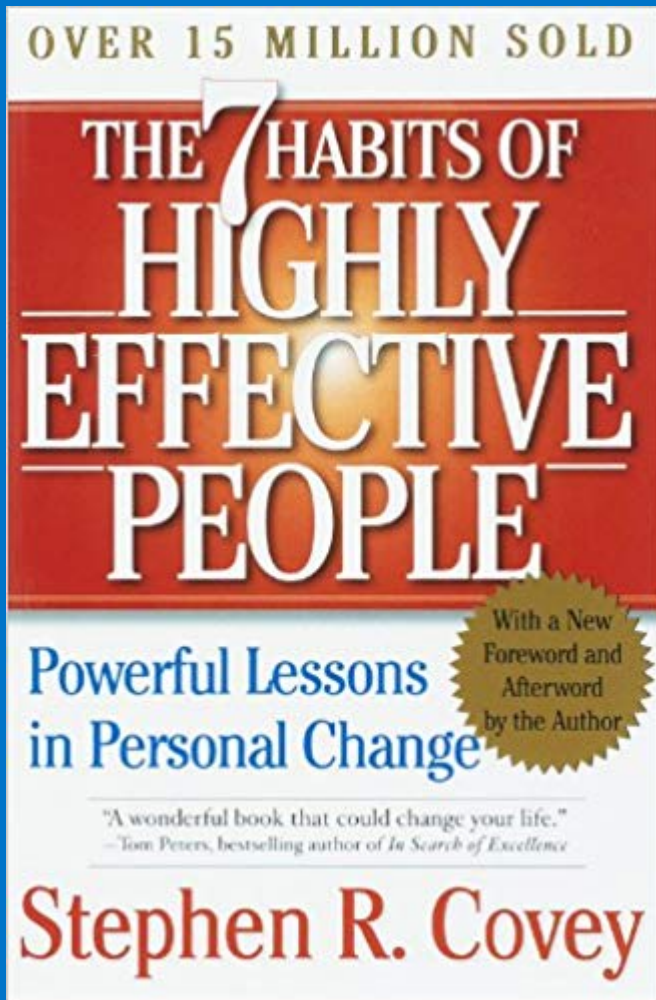
Roger Fisher and William Ury

and for the Second Edition Bruce Patton
of the Harvard Negotiation Project

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Understand how to:

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Healthcare Trends

HEALTHCARE FINANCE

April 2019

- M&A (25%)
- Consumerism (14%)
- Telehealth (13.8%)
- AI & Machine Learning (11.2%)
- Staffing Shortages (11.1%)
- Cybersecurity (9.5%)
- EHR optimization and Ancillary Technology (9.5%)

BECKER'S
Hospital CFO Report

August 2018

“Expense rate
growth exceeds
revenue growth
rate for 2nd
consecutive
year”

**“Not-for-Profit
Hospital
Operating
Margins hit an
all time low of
1.6%”**

hfmaTM
August 2018

Modern Healthcare

April 2019

“Not-for-Profit
Hospital Operating
Margins improved
to 1.7%. 2.5%
considered
sustainable.”

Aging Workforce

- Imaging Techs – 50 to 52.4
- Tech III's – 49 to 52
- Overall – 49 to 51





LOW

UNEMPLOYMENT

- 4.2% Overall
- 2.2% in Healthcare Sector
- Fewer Schools to train

Trends in Healthcare



67%

of medical device manufacturers believe their devices will be attacked.



\$11.2B

is wasted due to inefficient communication technology.



45%

Healthcare Accounted for 45% of All Ransomware Attacks in 2017.



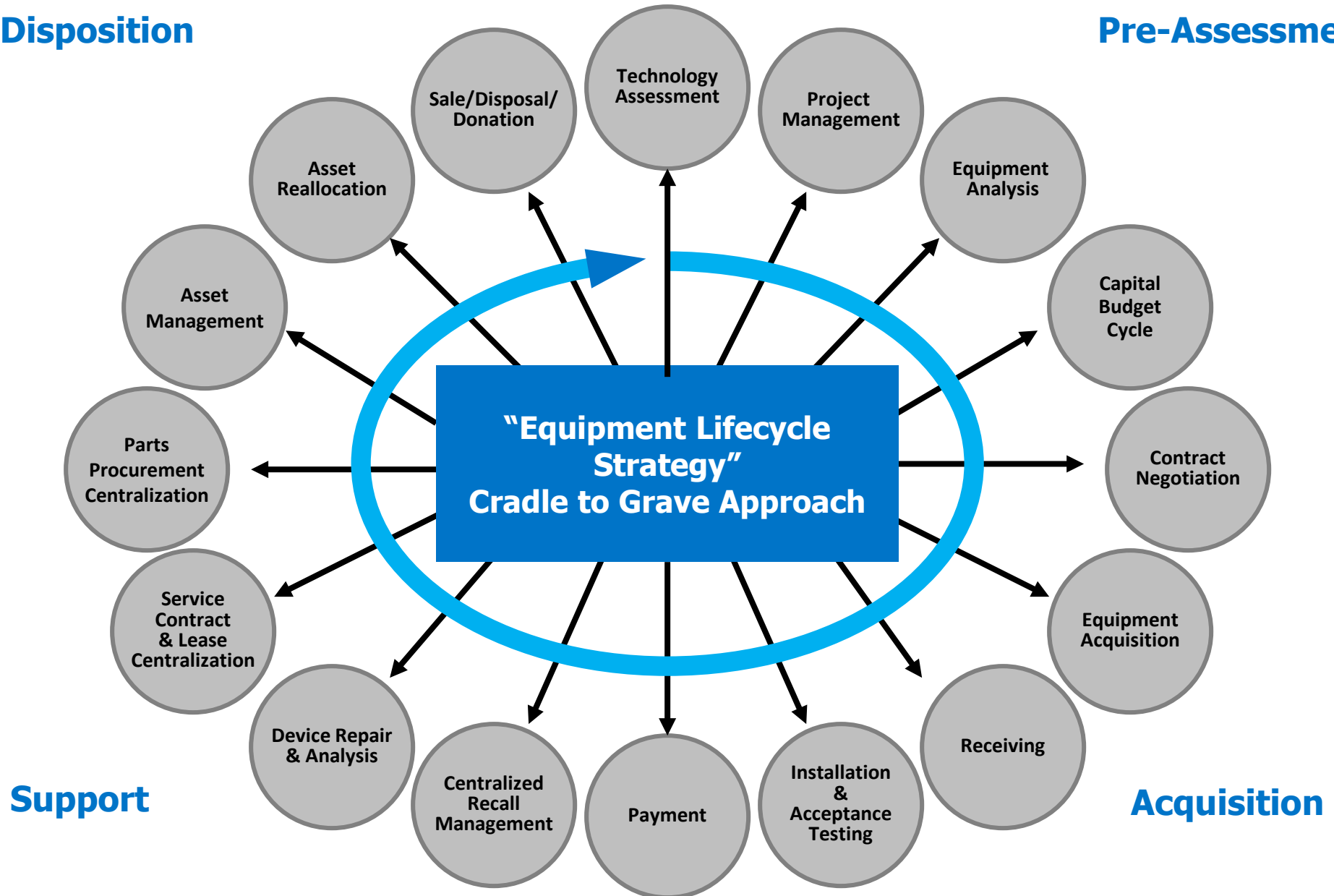
>25%

769 hospitals lost 1% of Medicare reimbursement in 2017 and more than 25% of hospitals have negative operating margins.



Final Disposition

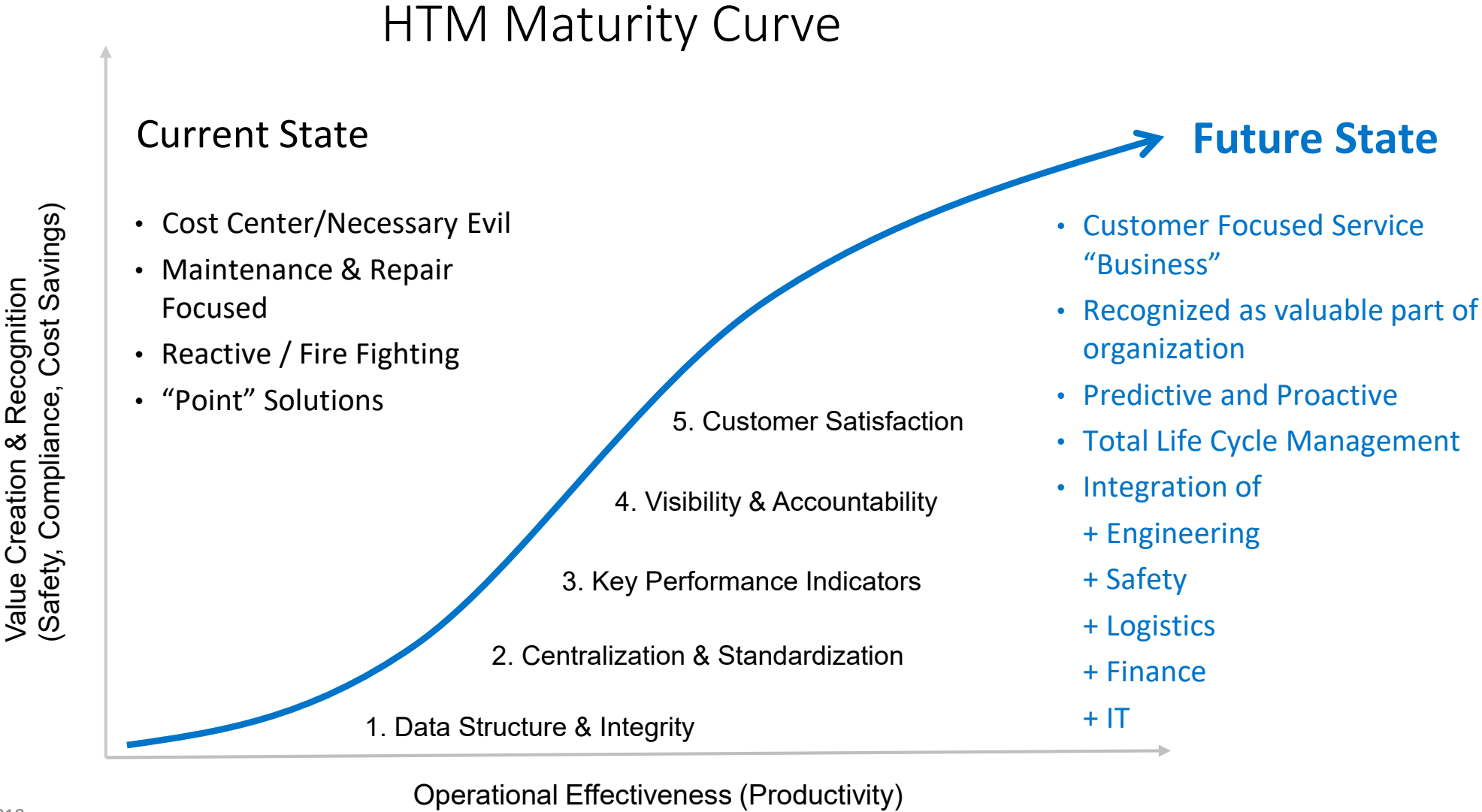
Pre-Assessment



Support

Acquisition

USING DATA AND PROCESS TO DRIVE VALUE AND RECOGNITION



MDSA CYBERSECURITY RISK MANAGEMENT AND MITIGATION



Medical Device Security Analyzer (MDSA) applies a two-pronged approach to the management and mitigation of cybersecurity risk.



Analyze and report against all medical devices, network data and software



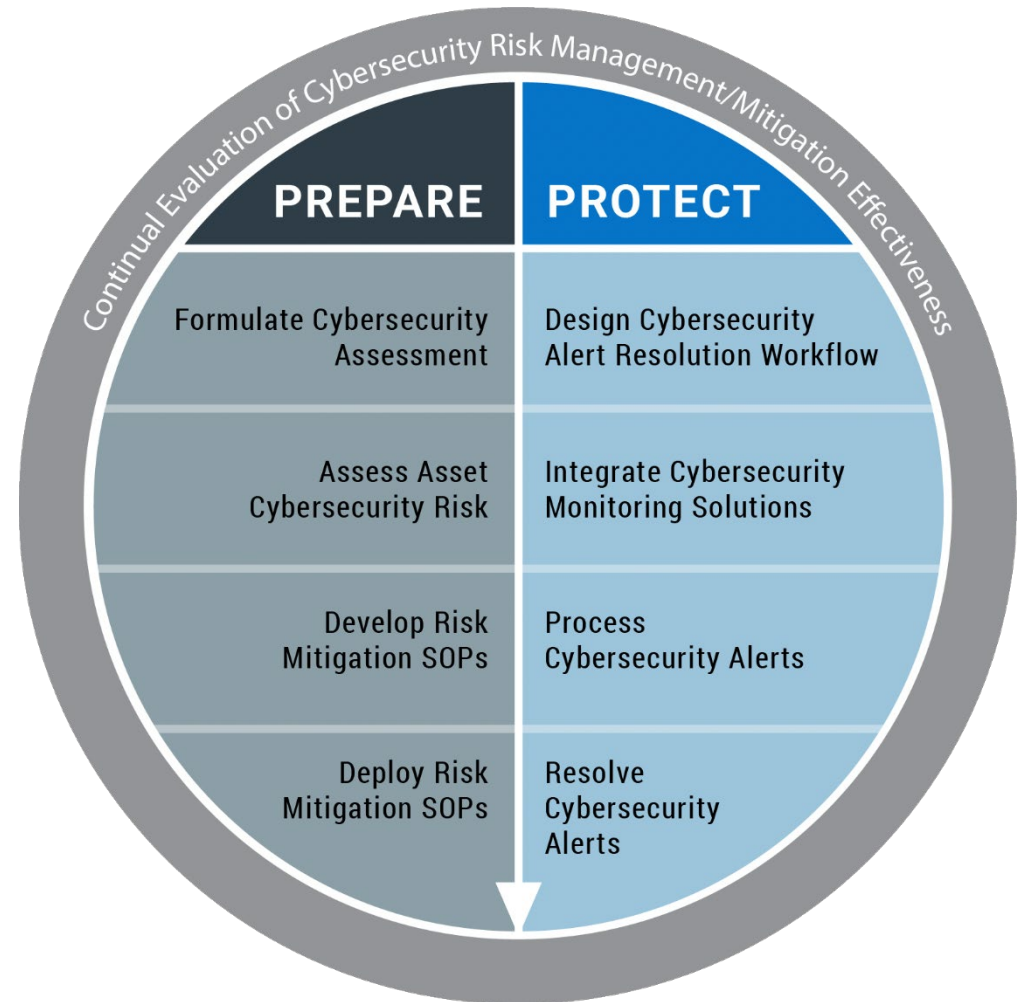
Reconcile MDS2 data and other security attributes against inventory



Automate workflows unique to our organization when potential security risks or gaps are found



Integrate with hospital's network monitoring tools



Healthcare Technology Management Q2 Update Central Region

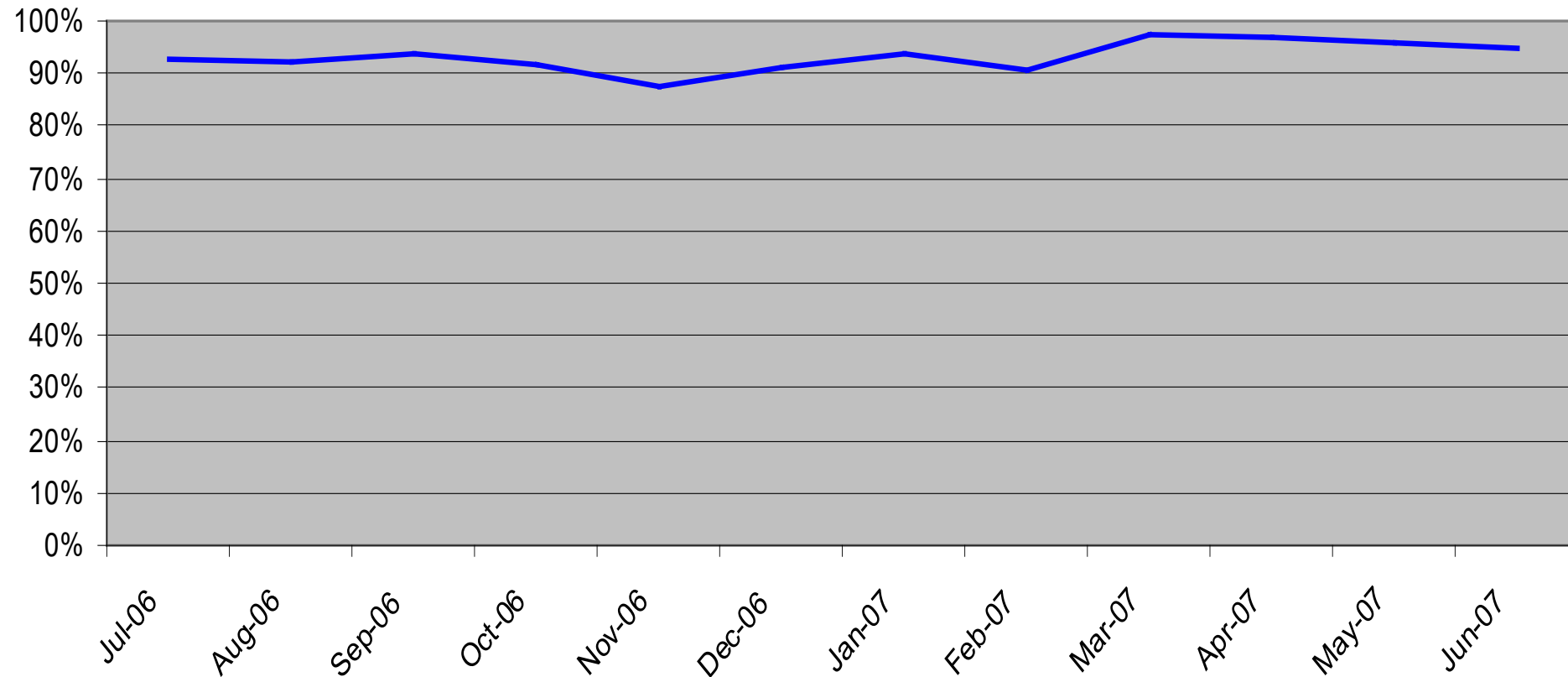
Al Gresch

Our Promise – Response Times

- **During Normal Hours (Mon – Fri, 7am to 3:30pm)**
 - Routine Call Back..... 4 hours
 - Routine On Site.....16 hours
 - Non Emergency Call Back.....15 minutes
 - Non Emergency On Site.....2 hours
 - Emergency Call Back.....15 minutes
 - Emergency On Site.....30 minutes
- **After Hours (Mon – Fri, 3:31pm – 6:59am)** including weekends and holidays
 - Routine Call Back..... Next Business Day
 - Routine On Site.....Next Business Day
 - Non Emergency Call BackNext Business Day
 - Non Emergency On SiteNext Business Day
 - Emergency Call Back15 minutes
 - Emergency On Site2 hours

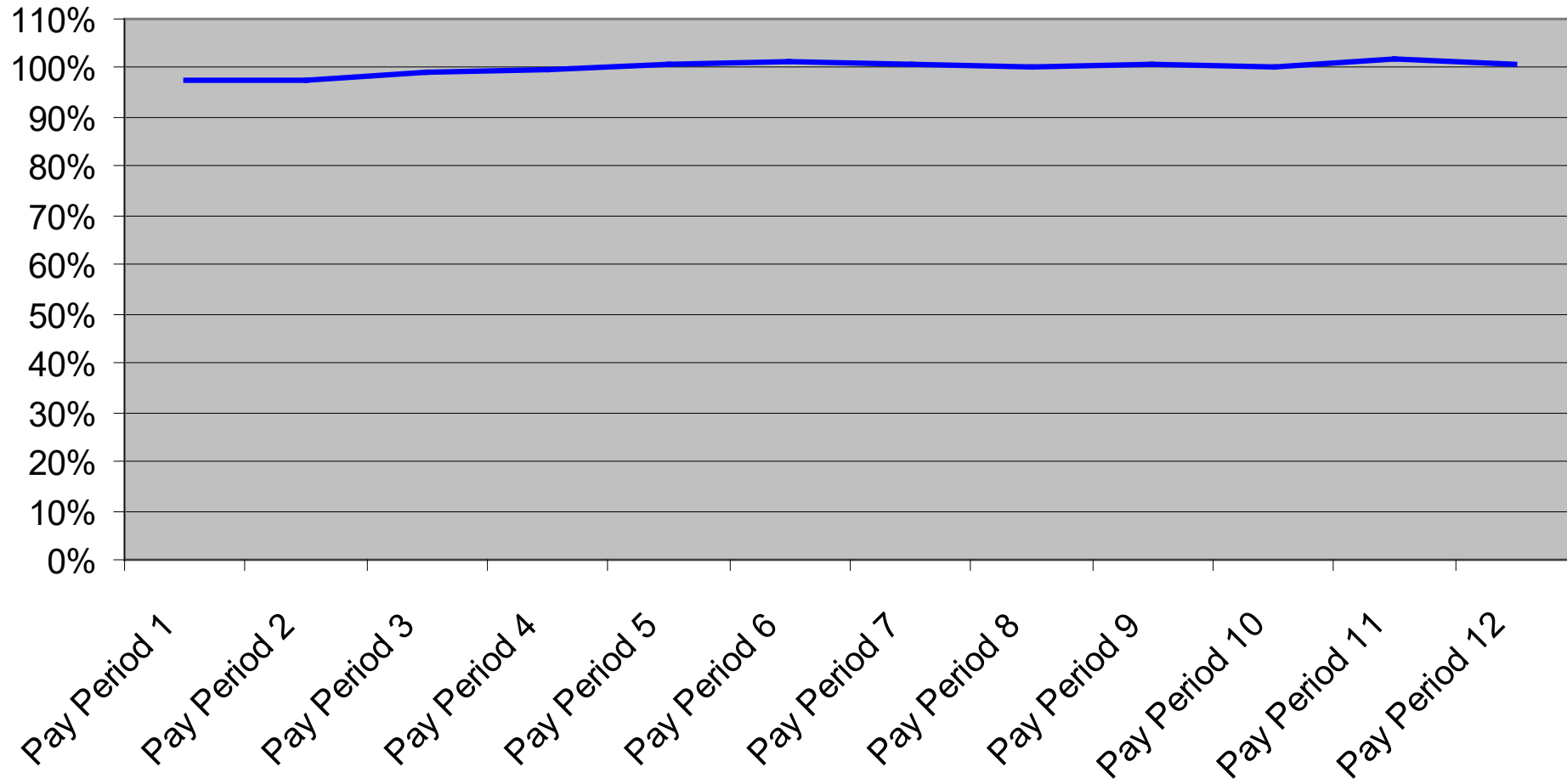
Service Response Performance

**Emergent Service Requests Acknowledged within the Response Time Benchmark
System Wide**



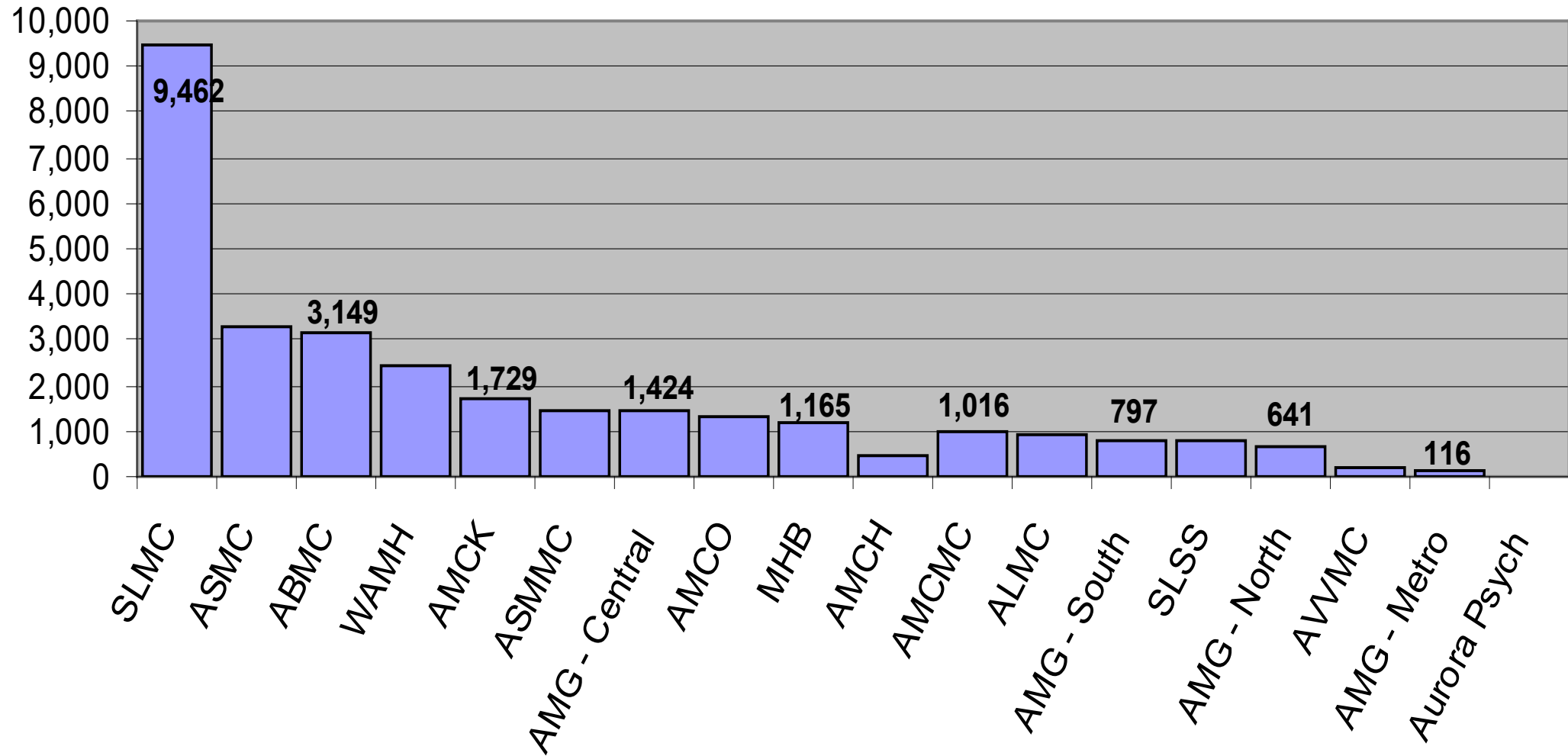
Productivity

Clinical Engineering Productivity 2007



Service Requests by Facility

Total Service Requests July 1, 2006 - June 30, 2007



Cost Saving / Avoidances

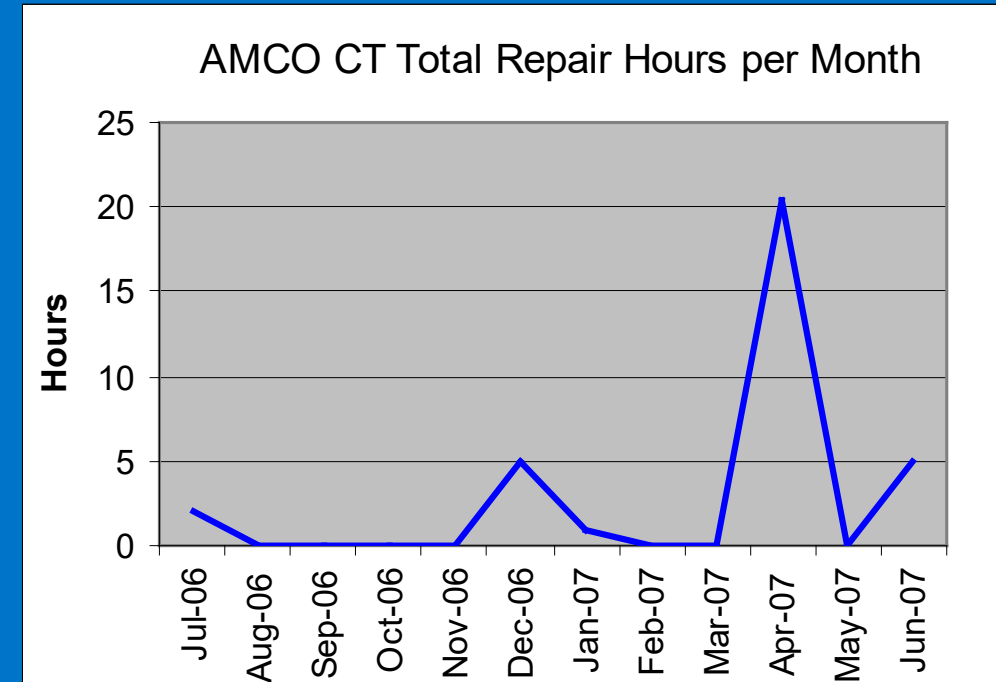
| | |
|---|---------------------|
| ASMMC Toshiba CT Detector – negotiated replacement at cost | \$255,000.00 |
| ASMMC CT suite preparation and move completed by alternative vendor | \$70,000.00 |
| MRI Cryogen Second Sourcing AMCO | \$7,813.00 |
| Second sourced CPU board at ASMMC | \$13,300.00 |
| Second sourced Optical Disk Drive at ASMMC | \$9,949.00 |
| Reconciliation of Central Region discrepant invoices | \$6,757.86 |
| Total | \$362,819.86 |

Central Region CT Monthly Downtime Report

Summary AMCO CT

| Month | Repair Hours/month | Service Events/month | Average Time/Repair/month | Potential Lost Revenue/month |
|--------------|--------------------|----------------------|---------------------------|------------------------------|
| Jul-06 | 2.00 | 1 | 2.00 | \$8,000.00 |
| Aug-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Sep-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Oct-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Nov-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Dec-06 | 5.00 | 1 | 5.00 | \$20,000.00 |
| Jan-07 | 1.00 | 3 | 0.33 | \$4,000.00 |
| Feb-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Mar-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Apr-07 | 20.40 | 3 | 6.80 | \$81,600.00 |
| May-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Jun-07 | 5.00 | 1 | 5.00 | \$20,000.00 |
| Total | 33.40 | 9.00 | | \$ 133,600.00 |

Downtime Range: Minimum 0.00 hours - Maximum 20.40 hours

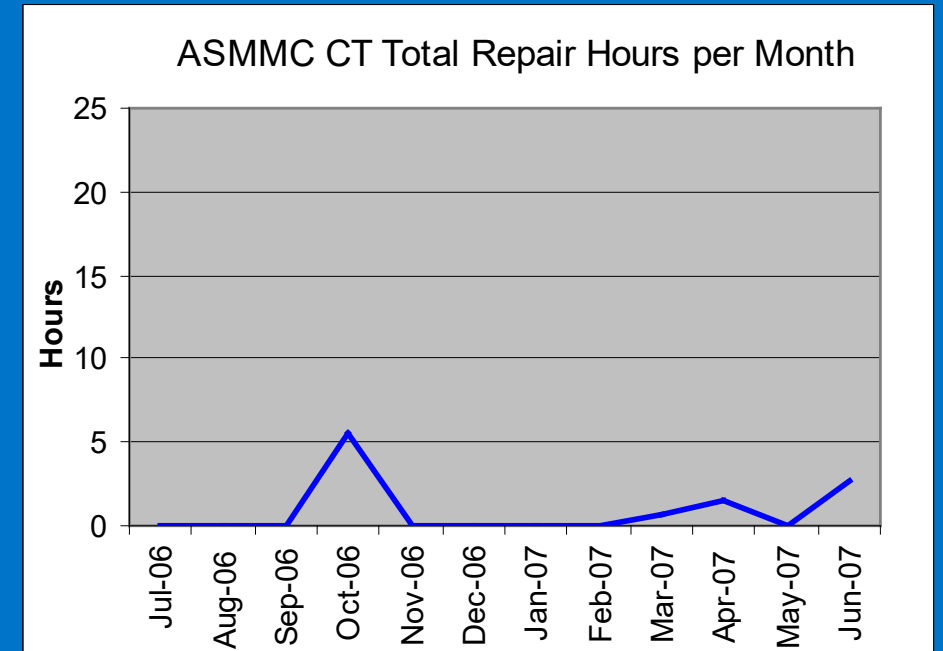


Central Region CT Monthly Downtime Report

Summary ASMMC CT

| Month | Repair Hours/month | Service Events/month | Average Time/Repair/ month | Potential Lost Revenue/ month |
|--------------|-----------------------|-------------------------|----------------------------------|-------------------------------------|
| Jul-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Aug-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Sep-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Oct-06 | 5.50 | 1 | 5.50 | \$22,000.00 |
| Nov-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Dec-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Jan-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Feb-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Mar-07 | 0.60 | 2 | 0.30 | \$2,400.00 |
| Apr-07 | 1.50 | 2 | 0.75 | \$6,000.00 |
| May-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Jun-07 | 2.70 | 1 | 2.70 | \$10,800.00 |
| Total | 10.30 | 6.00 | | \$ 41,200.00 |

Downtime Range: Minimum 0.00 hours - Maximum 5.50 hours

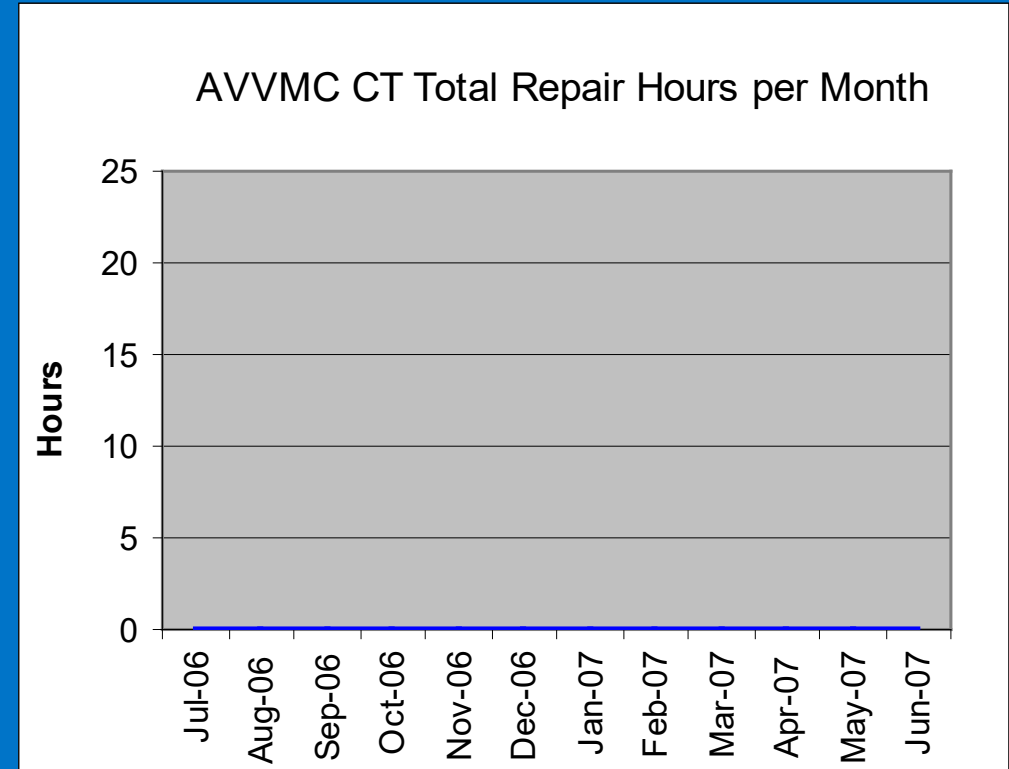


Central Region CT Monthly Downtime Report

Summary AVVMC CT

| Month | Repair Hours/month | Service Events/month | Average Time/Repair/month | Potential Lost Revenue/month |
|--------------|--------------------|----------------------|---------------------------|------------------------------|
| Jul-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Aug-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Sep-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Oct-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Nov-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Dec-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Jan-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Feb-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Mar-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Apr-07 | 0.00 | 0 | 0.00 | \$0.00 |
| May-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Jun-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Total | 0.00 | 0.00 | | \$ - |

Downtime Range: Minimum 0.00 hours - Maximum 0.00 hours

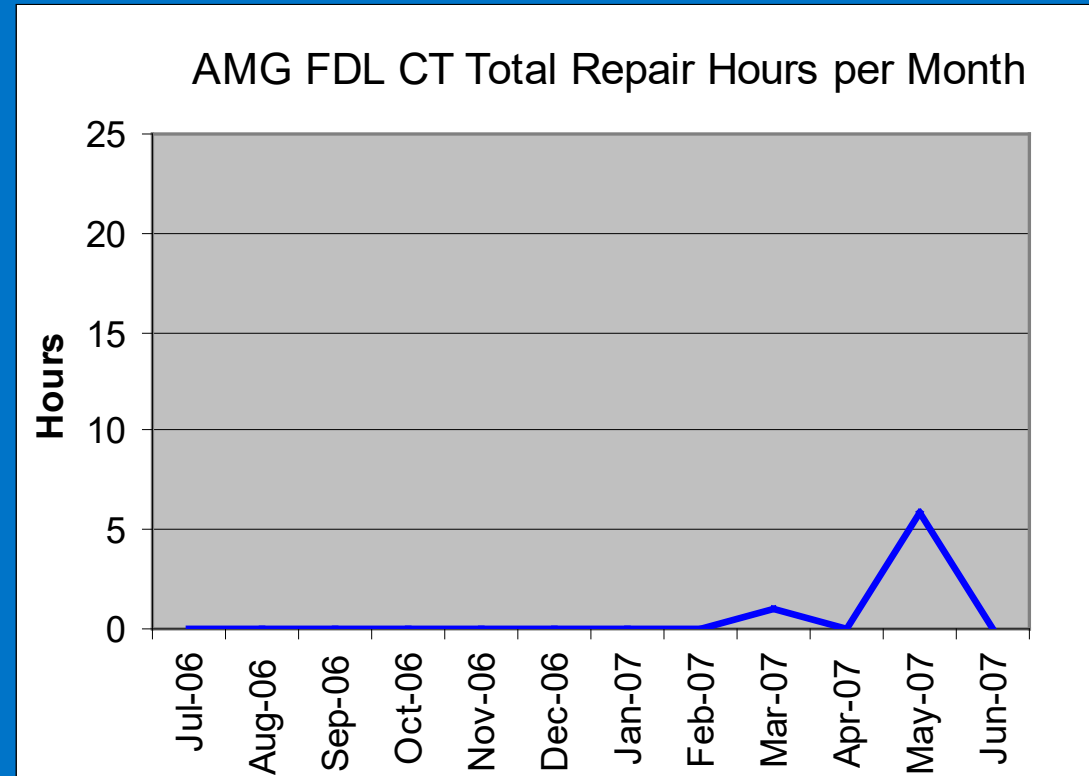


Central Region CT Monthly Downtime Report

Summary AMG FDL CT

| Month | Repair Hours/month | Service Events/month | Average Time/Repair/month | Potential Lost Revenue/month |
|--------------|--------------------|----------------------|---------------------------|------------------------------|
| Jul-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Aug-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Sep-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Oct-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Nov-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Dec-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Jan-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Feb-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Mar-07 | 1.00 | 1 | 1.00 | \$4,000.00 |
| Apr-07 | 0.00 | 0 | 0.00 | \$0.00 |
| May-07 | 5.80 | 2 | 2.90 | \$23,200.00 |
| Jun-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Total | 6.80 | 3.00 | | \$ 27,200.00 |

Downtime Range: Minimum 0.00 hours - Maximum 5.80 hours



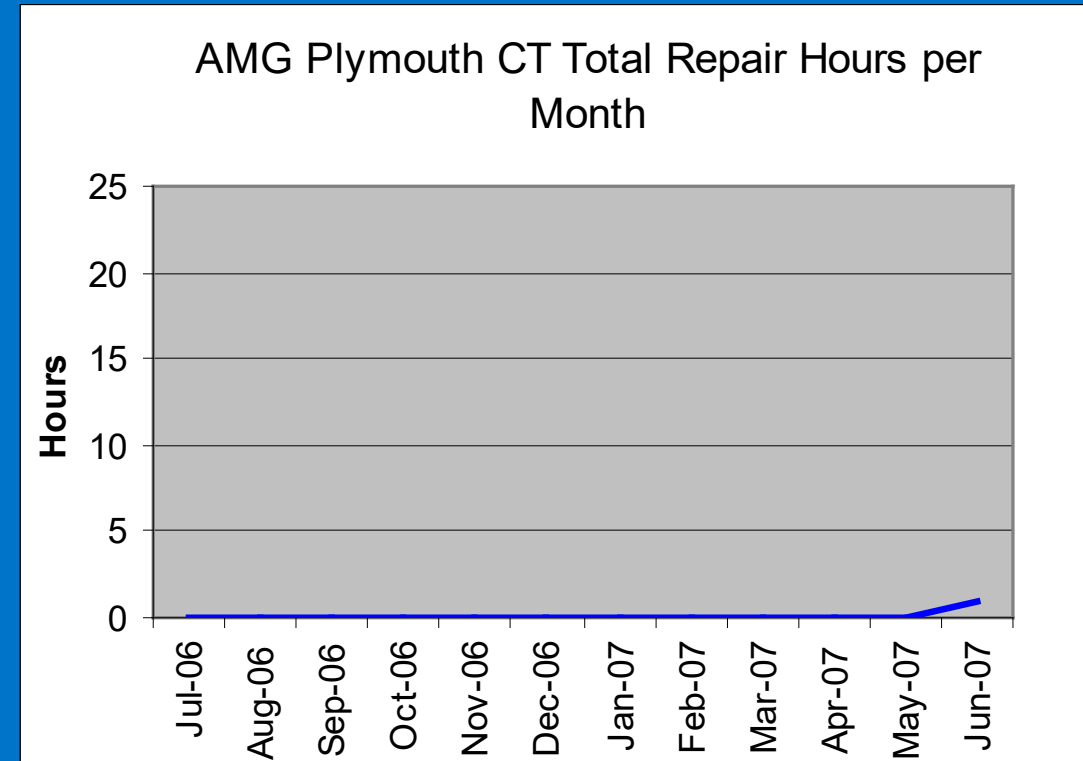
Central Region CT

Monthly Downtime Report

Summary AMG Plymouth CT

| Month | Repair Hours/month | Service Events/month | Average Time/Repair/month | Potential Lost Revenue/month |
|--------------|--------------------|----------------------|---------------------------|------------------------------|
| Jul-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Aug-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Sep-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Oct-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Nov-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Dec-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Jan-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Feb-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Mar-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Apr-07 | 0.00 | 0 | 0.00 | \$0.00 |
| May-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Jun-07 | 1.00 | 1 | 1.00 | \$4,000.00 |
| Total | 1.00 | 1.00 | | \$ 4,000.00 |

Downtime Range: Minimum 0.00 hours - Maximum 1.00 hours



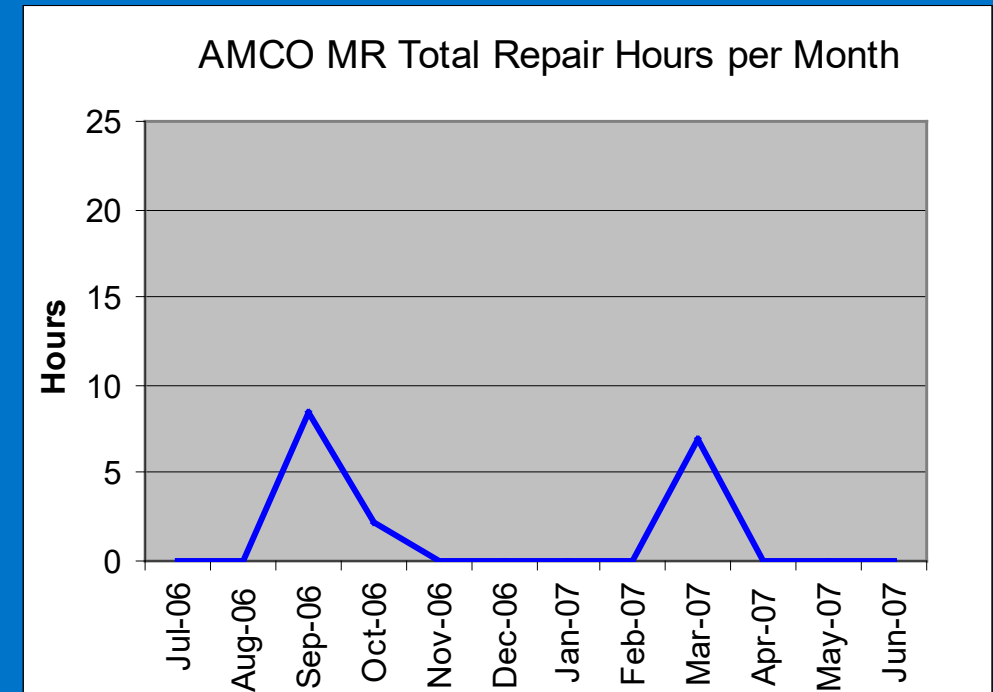
Central Region MR

Monthly Downtime Report

Summary AMCO MR

| Month | Repair Hours/month | Service Events/month | Average Time/Repair/month | Potential Lost Revenue/month |
|--------------|--------------------|----------------------|---------------------------|------------------------------|
| Jul-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Aug-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Sep-06 | 8.50 | 1 | 8.50 | \$40,800.00 |
| Oct-06 | 2.20 | 1 | 2.20 | \$10,560.00 |
| Nov-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Dec-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Jan-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Feb-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Mar-07 | 7.00 | 1 | 7.00 | \$33,600.00 |
| Apr-07 | 0.00 | 0 | 0.00 | \$0.00 |
| May-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Jun-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Total | 17.70 | 3.00 | | \$ 84,960.00 |

Downtime Range: Minimum 0.00 hours - Maximum 8.50 hours

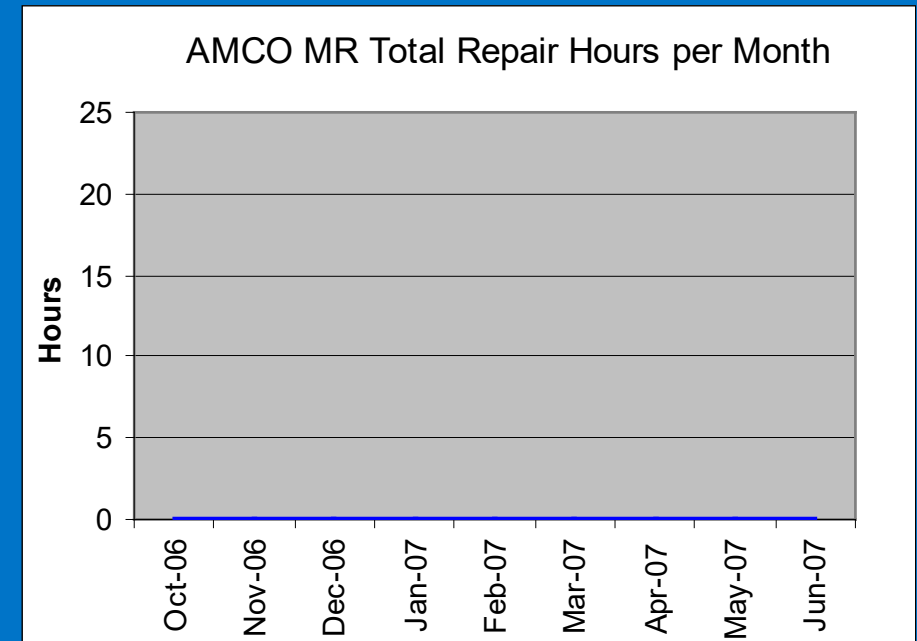


Central Region MR Monthly Downtime Report

Summary ASMMC MR

| Month | Repair Hours/ month | Service Events/ month | Average Time/Repair/ month | Potential Lost Revenue/ month |
|--------------|---------------------------|-----------------------------|----------------------------------|--|
| Oct-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Nov-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Dec-06 | 0.00 | 0 | 0.00 | \$0.00 |
| Jan-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Feb-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Mar-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Apr-07 | 0.00 | 0 | 0.00 | \$0.00 |
| May-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Jun-07 | 0.00 | 0 | 0.00 | \$0.00 |
| Total | 0.00 | 0.00 | \$ | - |

Downtime Range: Minimum 0.00 hours - Maximum 0.00 hours

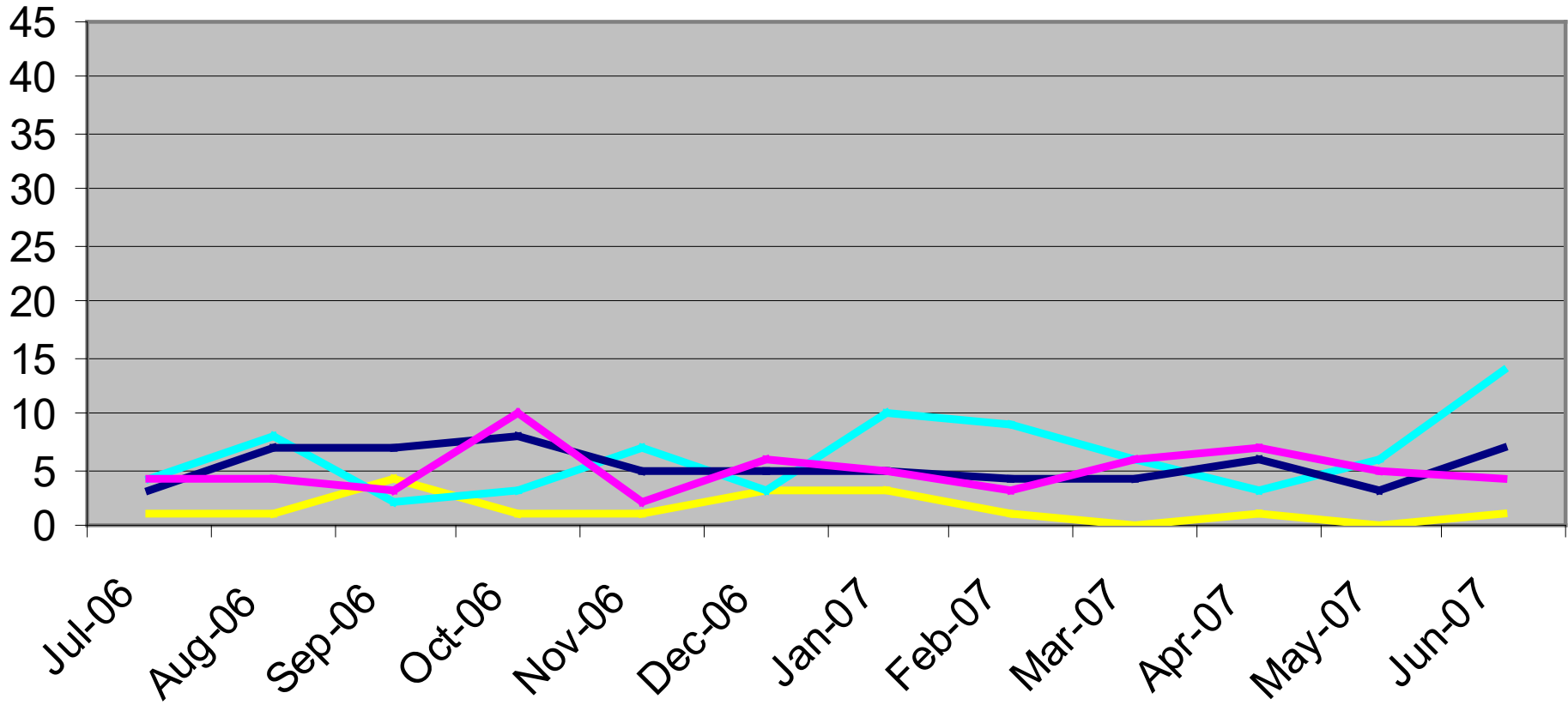
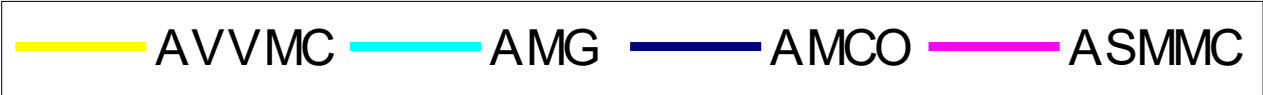


Summary from Downtime Reports

| Central MR & CT Downtime Summary | | | | | | |
|---|-------------|--------------|---------------|----------------|-------------------|---------------|
| 7/1/2006 - 6/30/2007 | | | | | | |
| CT | AMCO | ASMMC | AVVMC | AMG FDL | AMG Plymth | TOTALS |
| Total Repairs | 9 | 6 | 0 | 3 | 1 | 19 |
| Total Repair Hours | 33.4 | 10.3 | 0.0 | 6.8 | 1.0 | 51.5 |
| Avg time / repair (hrs) | 3.7 | 1.7 | 0.0 | 2.3 | 1.0 | 2.7 |
| Repair range (hrs per month) | 0 - 20.4 | 0 - 5.5 | 0 - 0 | 0 - 5.8 | 0 - 1 | 0 - 20.4 |
| MR | AMCO | ASMMC | TOTALS | | | |
| Total Repairs | 3 | 0 | 3 | | | |
| Total Repair Hours | 17.7 | 0.0 | 17.7 | | | |
| Avg time / repair (hrs) | 5.9 | 0.0 | 5.9 | | | |
| Repair range (hrs per month) | 0 - 8.5 | 0 - 0 | 0 - 8.5 | | | |

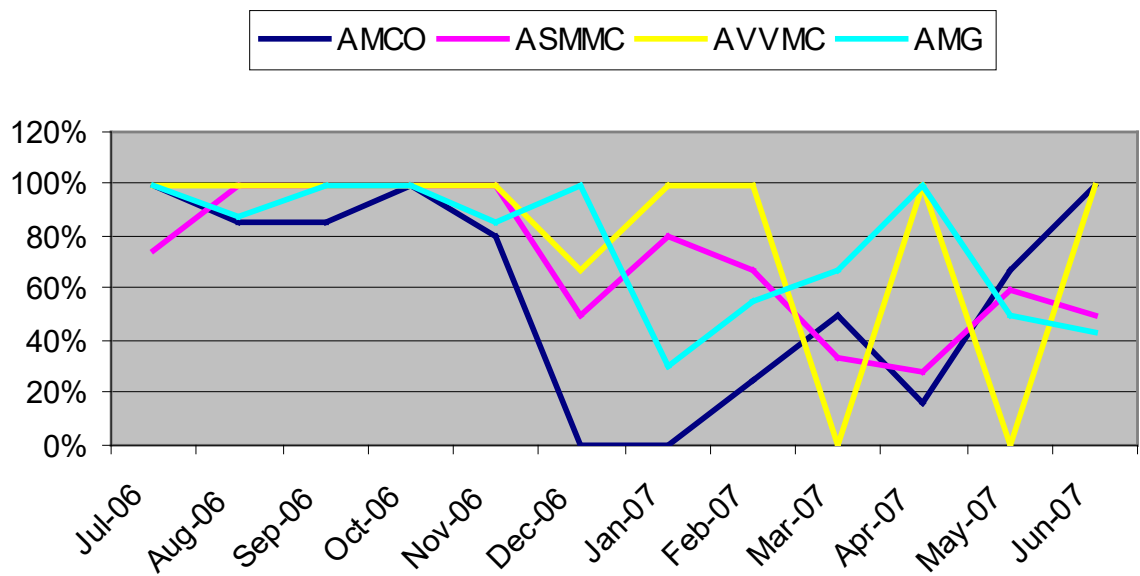
CT Service Requests

Monthly CT Service Requests

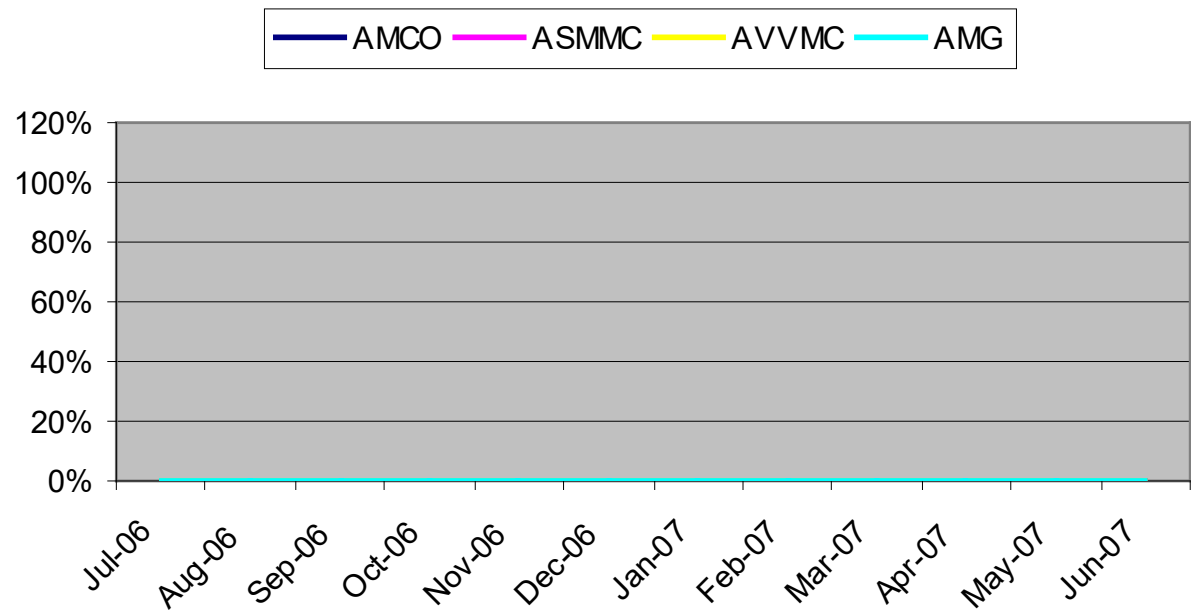


CT Service Requests

Percentage of CT Service Requests Completed by Clinical Engineering

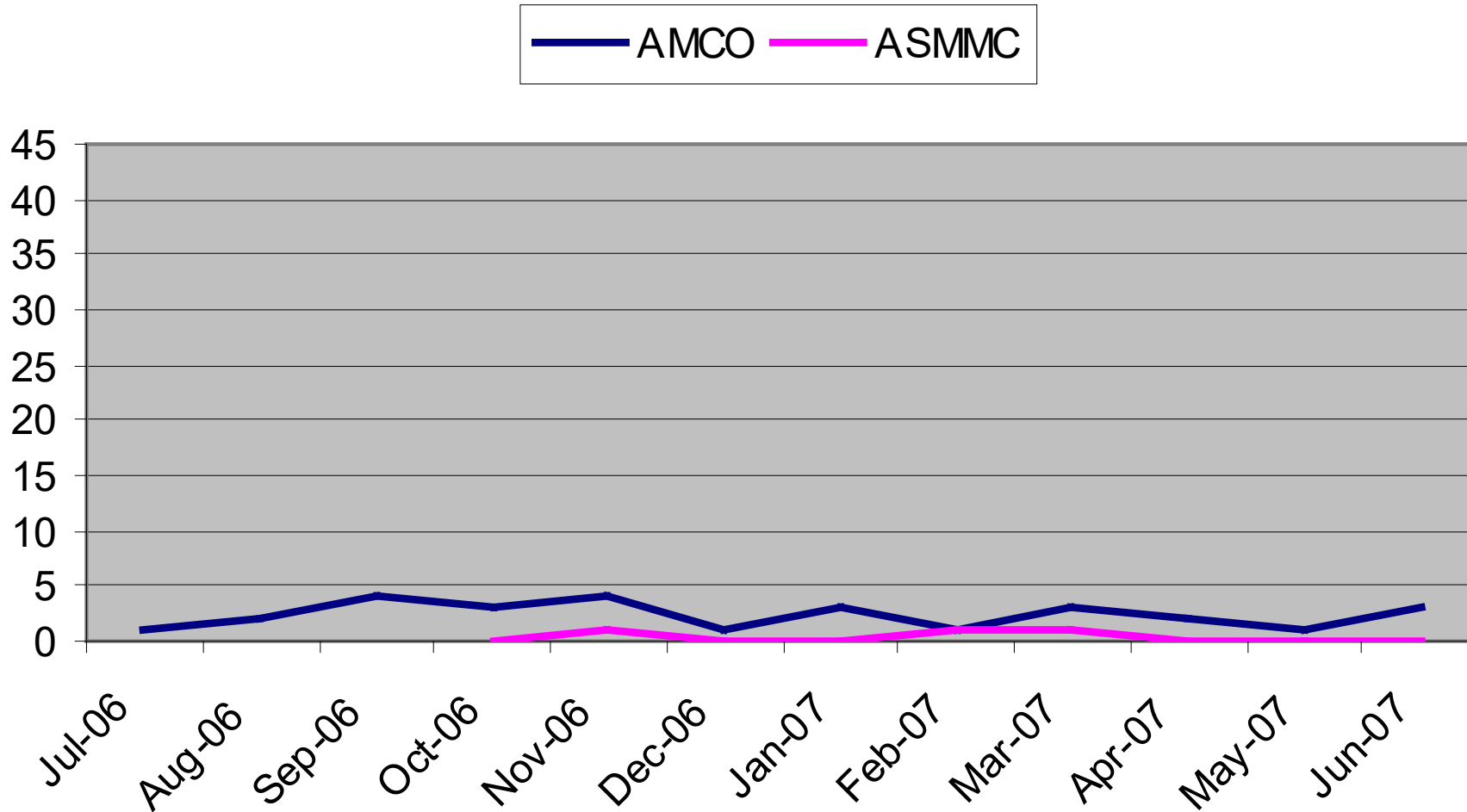


Percentage of CT Service Requests Called in After Hours



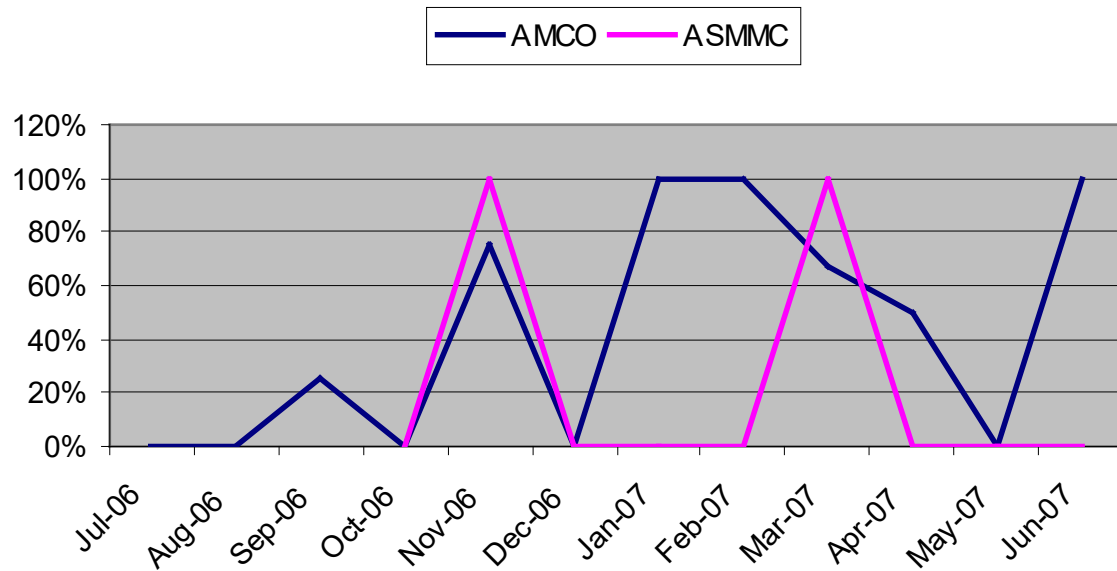
MR Service Requests

Monthly MR Service Requests

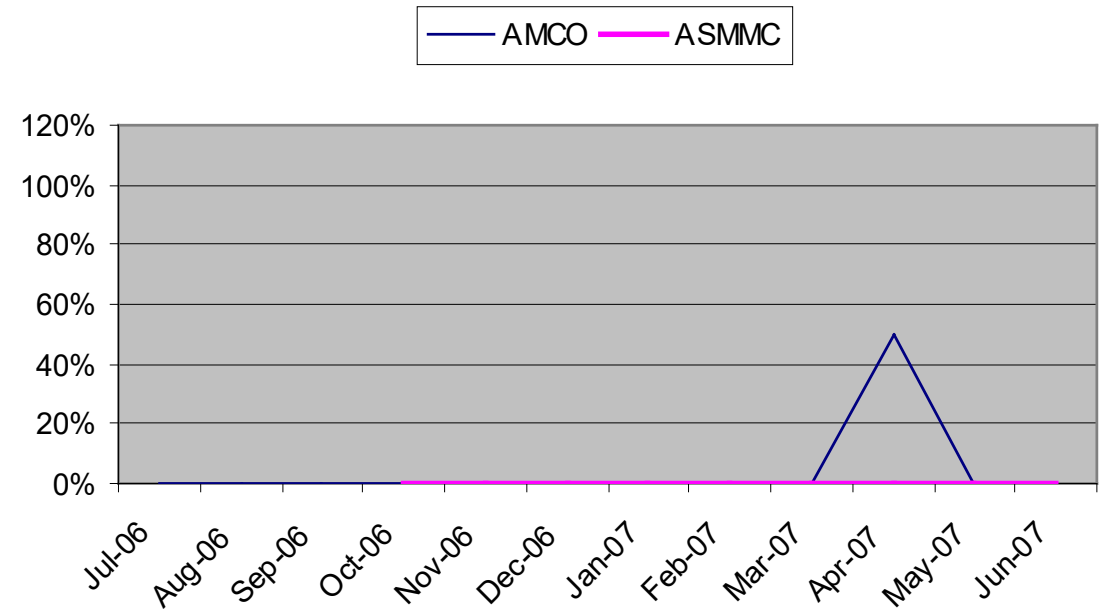


MR Service Requests

Percentage of MR Service Requests Completed by Clinical Engineering

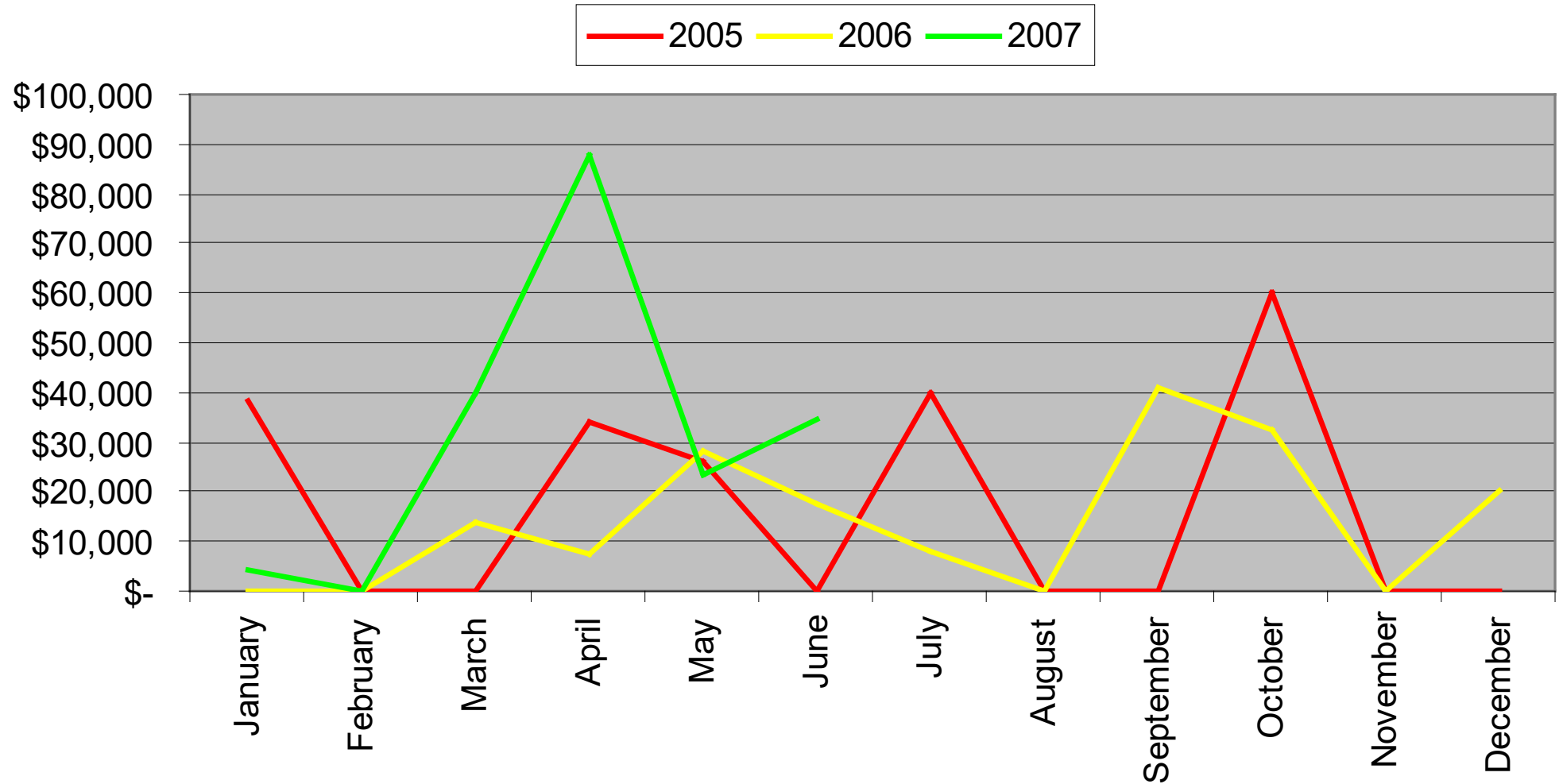


Percentage of MR Service Requests Called in After Hours



Central CT/MR Revenue Impact

Central CT/MR Revenue Impact
(As measured in potential revenue lost due to downtime)



YTD Financial Report

Year End Variance Report 2006

| ORG | Purchase Order # | Vendor | Amount | Comments | Final WMR Year End Variance |
|------------------------------------|------------------|-------------|----------------------|--|-----------------------------|
| 21 | R1E4030N | OEC / 01 | \$ 12,221.25 | Not budgeted - parts unavailable therefore a computer upgrade was needed. | |
| 21 | 22B2792N | GEMED / 01 | \$ 12,833.00 | Not budgeted - failed before tube warranty, prorated cost. | |
| 21 | R2E4146N | TOSHBA / 01 | \$ 15,541.75 | Not budgeted - US machine, atypical failure. | |
| 21 | 22B2792N | GEMED / 01 | \$ 20,315.47 | Not budgeted - H.V. inverter, atypical failure. | |
| 21 | R1E9246N | TOSHBA / 01 | \$ 119,680.00 | Not budgeted - detector, atypical failure. | |
| 21 | I1E3990N | PHIMED / 01 | \$ 10,900.00 | Not budgeted - ceiling pumps, atypical failure. | |
| Total Variance Org 21 | | | \$ 191,491.47 | | \$ (70,602.00) |
| 91 | I1E2596N | GEMED / 01 | \$ 11,965.00 | Budgeted - budgeted one tube, lost two. | |
| 91 | R2E4439N | ECHOS / 01 | \$ 14,580.00 | Not budgeted - US probe, atypical failure. | |
| 91 | R1E6893N | TOSHBA / 01 | \$ 100,000.00 | Budgeted - tube, removed from budget per finance. | |
| Total Variance Org 91 | | | \$ 126,545.00 | | \$ (258,316.00) |
| Additional Central Region Variance | | | \$ 166,251.00 | Total 2710 & 2740 Account Budget Increase due to unfilled technician positions | |
| Total for Central Region | | | \$ 484,287.47 | | \$ (328,918.00) |

Successes In 2007

- Improved (reduced) response time for all Central Region organizations to include AMG
- Reduced average equipment down time due to in-house technician's ability to service the majority of equipment
- CE Staff completed 90% of training required to reduce equipment contracts
- Regional staff acceptance of the Clinical Engineering Service Center

Challenges

- Reporting of equipment status and maintenance activities to department leadership
- Providing training to customers on methods of requesting service from Clinical Engineering
- Hiring lag time for new employees and replacements
- Proper scheduling, notification, and coordination of planned maintenance to reduce disruption of clinical activities
- Completion of training necessary to eliminate all service agreements
- Continue to improve and streamline process and procedures to enhance productivity and customer service

Future Developments

- Disposal

- Parts

- Status Board

How to Communicate

Summarize the Summary

S

SITUATION

A clear and very concise description of the problem (What is going on now)

B

BACKGROUND

Relevant and brief information related to the situation (What has happened leading up to the situation)

A

ASSESSMENT

Analysis and consideration of options (What you found/think relative to the situation)

R

RECOMMENDATION

Action requested/recommended (What you want done)





accruent

WORKSHOP: Creating Compelling Messages & Value for the C-Suite

Al Gresch, VP of Client Success

Thursday, October 17th





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Al Gresch, VP of Client Success, Accruent
Thursday, October 17th

