

How to Optimize your Skills as an Health Technology Manager (HTM)

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❖ Objectives:

- ❖ 1. Rounding for outcomes with your team, other departments and key stakeholders as an HTM
- ❖ 2. Optimizing your time management skills
- ❖ 3. Preparing agendas for all meetings – to address all KPI's (key performance indicators)
- ❖ 4. Grasp any/all training opportunities with IT or diagnostic equipment that your facilities are purchasing

❖ Objectives:

- ❖ 5. Why its important to participate with any/all teams as an engaged and active contributing team member
- ❖ 6. Performing a quick 1-page “pulse-check” hand written feedback assessment with your direct reports as well as their reports in order to adapt to them as their leader
- ❖ 7. How to plan and communicate CHANGE within your organization/role

Obj. 1. Rounding for outcomes with your Team and within your key service areas

- Purpose: Find out potential issues before they manifest (LINAC, OR /Imaging/Cath Lab)
- Foster relationships with staff/physicians/leaders
- As your team's leader, recognize your high performers- its nice to see how busy (or non-busy your team is at random times behind the doors within the department)



Rounding Questions within your department:

- “How is your day going?”, “What is going well? “
- “Do you have the tools to do your job/provide the best possible service work?”
- “Is there anyone that you would like to recognize? “
- “Is there anything to prevent you from providing great engineering services?” [HR]

Round in the Departments that have the big mission critical pieces: Surgery, Imaging, Cancer Center, Cath Labs/IR

- Is our department responsive to your needs?
- Has someone in our department been especially helpful?
- Are department staff courteous and respectful?
- What could our department do more of? Less of?
- What is the best service we provide? Why?
- What is on ongoing “hot button”/ key service issue that we can work on together?

How to Round Effectively:

- How do you feel when you are Rounding within the clinical service areas?
- Do you feel comfortable rounding with the physicians when they are in their clinical areas?
- Ask the service line leader if they can round with you and the clinical physician – this builds great trust BEFORE something big is down
- Otherwise, as you are rounding – introduce yourself “Hi, I’m Laurie, I’m from BioMed Engineering..... I’m rounding to ask how the CT, Cath Labs, C-Arm’s are doing.....”

1. Log It!!

OBJECTIVE	STEPS
BUILD RELATIONSHIPS	Start conversation. by making a personal connection . Ask about topics like weather, sports, family , hobbies, etc.
	Follow- up from previous round. Close the loop on outstanding issues or questions
	Highlight Wins. What is something you are most proud of this week? Did a HT team member attend some training that you can share with relevant clinical service area (that strengthens the HT dept. for service)?
RECOGNIZE GOOD WORK	Is there a HT engineer that I should recognize for doing exceptional work?
	Who have you seen go above and beyond recently to help your department?
	Conversely, is there an HT engineer who you feel could perform better?

1. Log It!!

OBJECTIVE	STEPS
IDENTIFY BARRIERS	<p>Identifying Barriers & Engagement Detractors: What has been the most frustrating part of your job this week?</p> <p>Are there systems, processes, or relationships that have contributed to this and how could they be improved?</p>
	<p>Enabling Success. Do you have the tools you need to do your job effectively/ provide the best possible engineering testing/fixes?</p> <p>Are there tools that would make your work more efficient, productive, safer??</p>

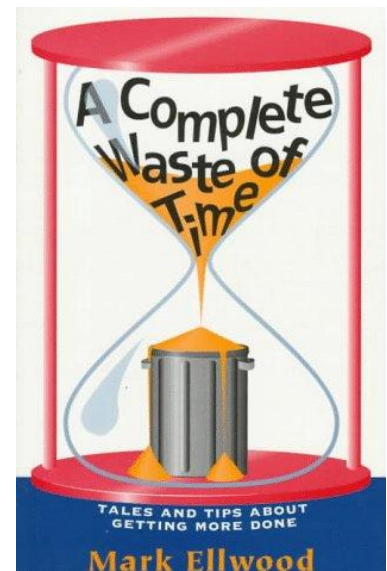
Obj. 2. Optimizing your time management skills- Examples of some of the biggest TIME WASTERS!!!

- Worrying/Procrastinating (putting it off),
which leads to indecision (= **MORE STRESS**)
- Making unrealistic time estimates (don't over promise deliver)
- Unnecessary errorscauses rework – lose credibility
- Crisis management .. Why is this a waste of time? What do you think the solution would be for the above?
- Implementing a change or process without planning well for best outcome..... .causes rework



2. Optimizing your time management skills- Examples of the biggest TIME WASTERS!!!

- Poor organization - takes more time to find what you need – get your head back in the task
- Unanticipated interruptions that do not pay off (phone, door open when working on something that requires concentration)
- Poor planning and lack of contingency plans
- Ineffective meetings__ If you have a priority Task/project to work on – have you ever allowed yourself to skip some meetings so you can complete your work?



2. Optimizing your time management skills:

How to conquer it!!

- **Set Up Your Workspace for Efficiency** –uncluttered desk, use lateral files for papers/functions (team meetings) etc. – so you can grab & go (if not totally electronic)
- **Organize And Prioritize Email-** only check email 2-3 times per day so you can actually get some of your “to do” tasks completed
- **Delegate Tasks-** Know **when** to delegate and promptly pass tasks to associates who have the knowledge and skills necessary (or teach them so they can) to complete tasks efficiently and on-time. This saves time, and empowers others.

2. Optimizing your time management skills

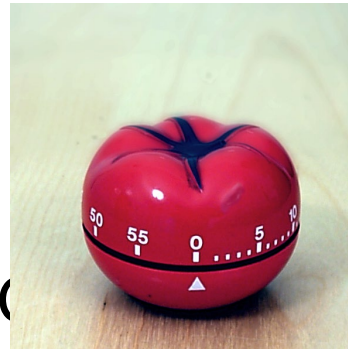
- **Monitor Time Online** - be mindful of the amount of time you spend when looking information up, as it can also present distractions and consume more time than you expect. Use your phone timer – set a time frame (30 min), so you are more aware of the time thus far.
- **Hold yourself accountable with time/the clock /each hour**
- **Make a Plan**- first thing in AM – make your “to-do” list that outlines and prioritizes everything you need to do for that day. Prioritize the tasks: #1, #2, #2, #4..... Keep this with you all day (cross off as you complete). Keep yourself accountable. If items are left undone, carry them over to your list the next day.
- **Know the 1-2 things you really need to get done each day.** Focus your energy into getting that done as soon as possible. Then it will propel you and nothing will get in its way.

2. Optimizing your time management skills- try NOT to focus too much on unimportant details

- **Days always fill up faster than you'd expect.** Build in some buffer time. Avoid over-scheduling by refraining from getting too precise with plans. Use Block-out time in Outlook so you can do your work.
- **You get more done when you're in the zone.** Seize this. What's your most productive biorhythm? Biorhythms: our [body clocks](#) that affect our physical, emotional and intellectual aspects of how we perform.
- **There's a difference between pushing yourself and burning out.** Even if you're incredibly driven, you need to make time for relaxation or else your exhaustion will catch up to you and make you less productive than you otherwise would be.

2. Optimizing your time management skills-

- **Multitasking kills your focus.** Studies have found the [brain expends energy as it readjusts its focus](#) from one item to the next. If you're spending your day multitasking, you're exhausting your brain.
- **Distractions can be controlled.** Consider trying the Pomodoro Technique of splitting up work into **uninterrupted periods of 25 minutes** with three- to five-minute breaks in between
- **Accomplishing something small is the best way to get working.** (C) your mind on the right path with an easy and quick task, like answering important work emails. Builds momentum.



2. Optimizing your time management skills-

- **Being a perfectionist can inhibit your output**
- **More work hours don't always result in more productivity.** Just because you are working longer hours at your desk does not necessarily yield more work output. Do whatever you can to finish your current task by the end of regular work hours instead of working into the night. Work smarter & more efficiently.
- **If it takes more than 20 minutes to get started, you should change tasks.** If you're not making progress for whatever reason, move onto something else to get back into a productive groove, so not to waste too much more time.

2. Optimizing your time management skills-

- Compartmentalize your Cognitive load in order to optimize the way we process information:
 - Example's: Emails, Planning session, strategy session, working on a specific project....
 - Why is this so important?
- **In other words: work that requires **focused thinking** and work that **doesn't** should be separated.** If you're constantly stopping your flow of work to rethink something, you're slowing yourself down.
- Create dedicated times in the day for certain activities. This conditioning creates optimal set of conditions to effectively process information and make quality decisions while decreasing cognitive load and strain.

2. Optimizing your time management skills-

- **Menial** tasks should be blocked off. You'll disrupt your flow if you're sending emails or updating your schedule all day. Set aside a block of time for these tasks (start a to do for this as it arises – so you can stay on task)
- **EMAIL: TWO minute Rule-** If an email can be answered in 2 minutes or less- then respond immediately rather than setting it aside and having to go back to it later. Brain is already in it- so worth the 2 –minutes- rather than have to go back to it and get your brain back into it.
- **Massive tasks are easier to manage when seen as increments.** Alabama football coach [Nick Saban follows a similar philosophy he calls the Process.](#) Instead of having his players focus on winning the championship, he trains them to focus only on what is directly in front of them — each block, pass, and field goal.

Anyone working on a big project? Let's break it out into parts

2. Optimizing your time management skills-

- **Focusing on the past will hinder progress.** Don't distract yourself with either the successes or failures of the past. Focus instead on what's in front of you.
- **Take notes.** Don't assume you'll remember every good idea that comes into your head during the day. It doesn't matter if it's a notebook, whiteboard, or an app like [Evernote](#) — write stuff down. This goes for what you need to additionally do as well.
- **Throw unneeded things away**
- **Get rid of busywork**

Obj. 3. Preparing agendas for all meetings – to address all KPI's (key performance indicators)

Key performance indicators are defined as metrics used to measure key business processes and reflect strategic performance.

Purpose: to measure performance and to be able to demonstrate that it is competitive with other similar HTM facilities.

Why do you think it is important to have Key Metrics?

As healthcare becomes more commoditized, we must work harder to quantify its value (worth/importance).

KPI's quantify the metrics to demonstrate it's efficiency in terms of quality and diagnostic value to the patient's care.

If we don't collect data consistently, we can't benchmark our performance against our peers.

Divide Total Clinical Engineering (CE) Expenses by Total Acquisition Cost (all costs associated with CE), expressed as a percentage.

In-house Maintenance Hours to paid hours (Maintenance FTEs x 2080 hours) as a percentage. This can be used as an approximate measure of department productivity.

Important HTM KPI's

- Avg. response time for equipment service requests
- Medical equipment downtime [categorize: Imaging (CT, MRI, U/S), LINAC, Cath Lab/IR...]
- Medical equipment downtime: General BioMed (devices for monitoring, Dx, treatment, life support).
- Effectiveness of inspection & preventative activities (e.g., PM yield)
- Adherence to the inspection and preventative maintenance schedule (e.g., PM completion rate)

Important HTM KPI's

- Compliance of vendors with service contract provisions – ensure the appropriate service level for the various equipment has been implemented. Quantify this compliance level.

Why do you think this is so important?

Important HTM KPI's

- Cost-of-service ratio (COSR)—the ratio of the total of all internal and external service costs and repair parts costs divided by the total of all medical device acquisition (capital) costs—continues to be the most well- established financial performance metric.
- COSR is the annual maintenance cost divided by the equipment value. $110,000/1,000,000 = .11$ or 11%
- Do this for each clinical service line: Oncology, Imaging, Surgery, Cath lab
- Avg. Cost per Device: Financial performance :Total Acquisition Cost divided by Total number of Devices

Obj. 4. Grasp any/all training opportunities with IT or diagnostic equipment that you are purchasing via the vendor

- Siemens/ GE/ PACS/ IT vendor training
- Radiology, CT, MRI, Ultrasound, or Mammography Equipment – attend the educational and training sessions
- Any time you buy- directly participate with the training/education.
- WHY?

Obj. 5. Why it is important to participate with any/all teams as an engaged and active contributing team member

- Multidisciplinary teams for: ED, Nursing, Imaging, Surgery and Cardiology with the purpose to help solve health problem or optimize service line.
- **High Reliability Organizations** = enhanced communication to EXPAND the traditional roles of HC worker and to make decisions as a unit that works toward a common goal (patient safety).
- Demonstrate Collaboration Value within a HC Organization (Patient Safety/Risk)
- Share your engineering insight with the HC Team

6. Why it is important to participate with any/all teams

- Benefits = reduces burn-out, makes work more enjoyable & productive. No longer is one person responsible for the patient's **health**; today, an entire team of **health workers** comes **together** to coordinate a patient's well-being .
- Patient safety issues are reduced.
- Associate retention rates increased
- Visibility as a team contributor
- Great experience to grow as a leader (building these relationships will pay off in dividends when issues arise)

Why the skill of LISTENING is so key.....

- When we LISTEN, is it so important to pay attention- with body language...
- Use the art of a PAUSE, and let SILENCE be able to occur while listening
- This permits others to share & speak MORE – and this is what LISTENING is all about.

Our response tendencies fall into 5 different types of “listening”

1. Solve
2. Criticize
3. One- Up
4. Probe
5. Empathize



Most of us tend to operate within 1-2 of these categories as their natural first response to “listening”

As a Leader- the GOAL is to listen with EMPATHY-

This helps manage person's emotions and open up communications.

This is what listening is about.

Sometimes (depending on the situation) Probe- is required in order to get the answers you might need in order to correctly solve an issue/situation

When you Receive Constructive Opportunities for Improvement.....

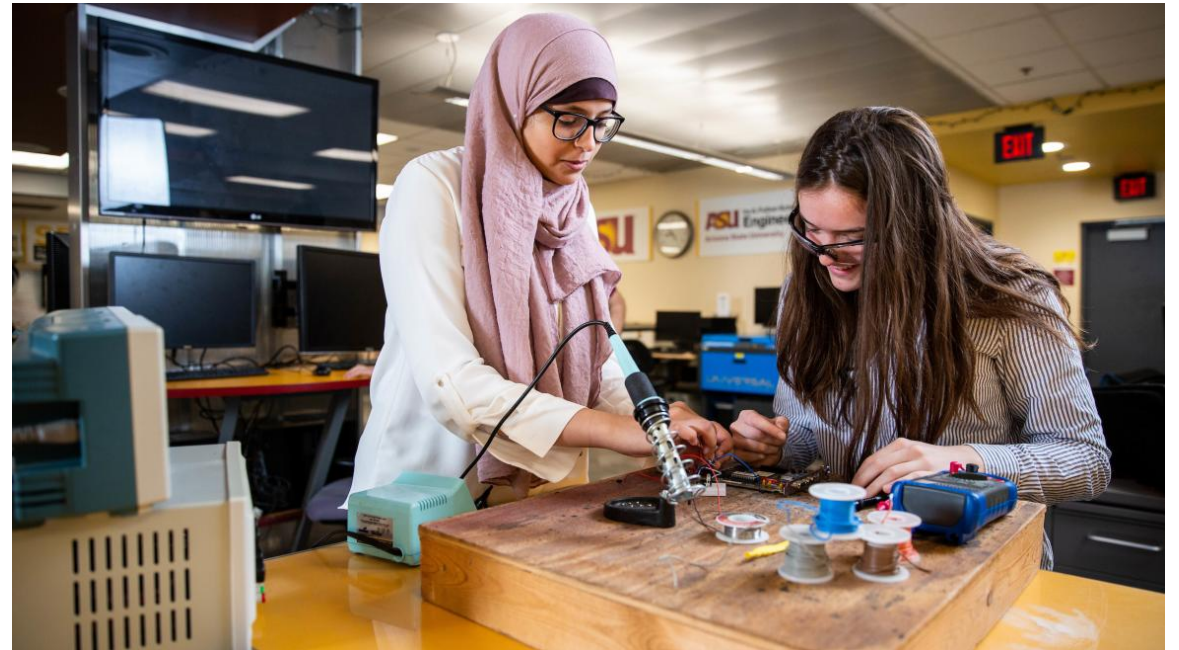
Listen with genuine intent and write it down/log it (Why is this important)?

“I can understand.....”repeat/echo their emotion”

“I can see that you are xxxxxxxxxxxx”

Obj. 6. Perform a quick 1-page “pulse-check” assessment with your direct reports in order to adapt to them as their leader

- 1. As a leader what should I **keep doing**?
- 2. As a leader what should I **start doing**?
- 3. As a leader what should I **stop doing**?



6. Perform a quick 1-page “pulse-check” assessment with your direct reports in order to adapt to them as their leader

4. What do you need from me? (focuses on the job, process, or result & what needs to make it better?)

5. How is my Communication with you? Is there anything you would like for me to do differently? More... Less?

Effective feedback from your team can strengthen employee engagement, and provide opportunities to grow, learn , and improve

Obj. 7. How to plan and communicate CHANGE within your organization/role

- Why is this so important?
- 70 % of change initiatives fail, and the underlying cause for many of these failures is the leader's inability or unwillingness to address culture and capability issues

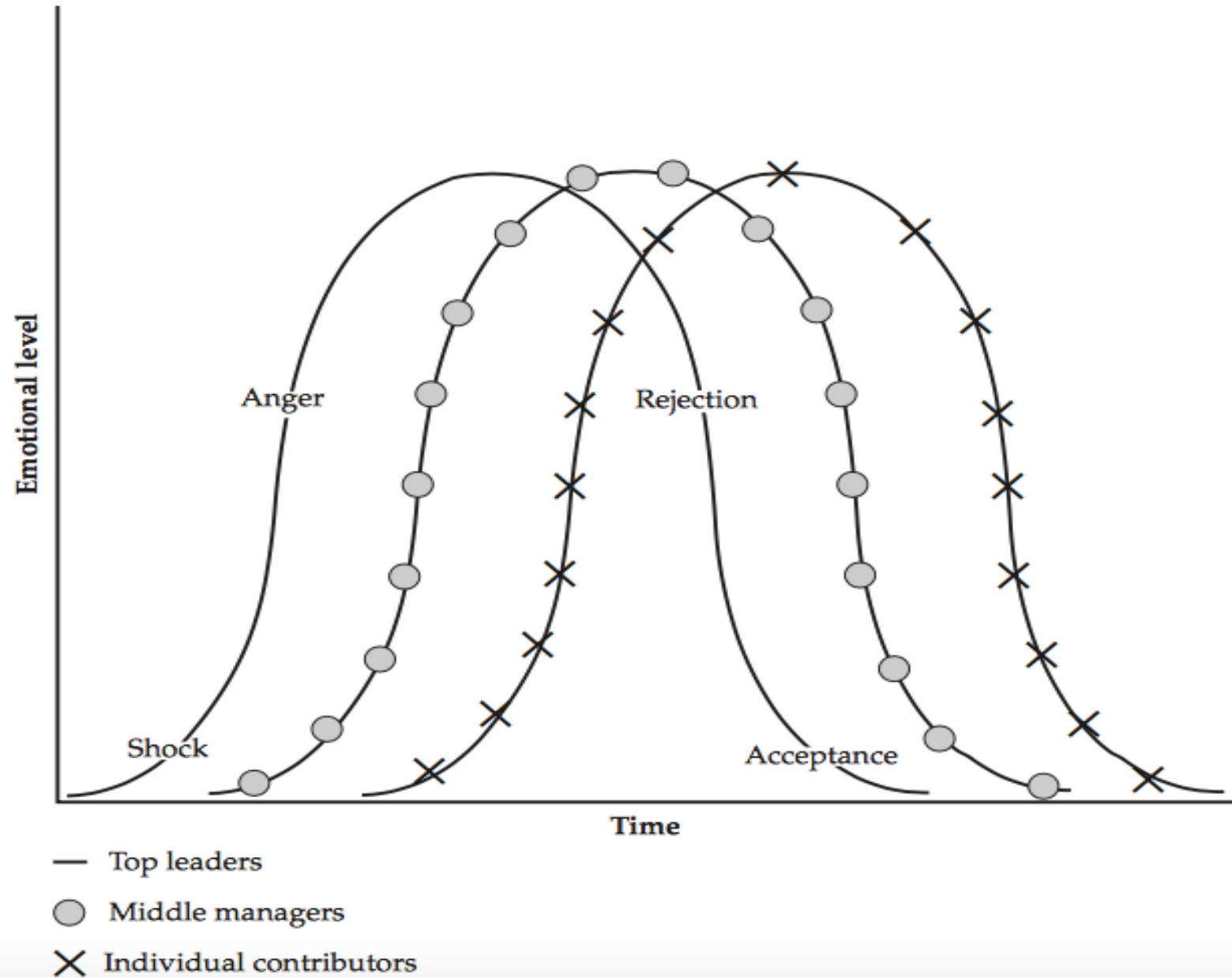
4 Reactions to CHANGE: SARA Model

- Shock, Anger, Rejection, and Acceptance
- What can we do as leaders throughout this?

Maintain an open door policy, demonstrate empathy, and listen to concerns.

- Note: people are not likely to take any positive action toward a change initiative until they reach the acceptance stage.

FIGURE 14.3
Reactions to Change



Common Losses with a Planned Change

Loss of	Possible Leader Actions
Power	Demonstrate empathy, good listening skills, and new ways to build power.
Competence	Offer coaching, mentoring, training, peer coaching, job aids, and so forth.
Relationships	Help employees build new relationships before change occurs or soon thereafter.
Rewards	Design and implement new reward system to support change initiative.
Identity	Demonstrate empathy; emphasize value of new roles.

Source: J. F. Krile, G. J. Curphy, and D. R. Lund,
The Community Leadership Handbook: Framing Ideas, Building Relationships,
and Mobilizing Resources (St Paul, MN: The Fieldstone Alliance, 2006).

Change:

1. **OPEN** by what is changing and why
Describe purpose of discussion
Identify Importance



2. **CLARIFY** how the change affects the person or team.
Seek and share information about the situation.
Seek the issues and concerns.

3. **DEVELOP** ideas for change implementation.
Seek and discuss ideas. Explore needed resources/
support.



Change:

4. **AGREE**- on a plan for implementing plan. Specify actions , including contingency plans. Confirm how to track progress & measure results.
5. **CLOSE** by summarizing and expressing confidence. Highlight important features of plan. Confirm confidence & commitment.

3 things to map out with group about CHANGING



What can we control?	What can we influence?	What can we NOT control?

Change: How to Plan for it

- Discussion Planner - **What is Driving the Change?** e.g. A Director was retiring (was there for 26 years)

Follow Key Principles:

- **Esteem**- assure they are valued/needed
- **Empathy**- I understand XX was your leader for 26 years...
- **Involvement**- ask questions with key stakeholders for historical information
- **Share**- ideas/information with team – so they know you value their input by communicating
- **Support**- assure them that I am their agent to assist with needs, concerns & issues.

Marshal Goldsmith

Forbes- executive coach

- Have to be mentally tougher than in the past even though we know things will improve.
- You have to reapply for your job every day - The boss is in the driver's seat - pay attention to his/her "hot buttons"
- Focus on what you are giving, not what you are getting. Bring your "A" game.
- Time to shine - notice what others are doing-
 - others drag you hustle;
 - others moan you smile.
- Be stronger and more determined.

- ☀️ Keep positive,
- ☀️ stay focused and
- ☀️ do your best!



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