

# HTM Program Enhancements: Tips and Tools for New and Seasoned Professionals

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About the presenter:

Chris Nowak is a seasoned HTM professional who has had the experience to work for large health systems, teaching hospitals, OEM's including product management, and third-parties. Chris has seen all "sides-of-the-fence" in healthcare delivery.

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## About my employer:

Community Health Systems is one of the nation's leading healthcare providers. Developing and operating healthcare delivery systems in 39 distinct markets across 15 states, CHS is committed to helping people get well and live healthier. CHS operates 70 acute-care hospitals and more than 1,000 other sites of care, including physician practices, urgent care centers, freestanding emergency departments, occupational medicine clinics, imaging centers, cancer centers and ambulatory surgery centers.

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## \* Information Technology

- 56% of the inventory touches the hospital network
- Things that keep me up at night
  - Outside Service Providers
  - USB devices
  - Improper Configurations
  - Termination/Rogue Employees
  - Clinicians
  - Phone Charging
  - Recreational Use – games/education



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## \* Information Technology

- How to gain sleep at night...
- Get engaged with your IT department
  - CISO and CIO should be in your cellphone
  - Security Team best friends
  - IoT/IoMT tools
  - CMMS integration
- Know your outside service providers
  - HOLD THEM ACCOUNTABLE
  - Document providers in your CMMS
  - Validate credentials



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## ***Biomedical Device Integration***

- Who manages the integration of medical devices?
- Where does HTM “fit in.”
- HTM are the experts in medical device technology
  - More devices will continue to be “connected”
  - More devices connected “in-the-field”
- Step up and add value to the safety of the connected devices
- IoT/loMT solutions and HTM



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- Non-Traditional Medical Devices
  - Hospital Beds
    - Usually contracted out if managed by others
    - Clinically significant
      - Delivered therapeutics
      - Infection Prevention
      - Connected devices?
  - Nurse Call Systems
    - Usually contracted out if managed by others
    - Technically sophisticated
    - Patient safety
    - Integrations



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- Overhead paging/paging and AV distribution
  - Typically outsourced
  - fairly reliable gear
  - mission critical
  - provides flexibility for the health system
    - Patient Education
    - Advertisements for hospital services
    - Conferencing
    - HTM Exposure to senior leadership



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The Business end of enhancing your program-

- Resources
- In order to be successful at some of these tips and tricks, you will need resources, i.e. FTE's and Money.
- A full-time equivalent (FTE) is a unit of measurement used to figure out the number of full-time hours worked by all employees in a business. If your business considers 40 hours to be a full-time workweek, then an employee working 40 hours per week would have an FTE of 1.0. In contrast, a part-time employee working only 20 hours per week would have an FTE of 0.5—which shows that their hours worked are equivalent to half of a full-time employee.



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## The Pro Forma

Pro forma means “for the sake of form” or “as a matter of form.” When it appears in financial statements, it indicates that a method of calculating financial results using certain projections or presumptions has been used.

It is important to justify your request by developing the tool by which the “picture is painted” for the COO, CFO or the senior leading making the decision, “the economic buyer.”



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## The Pro Forma

Know your leadership... How do they like to “see” or be presented things?

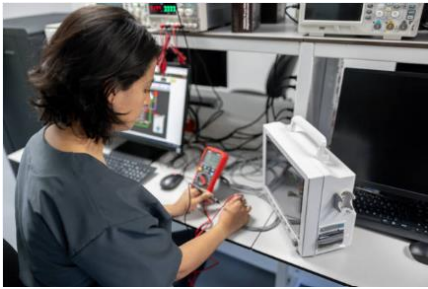
- The CFO may want something different than the COO
- Typical leadership wants brief perhaps bulleted or graphical data presented.
- Be prepared to defend what you present. Do not use data derived from emotion.
- Capture all potential expenses – what it would cost to outsource (real data) and what ALL of the costs are to perform the service in-house (labor, benefits cost for labor, education/training, estimated cost for parts based on historical data, specialized/proprietary tool costs, estimated purchased services (when your team gets stuck), any software support agreement necessary, and finally, subscription fees to any call-in support.
- Fees associated with on-site support to operate device (i.e. surgical devices)



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## ***Relationships – Vendor Management***

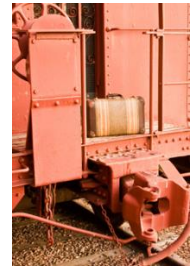
- Acknowledge that vendor management models will vary due to organizational needs and the vendors in your area.
- Examine current vendor relationships – Where is the most amount of money being spent currently? Who are the Top 10? What is the status of our working relationships (corporate support, regional leadership and local service engineers)
- Is there an opportunity to aggregate facilities across the organization (some companies have different representation for geographic areas that might not match with your geographical service area)
- Is there an opportunity to standardize any representation conflicts?



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## *Relationships – Vendor Management*

- Establish a selection process for key vendor relationships based on the data gathered from the questions raised in the above bullet points. Do the research. “Who are you hitching your caboose to?” It matters.
- Define the relationship with each vendor – document those relationships
- expectations of the relationship
- Understand that a win/lose relationship is not a successful relationship – step into the vendors shoes, understand the opportunity you offer from the vendor perspective.
- Do Your Homework – METRICS! Track the success and/or failure of each vendor relationship. (Uptime, costs, response times, software keys (without cost), customer satisfaction and even Press-Ganey scores to measure success and failure)



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## *Relationships – Vendor Management*

- Price is not everything! In the event an identified key vendor is not budging on price consider other concessions such as coverage times, or other “extra services” that can be more controlled locally.



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## *Relationships – Vendor Management*

- While aggressive negotiations make sense, do not squeeze the vendor so hard that their relationship with you is not appropriately profitable. You will not get good service from them and even worse your actions could prove fatal for other vendors (ISO's). Reputation.
- Consider meeting with your CFO or Accounts Payable leadership to see if preferred vendor terms might be available as a solution for greater discounts
- Understand you are dealing with human beings. They have emotions, deeply held values, and different backgrounds and viewpoints; and they can be unpredictable. Develop a working relationship where trust, understanding, respect, are earned.



## ***Conclusion...***

- Think outside the box – what is the value that you and your team deliver to your employer?
- Service Agreements and Purchased Services – are you leaving cash on the table?
- Can you make an impact on patient safety in areas that you currently do not serve? i.e. cybersecurity of medical devices
- How accurate is your inventory? Transparency?
- Vendor management is extremely impactful to the business of healthcare technology management.
- Relationships matter! Internal and External customers – FOCUS
- Peer relationships – get involved – events like this are priceless!





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