

# Elevating HTM: Integrating Career Paths and Programs with Organizational Strategy

**Presenter: Ben Lewis**



# Session Objectives

## Today, We'll Explore:

1. How HTM broadly impacts organizational strategy.
2. Strategies to align your HTM department's mission with organizational goals.
3. Insights into future trends in HTM and healthcare.
4. Techniques for effective communication with executive leadership.
5. Considerations on career development within HTM and healthcare.



# Career Highlights

**Started as a Biomedical Equipment Technician (BMET) in the U.S. Army**, progressing to senior leadership roles in healthcare administration over 25 years.

**HTM, FM, Supply Chain**, are core competencies in healthcare, focused in operations, compliance, and stewardship.

**Strategically aligned HTM departments with organizational goals**, enhancing operational efficiency and patient safety. Broken early barriers such as AEM adoption, HTM cyber investments, and CMMS adoptions that improved patient and staff experience.

**Leader of leaders** in the healthcare, overseeing 9-figure budget and over 900 FTEs, developed people and departments through growth and change. Mentored and developed leadership teams, elevating HTM's role in healthcare and driving innovative practices.

**Founded** company focused on **technical solutions** for healthcare in 2022 offering software solutions, consulting, and business development, that deliver innovative ways for healthcare systems to reduce costs and improve care.

**Recent announcement** that I will focus fully on providing innovation that reduces cost, provides value, and improves care through private industry.



## Considerations



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# Understanding and Communicating the Critical Role of HTM

## 1. Financial Performance

*Focus:* Financial health and sustainability

- Operating Margins
- Cost Management & Efficiency
- Revenue Growth

## 3. Internal Processes

*Focus:* Operational efficiency and care delivery

- Length of Stay (LOS)
- Left without Being Seen (LWOBS)
- Readmission Rates
- Process Improvement (Lean/Six Sigma)

## 2. Patient/Customer Perspective

*Focus:* Patient satisfaction and care quality

- Patient Satisfaction (e.g., HCAHPS Scores)
- Clinical Outcomes & Safety

## 4. Learning & Growth

*Focus:* Staff development and innovation

- Employee Satisfaction & Engagement
- Training & Development Programs
- Innovation & Technology Adoption

## Financial Performance

- Reduce cost and downtime
- Increases throughput
- Extends life/ capital budget

## Patient/Customer Perspective

- Reduce risk
- Partner with Pt Safety

## Internal Processes

- Efficient PM scheduling
- Effective asset management
- Start times

## Learning & Growth

- Provide training
- Support Expansion
- Lead innovation



# Developing a Strategic Plan

## Three-Year Strategic Plan:

- **Now:** Immediate goals and initiatives.
- **Near Term:** Objectives for the next 1-2 years.
- **Visionary:** Long-term vision connecting to future trends.

## Establishing Initiatives and Tactics:

- Set clear, measurable goals.
- Develop actionable steps to achieve them.

## Regular Progress Check-ins:

- Monitor, evaluate, and adjust as needed



## Considerations

- Be able to rationalize how your goals support org strategic plan.
- Apply proper goals for span of scope of or department. (What makes a good musician? Ask a consumer? Ask a musician.)

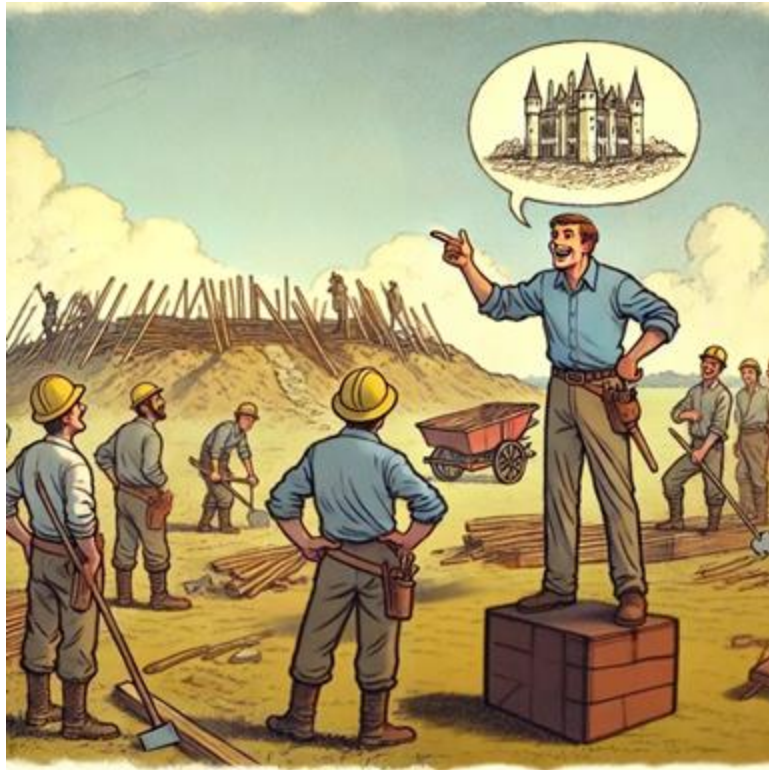




**HTM** programs do not develop at the same rate.

## Developing a strategic plan that supports your organization's strategy will:

- **Ensure alignment** on future technology standards and integration, reducing risk and waste. (example)
- **Improve pt outcomes** through care coordination and communication across departments ensuring holistic continuous care.
- **Attract and build talent** through a **culture of leadership development and inclusion** towards goals broader than the department. (discuss)



Creating strategic initiatives without detailed tactics.

## The Parable of the Builder and the Castle

- **Inspiring Vision but No Plan:** The builder confidently shared a grand goal, but **without** blueprints or instructions, confusion set in among the workers.
- **Uncoordinated Efforts:** Without **clear roles or strategies**, the workers' efforts became disjointed, leading to slow and incomplete progress. (RACI, SBAR, Project Plan)
- **Lesson Learned:** A goal provides direction, but actionable steps and a **clear plan** are **essential** for **success** in any project or endeavor.

# Effective Communication with Leadership

## Building Trust:

- Educate executives on HTM's mission and impact. (How many can define HTM?)

## Speaking Their Language:

- Use metrics and KPIs that matter to them.
- Highlight how HTM affects financial and quality metrics

## Regular Engagement:

- Schedule updates.
- Invite leadership to departmental meetings or tours
- Insert yourself where required, explaining value

## Considerations

- Quality- Discuss equipment **events**.
- Communication is key. (Use time **effectively**)
- Map department objectives to **overarching goals** and projects.
- Stay informed on healthcare **trends**
- Participate in **cross-departmental** initiatives.





COO/CFO

HTM

- SE/NPR- Supply Chain
- PSI- Quality
- EBITDA- Finance
- Accreditation- Compliance

Take the time to learn the language of your CEO, CNO, CFO, COO, and other key leaders.

This anecdote shows the importance of communication and the growth possibilities of an individual in unfamiliar areas when the discipline of consistency is applied.



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# Future and Growing Trends in HTM and Healthcare

**Artificial Intelligence (AI):** Using AI for predictive maintenance and strategy development.

**Internet of Things (IoT) Clinical Systems Engineer:** Managing interconnected devices.

**Cybersecurity:** Protecting patient data and device integrity.

**Volunteering for Future Roles:**  
Lead initiatives in uncharted areas. AI use cases yet to be defined.  
(digital transformation, innovation projects)



## Considerations

- Be able to communicate high-level about how your department will change in the next 1/3/5 years and what that means to the broader organization.



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# Future Roles in HTM

- AI Use Case-Coding (Visual)
- AI Specialist in HTM
- Telehealth Technology Specialist
- Medical Device Integration (AI driven)
- Robotics Maintenance Specialist
- VR/AR Systems Manager
- Nanotechnology Equipment Manager
- Blockchain Applications Specialist



## Considerations

- What should be a future trend or role and is not?
- Develop titles for new roles and standardizing existing.



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# Career Development Guidance

- Pursue skill development for your interested path after performing a skills gap analysis.
- Solve problems outside of your comfort zone and discipline when appropriate.
- Seek mentorship in and out of your organization.
- Lead new initiatives and embrace digital transformation.



## Considerations

- Invest in soft skills (DISC, Predictive Index Behavioral Assessment)
- Pursue a 360 review
- Be willing to relocate \*
- Use professional social media to understand how to be competitive for roles that you want.



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# Call to Action

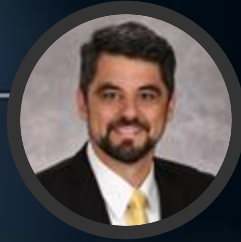
- What you do matters, and HTM needs champions to elevate our industry.
- Connect with departments and leadership that can support you.
- Choose your own adventure



# Q&A and Discussion



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# THANK YOU



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