RESILIENCE:

A Tool for Today's HTM Challenges

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Presenter:

- *System VP, Clinical Engineering CommonSpirit Health*
  - *Healthcare for >40 yrs*
- *CommonSpirit Health*
  - *140+ hospitals, >2,200 care locations in 24 states*
  - *600 in-house team members*
  - *Supporting >655,000 medical devices*
  - *Capital Planning, RFP management, Capital Contracting & Purchasing*
  - *Standardized regulatory compliant HTM program for all locations*
  - *Medical Device Security & Strategic Professional Development Planning*

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What's in a Name?

- *Med Repair, Medical Maintenance, Biomed, Clinical Engineering, Healthcare Technology Management*
- Whatever the departmental title… healthcare needs us

- Why did you become an HTM member?
- What motivates you to stay in our field?
- Can you recall and share some HTM experiences that make you proud of our industry?
- Do you find it is more difficult to meet the expectations placed upon HTM today than it was just 7 or 8 years ago?

Challenges in HTM

- factors leading to burnout, early retirement or worse …loss of passion/energy

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What are some of the issues impacting your operations?

- **Shrinking/Aging workforce:**

  - ✓ HTM job growth projected @ 13% compared to other install maintenance/repair occupations @ 5%.
  - ✓ >7,500 open positions each year for next decade! Many due to retirements. (1)
  - ✓ Where will the replacements come from… who has a talent pipeline?
  - ✓ What recruitment strategies are you employing?
  - ✓ Boomers/Gen X much different than Millennials & Gen Z
    - ❑ Career, title, job recognition & pay for the former
    - ❑ Work-life balance, flex schedules & work that matters/makes a difference with emphasis on diversity/inclusion.
    - ❑ What adjustments have you made to address the generational issue?

- Do you know the impact of this issue in your organization?
  - ✓ ≈42% in my organization.

(1) Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook*, Medical Equipment Repairers, at https://www.bls.gov/ooh/installation-maintenance-and-repair/medical-equipment-repairers.htm (visited *May 14, 2024*).

Challenges in HTM

- A second factor contributing to burnout, early retirement or worse …loss of passion/energy

- **Connected Medical Device & Cyber Workload:**

  - 20 yrs since the MDS2 was introduced (developed by NEMA & HIMSS)

    - Explosion of connected devices… all imaging, vents, anesthesia, EKG, all infusion devices, all patient monitors includes VSMs, POC devices, battery operated devices, smart devices, etc…
    - Work is not finished, estimates as high as 15 – 20% more thru 2030

  - Workload has increased
    - 1 FTE/1,500 beds or 1/12,000 networked devices
    - Depending on organization size presents a 10% or more staff increase. Sometimes unaddressed, handed over to another dept. or outsourced.

- How are you addressing this additional workload in your organization?

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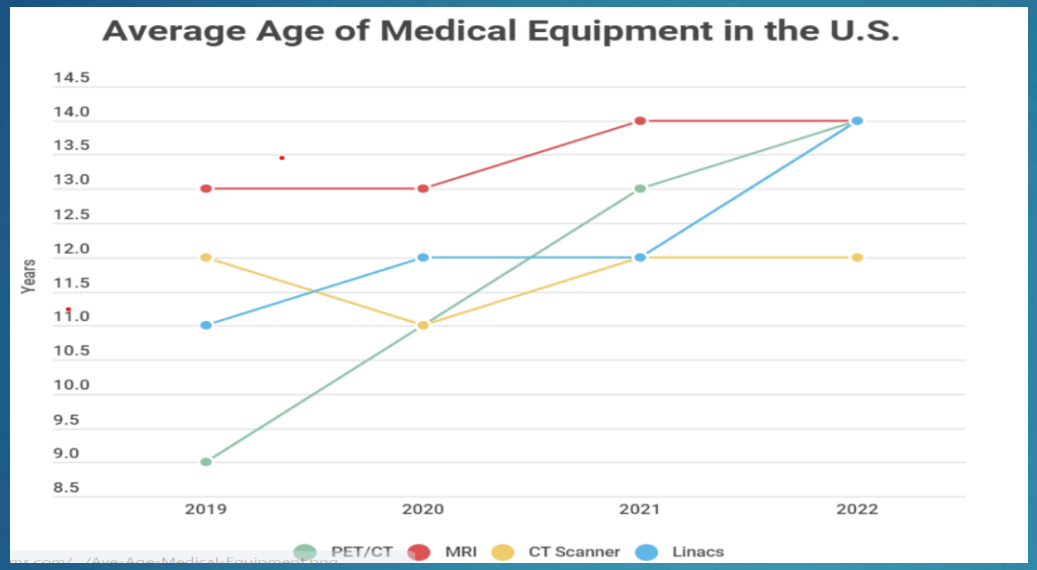
Challenges in HTM

- A third contributing factor influencing burnout, early retirement or worse …loss of passion/energy

➢ Aged inventory:



Oncology Systems.com (2)

- ✓ Declining/wrong mix of volumes, stagnant reimbursements & inflation resulting in required support of big-iron past EOS.
- ✓ Same is true for general biomed equipment ***<u>& with dramatically increased recall frequency</u>*** - sources such as Becker's, ECRI & NIH
- ✓ 24x7 noted a nearly 14% increase in medical device recalls in Q1 vs the previous quarter.
- ✓ Yet, a 51% decrease in defective units! (3)
- ✓ Nothing like "double-work" to frustrate HTM members

- ✓ What additional issues does this challenge present?
  - Pressure for parts sourcing
  - Pressure for technical competencies
  - Pressure for device integration and stakeholder expectations of CE

2) https://www.oncologysystems.com/blog/medical-equipment-continues-to-age-in-the-united-states (visited June 17, 2024).
3) https://24x7mag.com/standards/fda-updates/recalls/medical-device-recalls-up-nearly-14-in-2024/

We need help. We need a "golden screwdriver" - ***Resilience:***

*Continuing the mission **with** excellence **through** success & failure*

- These challenges present difficult times in HTM industry.
- Will talent, skills & abilities see us through?
- Historically where have we turned when the workload is heavy?
  - ✓ …80% of work done by 20% of the team.

- "Talented people are often a gift to the world, but absence of strong character will topple the gift. Character protects the gift". (5)
  - ✓ Crises defines one's character & resilience is built in them.
  - ✓ Resilience is required to turn difficulties into opportunities…
  - ✓ …opportunities to grow personally, professionally & operationally

(5) Never Enough, Maxwell, J - pg. 191

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Resilience Requires Courage

- **Mental Courage**: overcoming fear of intellectual honesty

  - ✓ HTM members/leaders must serve as SMEs to educate honestly/fully Hospital/organizational leadership to the extent of the challenges.
  - ✓ These challenges require courageous conversations.
  - ✓ If left unaddressed they may lead some to sacrifice quality, regulatory compliance, patient safety, or team member engagement/culture.
  - ✓ HTM members/leaders must choose the harder right instead of the easier wrong. - Mental courage is needed.
  - ✓ Any examples of these conversations?

Resilience Requires Courage

- **Emotional Courage:** overcoming fear of failure

- ✓ Emotional courage enables one to push through criticism, initial rejection & weariness
- ✓ Emotional courage keeps us in check when our personal, or our department's reputation suffers or risks criticism.
- ✓ Emotional courage fuels the passion to compete for resources in an increasingly shrinking CapEx/OpEx pool.
- ✓ What are some of your examples regarding exercising emotional courage in the HTM arena?

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Resilience Requires Courage

- **Relational Courage**: overcoming fear of candid/ authentic conversations
  - For some this is hardest of all.
  - It requires us to self-disclose … it's providing a look behind the curtain to explore the impact of the issues/barriers being faced.
  - To really know ourselves/our programs is to be known by others and to see the view from their perspective.
  - Who now knows your program better as a result of this exercise & what was the issue that brought about the discussion?

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Questions for the HTM Community

Mental, emotional & relational courage are required.

- Which of these am I best prepared to handle today?
- Which of these am I most likely to avoid?
- What are my resources for overcoming any of these?

"Failure is seldom fatal.
Success is seldom final.
It is ***courage*** that counts."

Winston Churchill

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Resilience Requires Vision

- **Vision Defined:** clarity of focus on a future end-state that moves human resources towards the goal with drive & perseverance
  - *Successful vision is grounded in wisdom.*

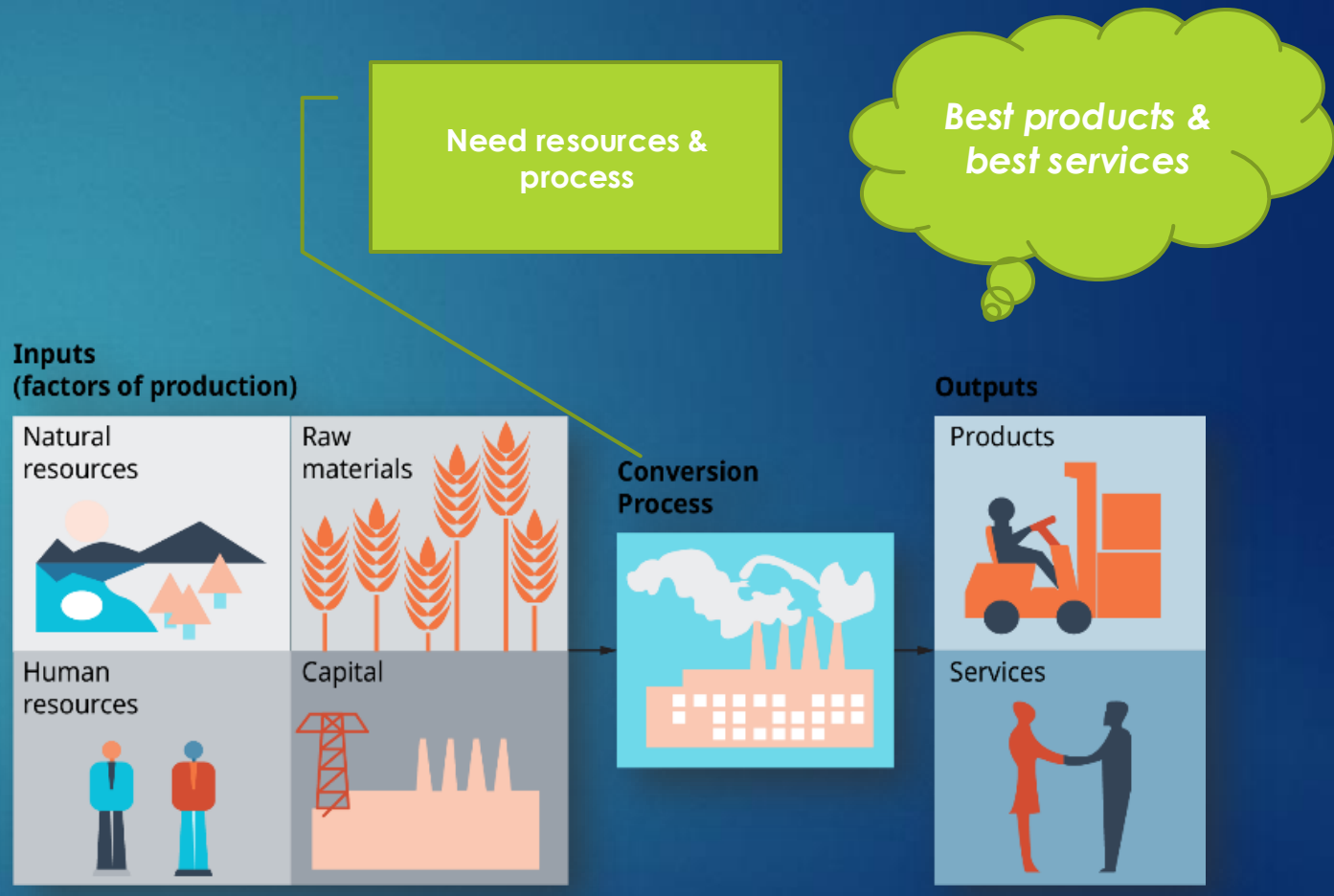
- Vision must have a clearly defined end-state.
  - *To be unclear is to be unkind.*
    - *So teach us to count our days that we may gain a wise heart.* *Psalm 90:12 NSRV*
    - *From a wise mind comes wise speech; the words of the wise are persuasive.* Prov 16:23 NLT
- Vision must be large enough & communicated well enough to capture the attention & enthusiasm of those enlisted to achieve it.
  - People need reasons to invest their energy.
  - Lots of competing agenda items for limited energy.
- People get tired & without a compelling vision lose resilience.

Resilience Requires Vision

- Vision that is large enough & communicated well enough to capture the attention & enthusiasm of those enlisted to achieve it… but also

Vision must be resourced

- Where there is no vision, the people perish (Proverbs 29:18a)
- But, with only a vision end-states are never accomplished.
- HTM leaders must secure executive leadership support for:
  - adequate staffing & funding
  - appropriate skills/continuing education/professional development to support competencies
  - cross departmental collaboration and…
  - required tools/software to arrive at end-state vision.



Resilience Requires Self-Care

- **Emotional Intelligence:**
  - ✓ Know your capacity & do not ignore it
  - ✓ Each of us has a finite reservoir of courage, of vision-casting, of investing in others

- **What are the barriers to taking care of ourselves?**
  - ✓ Responsibility: The impact to others is great…
    - *Yes it is, so think airplanes & O2 masks*
    - *Can't lead & help others if you are sidelined*
  - ✓ Multi-tasking is revered today and often mistaken as productivity.
  - ✓ Stress and burnout are real and must be prevented.
  - ✓ Worst case scenario:
    - Burnout may not kill you, but it may impact your mental health to think life isn't worth living.
    - Stress can lead to premature death.

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Resilience Requires Self-Care

- **Replenishment Support: - Where is your needle today?**
  - **Set Boundaries**
    - Practice a day of rest – completely unplugged from your normal vocational duties.
    - Develop a work day ending practice – can be difficult for "remote" workers. What is yours?
  - ✓ **Identify ways to lower surrounding "noise"**
    - ❑ Evaluate your "to-do" list and ensure that appropriate delegation is in place.
    - ❑ Hold yourself and your team accountable to work at appropriate levels.
    - ❑ Do not assume other's or other department's roles – doing so creates "avoidable noise".
  - ✓ **Exercise both body and mind**
    - ❑ Create calendar events for rounding, gym time, walk time, any sort of "*fresh air*" time
    - ❑ Meditation – we consume loads of information, be sure to take time to think on it, evaluate it for personal, team & sphere of influence benefit.
  - ✓ **Create margin in your day for proper sleep** – We schedule full days, be sure to schedule sleep.
  - ✓ **Spiritual development** – We are more than the external.
  - ✓ ***Do you have other helpful input?***

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Resilience Summary

- ✓ Requires Courage
  - ❑ Mental
  - ❑ Emotional
  - ❑ Relational
- ✓ Requires Vision
  - ❑ Vision must be clearly defined
  - ❑ Vision must be resourced
- ✓ Requires Self Care
  - ❑ Self Care is multi-faceted
    - Set boundaries
    - Lower noise
    - Prioritize establishing margin to exercise body, mind & spirit
  - ❑ Other

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Remember, whatever the departmental title healthcare needs us

Ask yourself these questions…

Why did I become an HTM member?
What motivates me to stay in my field?

Thank you
&
Questions

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