Izabella Gieras, CCE, CSSBB

▶ Currently the Director of Clinical Engineering at Huntington Hospital in Pasadena and Cedars-Sinai Medical Center in Beverly Hills, CA

▶ Worked as the Director of Clinical Engineering with ARAMARK Healthcare/Mount Sinai Medical Center, New York, NY; Director of Technology Management at William Beaumont Hospital in Royal Oak, MI

▶ Past President of ACCE (American College of Clinical Engineering)

▶ Fellow of ACCE, AAMI

▶ Certified Clinical Engineer (CCE)

▶ Holds a B.S. in Electrical Engineering from the University of Cape Town in South Africa, M.S. in Biomedical Engineering from the University of Connecticut and an MBA from Walsh College in MI

Discovering the Possibilities

Donald Armstrong, CHTM, CBET, CABT

▶ Currently at Renovo Solutions as Manager of Technical Training

▶ 41 years as a Biomed, many of those in the OR

▶ Get to share my gift of servanthood daily

▶ Love the HTM Field and what it has meant to me and my family.

▶ Have worked at Stanford Health Care, UCSF, GE Healthcare

▶ On Facility with AAMI teaching CBET Prep.

▶ CBET, CHTM, CABT

▶ AAMI, TMC, Editorial Board BIT

▶ Past President of HTMA Texas

▶ CABMET, CMIA, HTMA Texas

Session Description

The **Healthcare Technology Management (HTM)** community continues to face staffing challenges with attracting and retaining qualified workforce. This challenge has prompted many of the HTM Leaders to think outside the box and reevaluate their current workforce strategies.

The presenters will share insights on their strategies to best optimize the current as well as incoming staff to support the ever-increasing scope of work and pressure on cost reductions.

The presenters will also address some creative ideas to partner with local colleges, professional organizations as well as each other to support these initiatives.

Session Objectives

Audience participants will

- Leverage experience, resources and applied practices to support current initiatives.

- Learn new strategies to overcome presented challenges.

- Develop a collaborative network of other leaders in the field.

Agenda

- **Background – Landscape in 3R's**

  - Past

  - Present

  - Future

- **Our HTM Programs**

  - In House

  - Third Party

- **Share your experiences**

Past Landscape in 3R's

Recruiting

    A large candidate pool

Retention

    Stay until retirement

Recognition

    Thank you!

    Regular paycheck

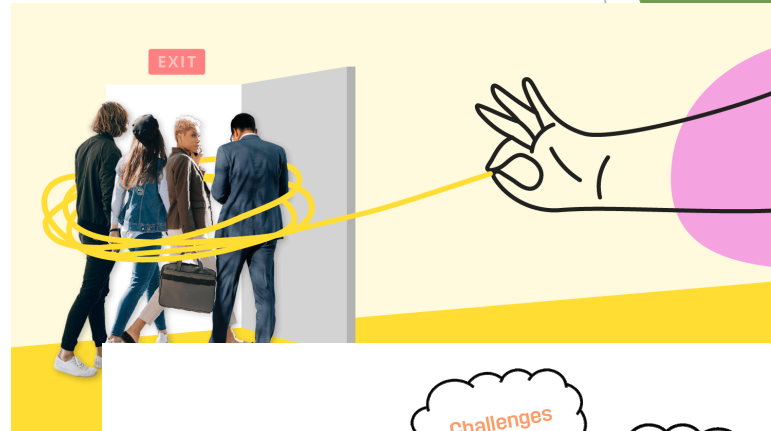# Present Landscape in 3R's

Recruiting

Challenging due to lots
of options with open positions

Retention

Challenging with short tenure

Recognition

Challenging with high expectations

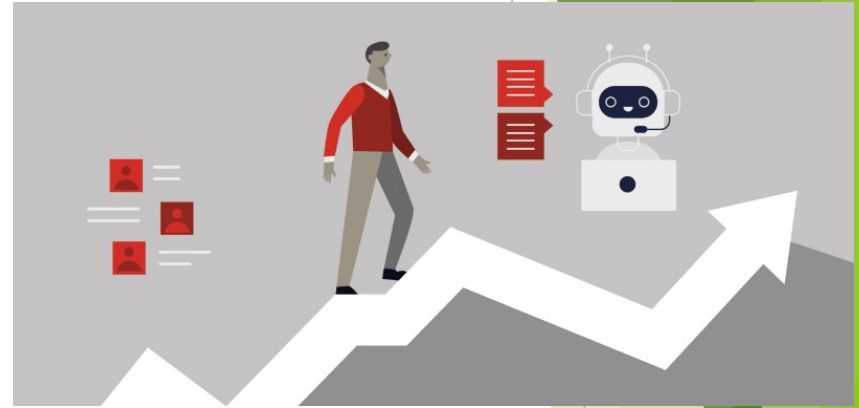# Future Landscape in 3R's

Recruiting

Predictive analytics on global scale and AI

Retention

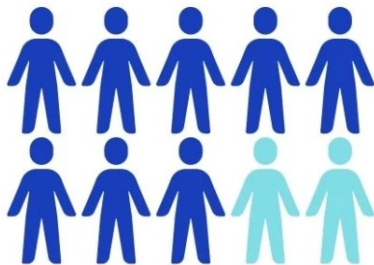Large retention incentives

Recognition

High rewards with fast promotions

94%

of employees would stay longer if their company **invested in their professional development**

Source: Linkedin Workplace Report

84% of employees shared that working remotely would make them happier.

Source: Owl Labs
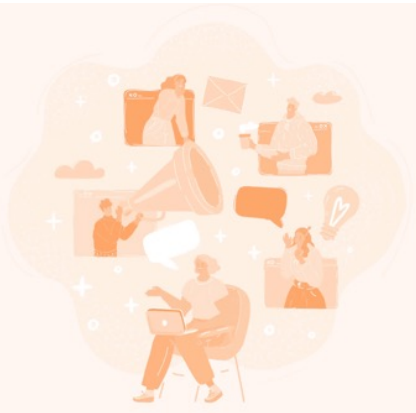
HiringThing™

98% of employees said they **wouldn't work for a company whose values didn't align** with theirs.

via City of London Economic Research

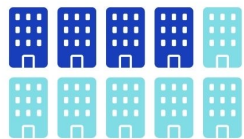**4.1 YEARS** is the average time an employee stays with an employer.

McKinsey

40% of employees who left jobs last year did so within the first six months.

HiringThing™

42% of employees seeking new work didn't feel like their company was maximizing their abilities and skills.

Source: Deloitte

HiringThing™

57% of employees have quit a job because of a poor relationship with their manager

Izabella Gieras

Affiliation – Cedars-Sinai/Huntington Health

Huntington Hospital Affiliation with Cedars-Sinai Becomes Official

Published on Wednesday, August 4, 2021 | 12:18 pm

The affiliation between Huntington Hospital and Cedars-Sinai Health System became official Wednesday, with the completion of the appropriate regulatory approvals. The affiliation will strengthen Huntington's long-term commitment to providing affordable, accessible, high-quality care to the San Gabriel Valley.

Everything you've loved and more.

Huntington Health + Cedars-Sinai
Exceptional local care, now connected to a world-class health care system.

Huntington Health. An Affiliate of Cedars Sinai

Extract from Pasadena Now, online

Cedars-Sinai Medical Center - Clinical Engineering

- Located in Beverly Hills, CA
- Licensed for 889 beds
- Over 14,000 employees
- 91,014 patients seen in the ED annually
- Over 32,000 surgeries annually
- Over 105 anesthesia locations
- 4500+ end user computing devices
- 34 members strong (BMETs, CEs, Imaging Specialists, Manager, Director, Support Staff)
  - Over 33,000 medical devices
  - Reports to Enterprise Information Services

Huntington Health - Clinical Technology

- Located in Pasadena, CA
- Level II Trauma Center with 619 licensed beds
- Bariatric & Stroke Center
- 18 Operating Rooms
- 3 DaVinci Robotic Systems
- 6 Cath Labs & IR Suites
- 6500+ personnel
- 300+ applications
- 4500+ end user computing devices
- Affiliate of the Cedars-Sinai Health System
- 12 members strong (BMETs, CE, Manager, Director, Support Staff)
  - Over 10,000 medical devices
 - Reports to Enterprise Information Services

Current Landscape

- Open positions
- Turnover
  - Short tenures, tracking < 1 year tenure
  - Mass Exodus
  - Diminished morale
- External impact
  - Open positions, lead to lots of choices
  - Competitive pay, benefits and other incentives
- High cost of living
  - Leads to long distance to work, impacts work life balance

Recruiting

- Match right title and JD to the position

- Partner with your recruiter

    - Develop a sound marketing campaign

    - Job fairs

    - Regular check in with your recruiter

- Outside recruiters

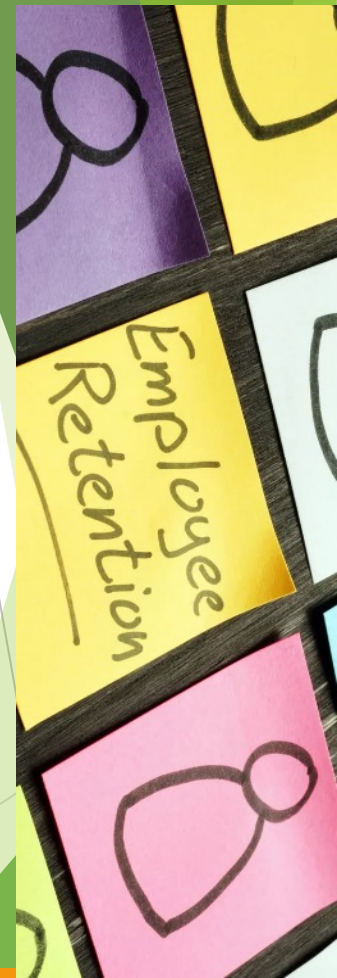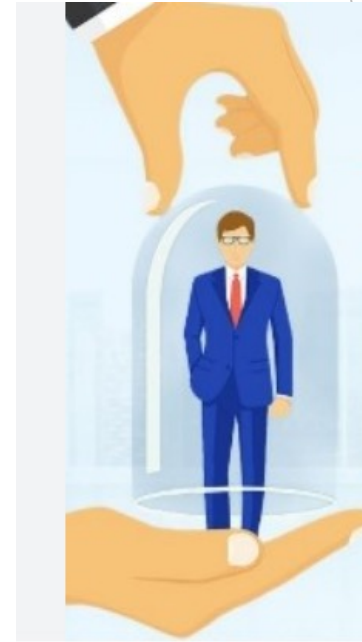- Partnership with a local school, OJT
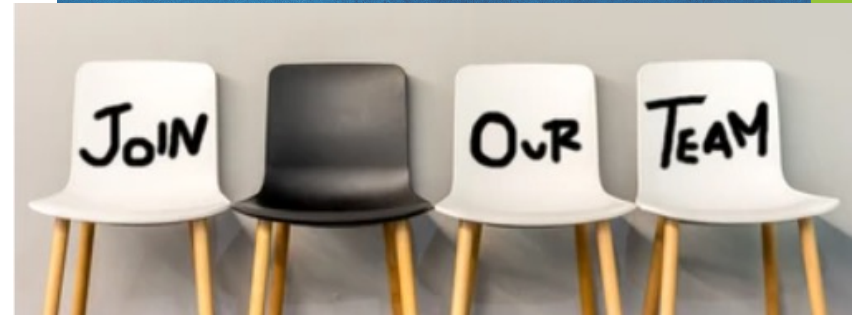
- Internships

Retention

- Motivate and Inspire
  - Emotional and mental support
- Strategic career path
  - Promote from within
- Bonuses
- Education/Licenses support
- Professional training

Retention cont.

- Access to conferences, local organizations
- Competitive pay, benefits and other incentives
  - Annual salary benchmarking
- Wellness incentives
- Diversity emphasis
- Regular surveys to gather feedback
- Open communication
  - Set expectations
- Flexibility
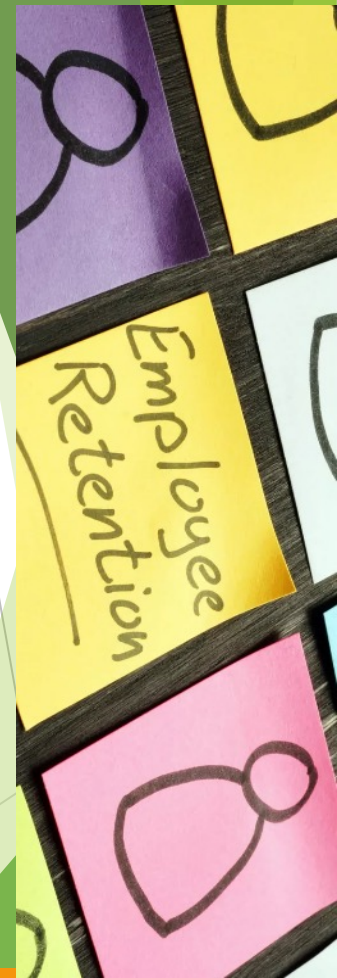
Why is Employee Retention Important?

- Cost of turnover

- Loss of company knowledge

- Interruption of operations

- Turnover often leads to more turnover

  - Decreased morale

  - Impact on productivity

- Regaining efficiency

  - May lead to restructure

Recognition

- Regular awards, public recognition

  - "Employee of the Month"

  - Peer recognition

- Personal THANK YOU cards

- See what your employees like – human interaction

  - Celebrate b-days with a cake, card

- Become good friends with your HR business partner

Recognition cont.

- On the spot bonuses for good work

- Retention bonuses

- Celebrate completed certificates, degrees, etc

- Annual family picnic

- Holiday luncheon

- Decorate the dept for major holidays
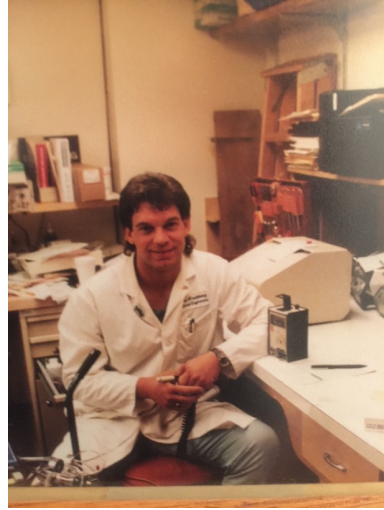
Donald Armstrong
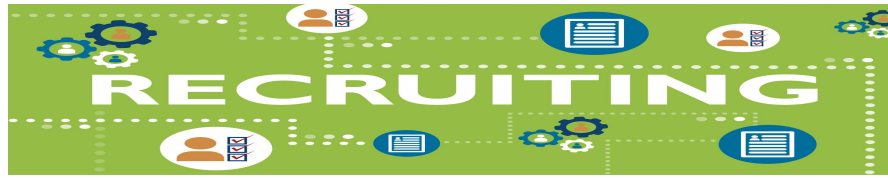
It is difficult to attract new talent

Entry points into the profession

Finding Entry-level BioMed

Hiring Leaders/Managers is a challenge

Expand our field of candidates

Look for people with related experiences

Find talent from existing employees

Start searching for employees early

Attending job fairs

Meet new talent at Conferences

Recruitment strategies

Change entry-level technicians' required qualifications

Change Job Descriptions if needed

Add an Associate Biomed or apprentice position

Offer training for new managers

Look for qualified people in other similar professions

Offer sign-on bonuses

Proved promotional information

Provide incentives for advancing their careers (Certifications, Tuition Assistance)

Recognition

THANK YOU

Find out how each employee likes to be recognized (in public or in private)

I have found a handwritten note goes a long way

Try to recognize whenever anyone specifically goes far and above

Do not recognize someone for simply doing their job, you want to make the recognition special.

Have gift cards available to present when you notice someone doing something special (it could even be if you see someone helping someone who is lost in the hospital)

A culture of appreciation is more important than ever. In fact, employees are five times more likely to stay with an organization when they are recognized for their efforts.

You want to recognize positive behavior to encourage more of that in the organization.

"People work for money but go the extra mile for recognition, praise and rewards."

Dale Carnegie

Recognition Examples

Be intentional about Recognition (be authentic but notice if you haven't recognized someone in a bit)

If you notice someone going the extra mile, make sure you recognize them ASAP (it will encourage great behavior and will let them know you are noticing)

Every chance you get to recognize someone. Even if they are not in your department

Try the Handwritten note, it is great for both the giver and the receiver

Find out how other managers recognize their employees

"The deepest craving of human nature is the need to be appreciated."

~ William James

iuemag.com

POWER QUOTES

Employee Retention

How to Improve Employee Retention

01 Calculate your retention rate
02 Analyze and benchmark data
03 Conduct a retention survey
04 Audit your current practices
05 Set retention goals
06 Develop improvement roadmaps
07 Track and review your progress

realhrsolutions

The act of retaining what you have or putting a bit more professionally, *Employee retention refers to the strategies organizations use to prevent employees from leaving.*

Find and research what encourages people to stay (what would make them stay)

Conduct STAY interviews to identify why people stay and what will it take for them to stay longer. Have specific and actionable questions.

If you notice someone is not fitting in, you should try to find out why

Find out why staff would rather leave than stay (either pay or negative work environment) Conduct exit interviews if possible

It is difficult and expensive to acquire new team members

Employee Retention Examples

Be an authentic leader

You can be friendly with your staff (don't keep arms length)

People stay if they feel connected with their managers

It does matter if your staff has a close friend at work (it could be you)

Dedicate yourself to your staff's development

It is a must that you know your staff

Make it clear that you care about your staff as people

Ask long-term staff members why they stay on

Employee Satisfaction, onboarding and training is a great start

▶ Phase III Graduates 2023

● Phase I Graduates 2024

The 3 R's Misc Thoughts

Hire for Attitude and educate and train the skills

If people do not leave that does not mean everything is all good (always room to improve)

Don't assume people leave because of money (most leave because of a poor relationship with leadership)

Recognize and promoting works best to retain employees

Do the best you can for each employee (money-wise)

Be honest and transparent with your staff

"People are not your most important asset. The right people are."

Jim Collins

EMPLOYEE RETENTION
Retention programs are much cheaper and much easier than *Replacement* programs.

Appreciation can make a day, even change a life. Your willingness to put it into words is all that is necessary.

-Margaret Cousins

Discovering the Possibilities

Share Your Experiences

Experience is the teacher of all things.

JULIUS CAESAR

@INFOPRENEURPATH

References

AAMI's HTM Retention Survey

AAMI's Best Practices in HTM Retention

CHOOSE A JOB YOU LOVE AND YOU WILL NEVER HAVE TO WORK A DAY IN YOUR LIFE.

Confucius

Discovering the Possibilities