

SUCCESSION PLANNING

**SETTING UP YOUR HTM DEPARTMENT
FOR GROWTH AND EXPANSION**

BY : D'JUAN JAMES, MBA, CHTM

AGENDA

- ABOUT D'JUAN
- MY 24 MONTHS EXPERIENCE
- HUMAN RESOURCES
- HOW TO JUSTIFY GROWTH & EXPANSION
- PRESENTING TO THE FTE COMMITTEE
- JUSTIFICATION PROPOSAL
- CREATING A TALENT PIPELINE
- WORKFORCE DEMOGRAPHICS

ABOUT D'JUAN



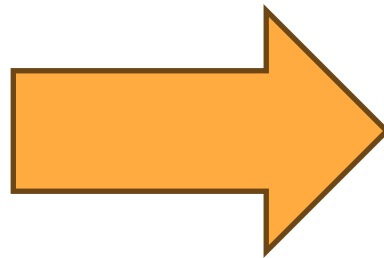
Healthcare Technology Management Leader

- **16+ years of experience in HTM**
- **10 years as a Biomedical Engineering Specialist**
 - **Boston Massachusetts Hospital**
 - **Loyola University Medical Center**
 - **Rush University Medical Center**
 - **Edward-Elmhurst Healthcare**
- **6+ years in Management**
 - **TRIMEDX - Manager Plus One**
 - **Advent Health Great Lakes - 4 Hospital System**
 - **St. Elizabeth Healthcare - 6 Hospital System**
- **Associate's Degree - Schoolcraft College (BMET)**
- **Bachelor's Degree - Northeastern Illinois University (BUS MNGT)**
- **Master's Degree - Benedictine University (MBA)**
- **Cornell University - Executive Healthcare Leadership Certificate**
- **CHTM Certified - 2023**
- **TechNation class of 2023 - 40 Under 40**

24 MONTHS EXPERIENCE

HOW IT STARTED

- 16 FTEs
 - (3) Admin positions
 - (6) CE Specialists
 - (7) BMETs



AFTER 24 MONTHS

- 32 FTEs
 - (6) Admin positions
 - (6) Imaging Engineers
 - (1) CEIT Specialist
 - (3) Co-op Students
 - (3) Assistant BMETs
 - (13) BMETs

EXPERIENCE (CONT'D)

ACCOMPLISHED

- CREATED NEW JOB DESCRIPTIONS
- PROMOTED ASSOCIATES
- MARKET ANALYSIS & ADJUSTMENTS
- ESTABLISHED PARTNERSHIPS WITH LOCAL COLLEGES & UNIVERSITIES
- STARTED CO-OP/INTERNSHIP PROGRAM
- HIRED 18 FTEs
- ESTABLISHED TALENT PIPELINE

HUMAN RESOURCES

- BUILD ROBUST RELATIONSHIP
- UNDERSTAND HR PROCESSES AND COMPANY CULTURE
- SHARE YOUR GOALS & VISION WITH YOUR SUPERVISOR
- SETUP A MEETING WITH CHRO
- EDUCATE VARIOUS HR SUB GROUPS ABOUT HTM
- TALENT ACQUISITION
- HR BUSINESS PARTNER
- COMPENSATION TEAM



TALENT ACQUISITION



- SET EXPECTATIONS (SCREENING APPLICANTS)
- DEPARTMENT BENEFITS & INCENTIVES
- COMPENSATION CALCULATOR & RANGE
- COUNTER OFFER & INTERNAL EQUITY

HR BUSINESS PARTNER

- CREATING NEW POSITIONS
- JOB DESCRIPTIONS
- JOB PAY CODES & SALARY RANGES
- MIDPOINT PAY RANGE & BENEFITS



COMPENSATION TEAM

- APPROVES JOB DESCRIPTIONS
- MARKET ANALYSIS
- MARKET ADJUSTMENTS
- ASSIGNS PAY GRADE & SALARY RANGES
- EQUITABLE PAY
- JOB TITLES MATTER



FTE COMMITTEE



- WHAT IS AN FTE COMMITTEE?
- WHO'S ON AN FTE COMMITTEE?
- WHAT HAPPENS DURING MEETING?
- PREPARATION FOR PRESENTATION
- IMPORTANT FACTORS

JUSTIFICATION PROPOSAL

- INDUSTRY STANDARDS & BENCHMARKS
- MARKET ANALYSIS DATA
- PRODUCTIVITY METRICS
- REGIONAL HOSPITAL COMPARISON
- FTE BUDGET
- BUSINESS CASE SUMMARY
- FINANCIAL IMPACT
- COST SAVINGS



COMPARISON: Regional Hospitals

Total Hospitals	2	4	5	8	6
Off-Sites & Clinics	150+	75+	100+	100+	100+
Medical Equipment Inventory	42,000+	28,000+	27,000+	41,000+	30,000+
Director	1	2	1	1	1
Manager/Asst Director	1	0	1	2	1
Supervisor	3	1	1	0	0
Team Lead	0	0	4	0	0
Coordinator	2	1	1	1	1
CE/IT Specialist	8	1	1	0	0
Imaging Specialist	6	5	5	8	6
Technicians	19	15	10	19	7
CO-OP Students	2	2	4	2	0
Total Spec/Tech	33	21	21	27	13
Total Staff	41	25	24	31	16
Tech to Equipment Ratio	1272	1333	1285	1518	2,308

BUSINESS CASE

Justification	CE department expansion justifies additional leadership roles. Director needs additional resources to manage day-to-day operations. Current structure isn't sustainable for CE leadership to manage workload without potential burnout.
Impact	CE Leadership can focus more on budget management, capital planning, projects, building relationships with hospital key stakeholders, customer service, and vendor management.
ROI	CE leadership will better manage strategic operations, sourcing, and other miscellaneous task to reduce operational expenses.
Budget Status	Minimal impact to annual budget
Add. Notes	CE department has two associates with 20+ years of service to the organization that will be given consideration for these roles. Creating two supervisor positions will be most adequate considering the responsibilities and daily task.

FINANCIAL IMPACT

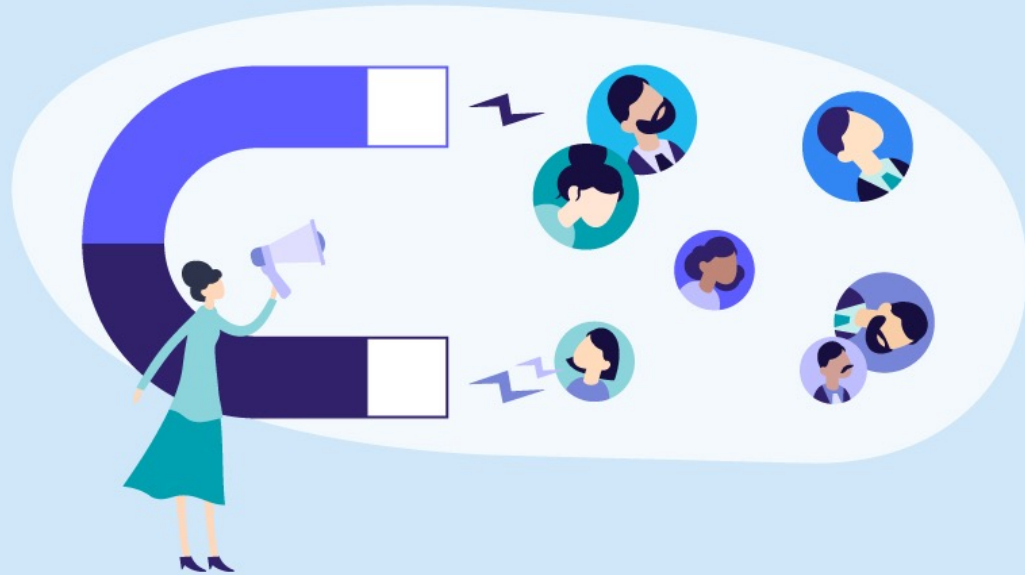
Compensation Range	<u>Job Code</u> New	<u>Title</u> Clinical Engineering Supervisor	<u>Pay grade</u> 123	<u>Min</u> 30.00	<u>Mid</u> 40.00	<u>Max</u> 50.00
Midpoint Salary & Benefits	\$83,200 X .30 = \$108,160					
Budgeted/Unbudgeted Compensation	If approved, the two unbudgeted positions will increase salaries by \$15,000. YTD monthly average department budget is 10% favorable; justifying requested increase.					
Other related information	Approved by HR Business Partner & Compensation Team.					

COST SAVINGS

Job Title	Pay Range: Midpoint	Salary + Benefits
BMET CO-OP	\$18/hr	\$48,672
BMET I	27.50/hr	\$74,360
		\$123,032
BMET III	33.55/hr	(\$90,719)
	Net Savings	\$32,313

	Pay Range: Midpoint	Salary + Benefits
BMET I	29.21/hr	\$78,983.84
Clinical Engineering Analyst	24.24/hr	\$65,544.70
	Net Savings	\$13,439.14

TALENT SUSTAINABILITY PIPELINE



- CO-OP/INTERNSHIP
- RETIRED/PRN
- MILITARY
- ADD SERVICE LINES
- CREATING NON-DEGREE POSITION
- CAREER FAIRS
- HTM COMMUNITY
- COMPETITIVE COMPENSATION
- TRAINING
- BLUEPRINT FOR INTERNAL DEPARTMENTS

PRESERVING THE HTM WORKFORCE



- HTM DEMOGRAPHICS
- AGING WORKFORCE
- AVERAGE AGE OF HEALTHCARE PROFESSIONS
- JOB VACANCY RATE
- NEXT GENERATION
- DEPARTING EXPERIENCE

QUESTIONS