

Adequate Training Budget: The Most Serious Sign of Ineffective HTM Leadership

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Who am I?

- CHTM, CBET, CCE, CPHIMS, CHTS-PW, fACCE
- 42 years in Biomed
- Managed large In-house, ISO and corporate Biomed
- **Active in certification of BMETs and CEs**
- 1st Pres of NCBA (North Carolina branch) - 1980
- President, HTMA-SC
- Treasurer – HTMA-GA
- Member of all Biomed Associations
 - (honorary NC, KY, Utah)
- Board Member – SC, GA
- Advisor – OH, KY, TN, UT, VA, NC, Texas
- Write a daily blog for the HTMA-OH - www.HTMBlogg.com
- Train Biomed in Developing Countries
- Medical Foundation (Guatemala)
- Provide them with tools, test equipment, manuals, supplies
- Biomed Without Borders – Not-for-profit
www.biomedswithoutborders.com
- **Writes monthly for 24x7 and BI&T (AAMI)**



What I Do:

- Managed Quality Management Program for large Independent Service Organizations (ISOs)
- Performed detailed evaluations of hundreds of large and small programs
- Evaluated inhouse programs for possible outsourcing
- Interviewed thousands of people for jobs.
- Necessary to establish capabilities of managers quickly.



- I often meet new managers

- At trade shows



- When selling my services



- At social events

- When performing a work assignment



- At industry events

- I find it useful to quickly perform an analysis of their likely effectiveness in their jobs

- This is performed by applying a simple rule-of-thumb.



Why not perform a complete evaluation?

- Fast evaluation of capabilities of HTM management
 - For administration
 - To determine engagement of director / manager
 - To determine aggressiveness of director
 - To determine if the director is the correct contact to engage with



Often necessary to perform rapid evaluation of leadership of HTM

- Why the need to perform a quick assessment of a manager's capabilities?
 - New administration
 - Proposal from outside management company
 - Customer dissatisfaction
 - Limited time
 - Incomplete Information



Many evaluation methods:

Personnel turnover

Low turnover = good manager



Low Cost Program

Low cost = Good Program = Good Manager



No Joint Commission Or Regulatory Issues

Passing Inspections = Good Program = Good Manager

Lean staff

Low staff - Good Program = Good Manager



Growth of Program

Growing Program = Good Program = Good Manager



Main Role of HTM?

- Maintain all Medical Devices in a manner that is
 - **Safe**
 - **Dependable**
 - **Accurate**
 - **Cost Effective**

REDUCE COSTS!



Cost of Service Ratio

$$\text{COSR} = \frac{\text{Annual Cost of Maintenance}}{\text{Original Cost of the Asset}} = \underline{\quad} \%$$



Average COSR Values for Various Service Options

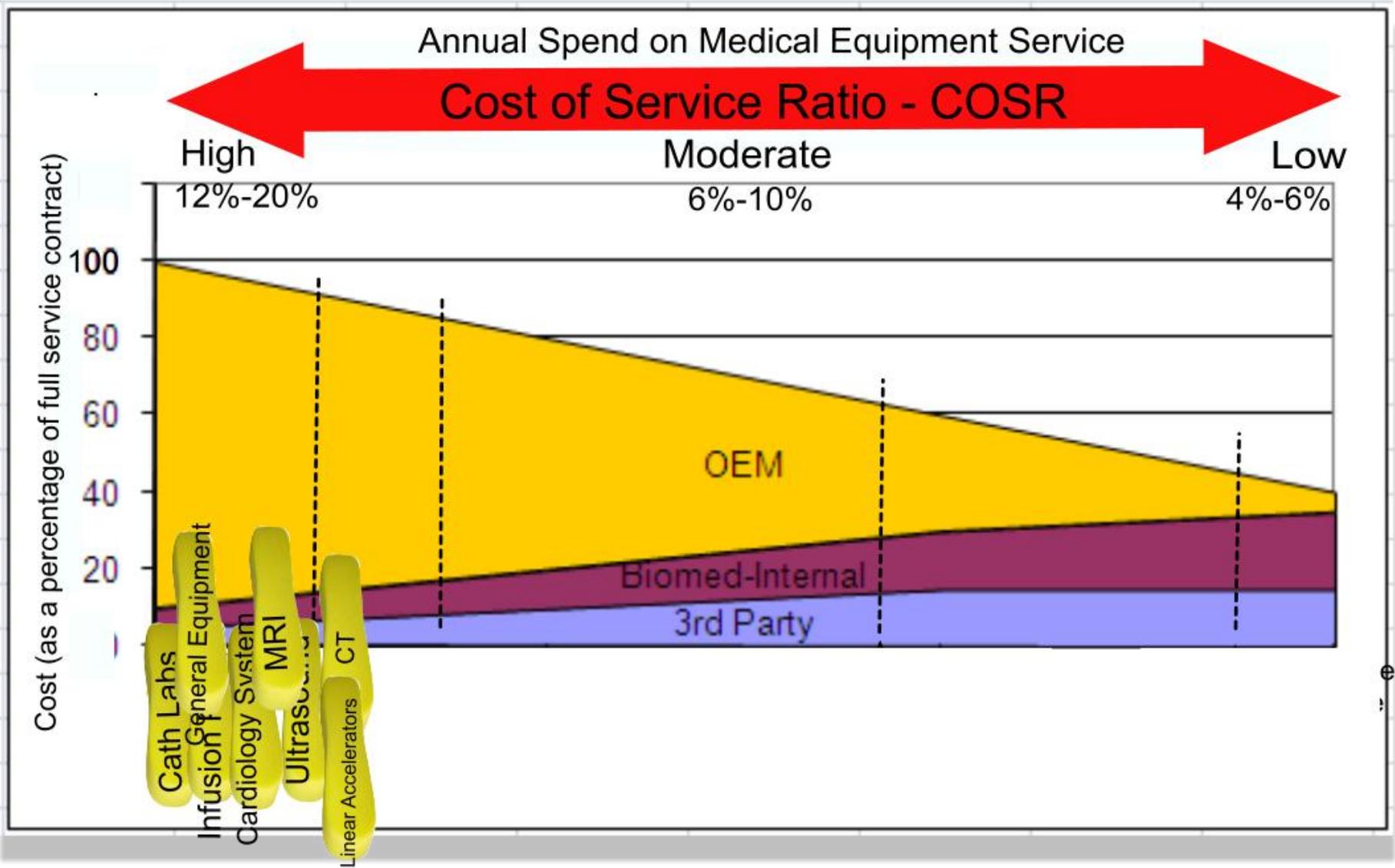
12% - 20% - Manufacturer (OEM) Contract

9% - 15% - 3rd Party Contract

8% - 12% - Outsourced In-house

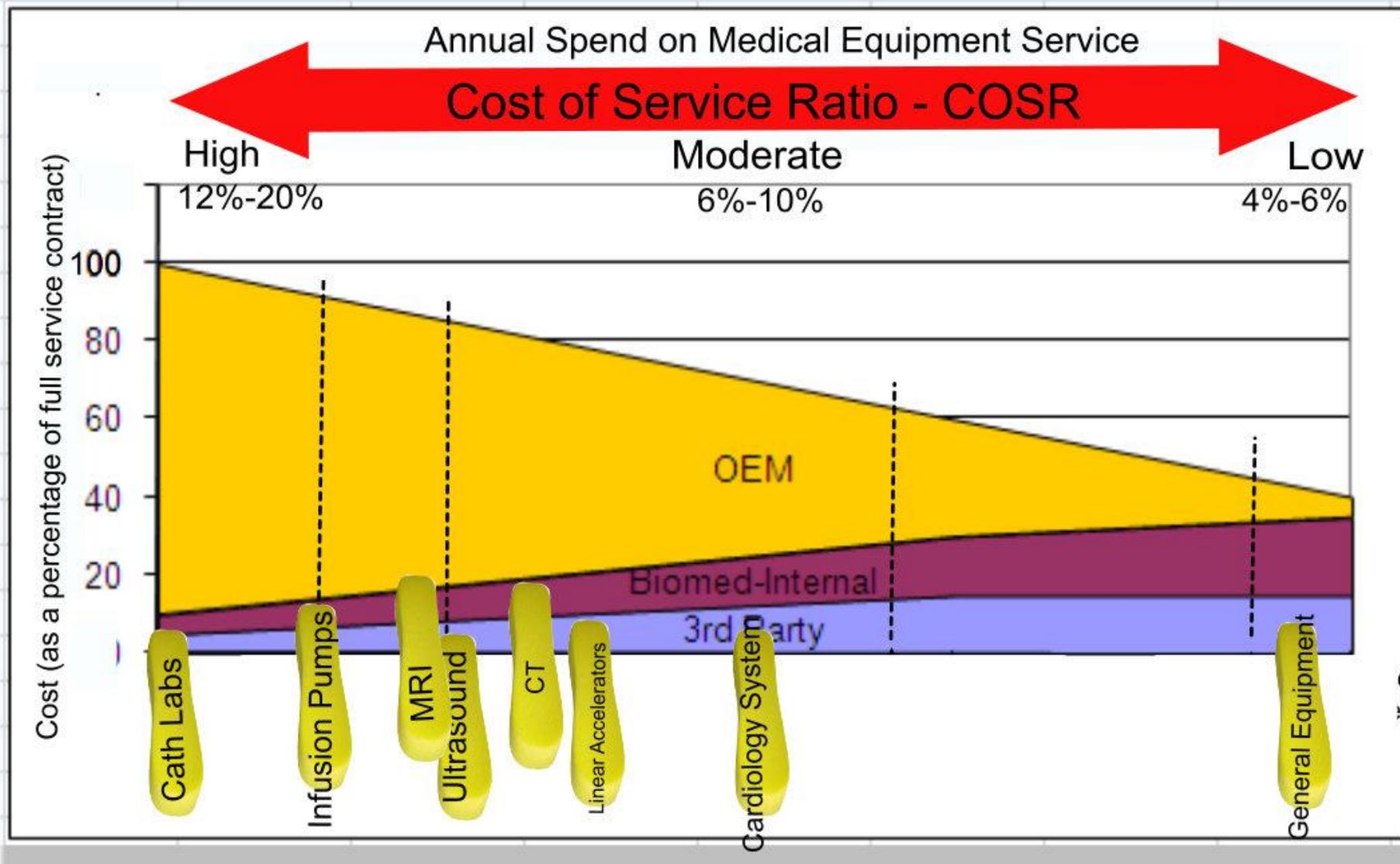
4% - 8% - In-house programs

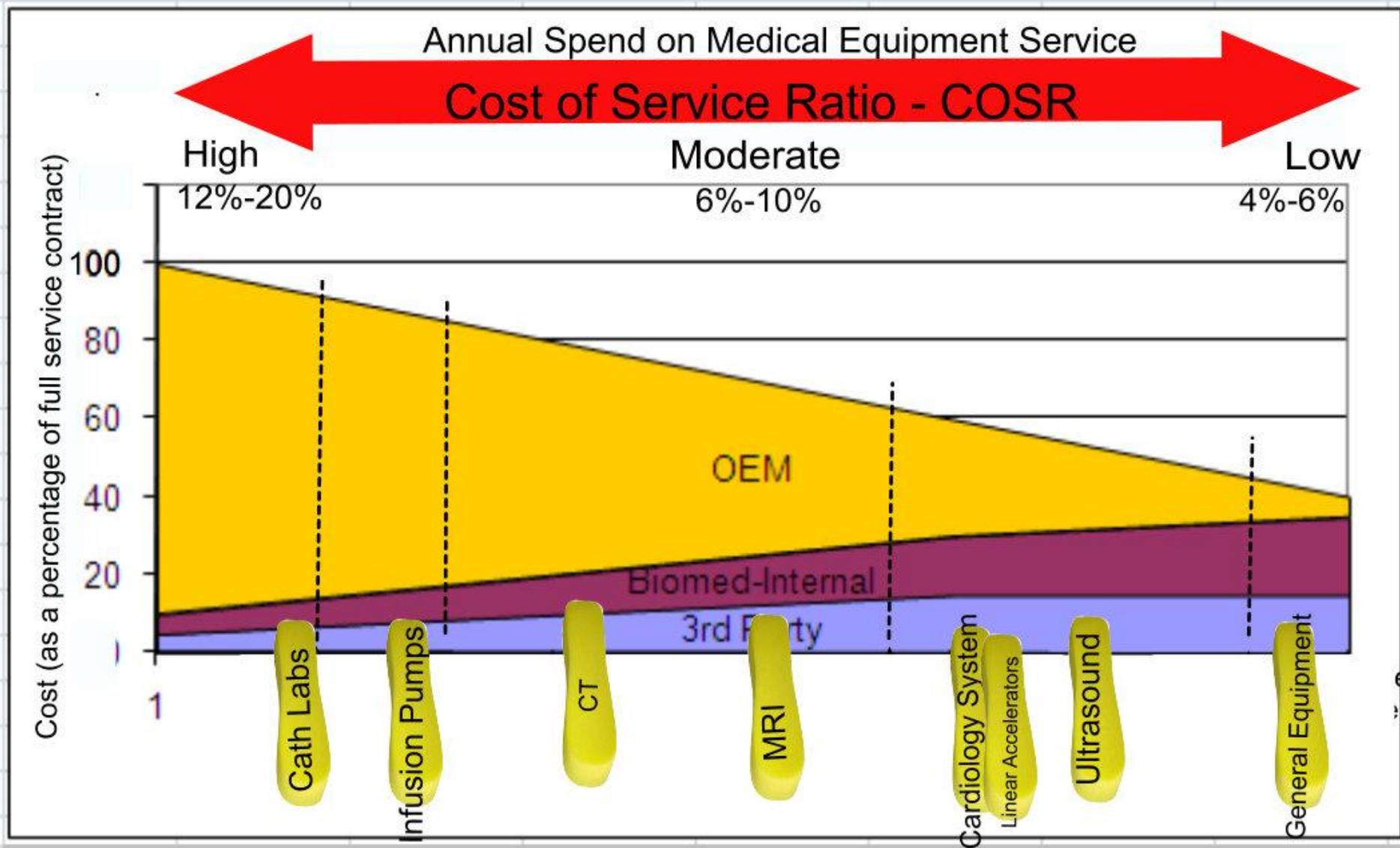


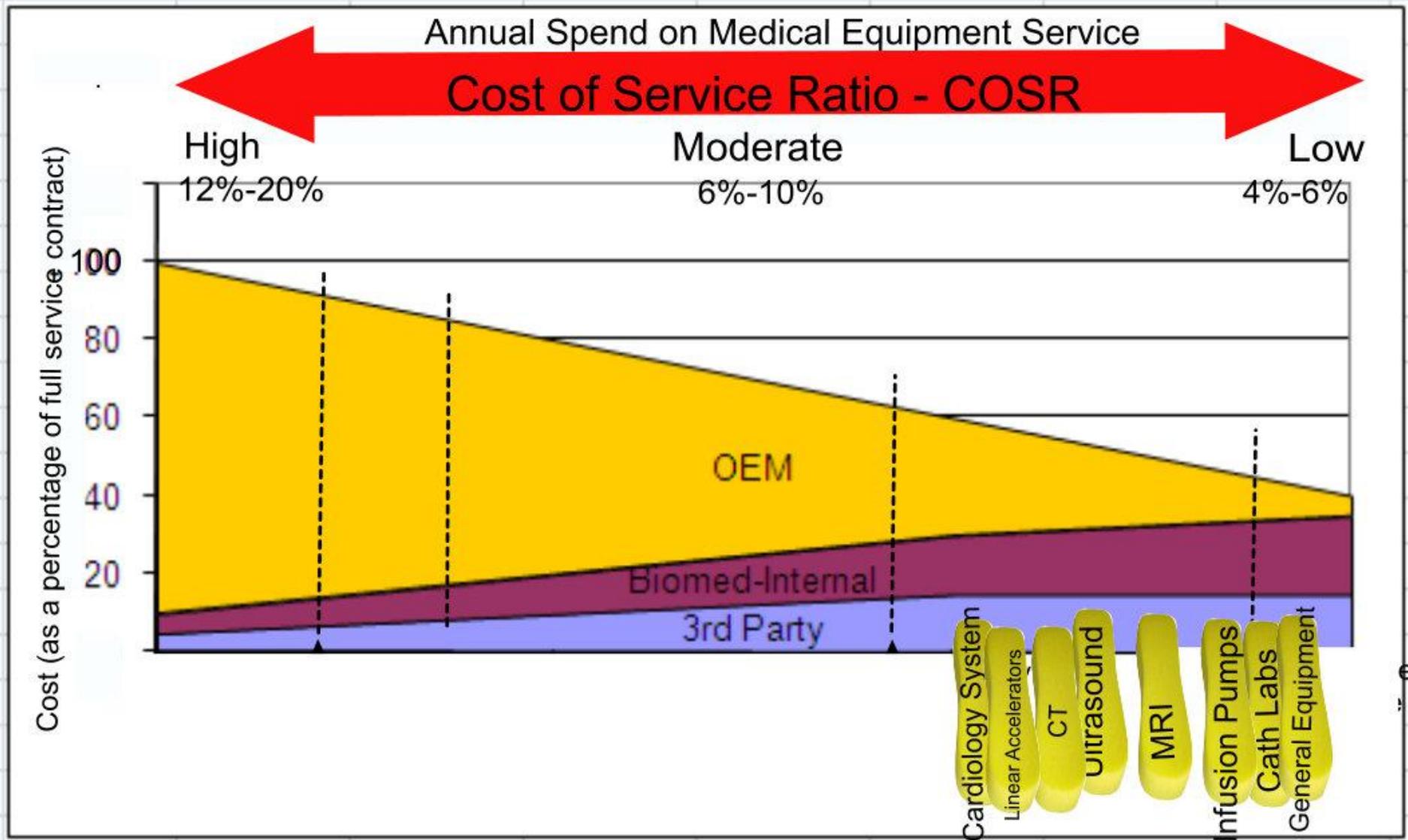


Annual Spend on Medical Equipment Service

Cost of Service Ratio - COSR







- Making convincing argument for training is not difficult
 - Return on Investment (ROI)
 - Select a cheaper service alternative for new equipment
 - Cancel an existing service contract
 - Provide better, quicker service
 - Provide superior customer support



- If manager cannot even get training for staff, what else can they not get accomplished?
 - Not hiring needed staff?
 - Not hiring the right staff?
 - Not buying the right test equipment?
 - Not . . .



Thank You

- Questions?
 - Discussion?
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