Finding Success in High Stakes Change
SPEED of Change

“I skate to where the puck is going to be, not to where it has been.”

– Wayne Gretzky
Market & Regulatory Pressures
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• Aging workforce
Market & Regulatory Pressures

• Aging workforce
• Consolidation
Market & Regulatory Pressures

- Aging workforce
- Consolidation
- Quality and cost pressures
Patient Centered Care

- Accountable Care
- Home Care
- Anywhere Care
HTM: How Workforce Has Evolved – Past
HTM: How Workforce Has Evolved – Now
Technology is Hard for People!

- Overload
- Complexity
- Usability
- Shiny Object Syndrome
- Life cycle issues
Organized Complexity: Special Challenges

- Losses due to interactions amongst components
- Components are often working fine / reliable
- May evolve to an unsafe state over time, due to unmanaged change

From: G.M. Weinberg, An Introduction to General Systems Thinking, Many thanks to Lane Desborough, Medtronic, for this slide and the thinking behind it. John Wiley & Sons, New York, 1975, p 18.
Preparing for the Future
2011: New Name – HTM
2011-2013: Core Competencies

Image courtesy of Department of Labor
2012: Future Forum II
2014: Future Forum III
Addressing Gaps in HTM Education and Training

Gap 1: Problem-Solving/Critical Thinking
Gap 2: Patient Satisfaction
Gap 3: Soft Skills
Gap 4: Leadership
2014: Future Forum III

Addressing Gaps in HTM Education and Training

**Gap 5:** Regulatory Knowledge

**Gap 6:** Additional IT Training

**Gap 7:** Emerging Technology and Trends
How to Get Here from There
Standardized Job Titles/Descriptions
Standardized Processes and Policies
New Roles
Evolving Roles ↔ Evolving Skills
2011-2013: Core Curriculum

Image courtesy of Department of Labor
How to Demonstrate Competency

- Certification
- Licensure?
- Visibility
- Value
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AAMI Tools To Help You

• HTM Levels Guide
• I Am HTM Campaign
• Tech-oriented tools (alarms, wireless FAQs, service manual/supportability)
• Systems engineering resources
• Career Ladder and Leadership Guide
• AAMI University
How Can We Best Prepare?
What’s Your Vision of What Could Be?
It Starts With Goals

• Show you add value
• Improve patient outcomes
• Standardize processes
• Improve workflow (yours and clinician)
We’re going to implement closed-loop infusions

Our EHR needs to work with 3 other systems

Cybersecurity is my highest priority

Can you make those alarms stop?

What’s the ROI?
Improve Patient Outcomes: Address Safety Issues

- Complex clinical technology exploding
- Tech assessment: maybe
- Instructions: long
- Transitions: sketchy
- Training: hmm . . .
- Infection control
- Maintenance
Improve Patient Outcomes: Assess Technology

- Engage clinicians
- Engage supply chain
- Engage patient safety teams
- Engage IT
- No shiny objects
Improve Patient Outcomes: Systems Engineering

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Standardize Processes
Standardize Processes

- CMS: Documentation
- Codes, Regulations, and Standards
- HTM Levels Guide
- Core Competencies for the BMET
Improve Workflow
Questions For Reflection

- What else can I do to show the value of my department?
- What processes can we streamline and standardize?
- Am I keeping abreast of emerging technology and trends?
- How am I demonstrating leadership?
Standardize Processes

• What are we doing to support patient satisfaction?
• Are we prepared to understand, explain, and comply with regulations and standards?
• How are we promoting problem-solving and critical thinking skills?
• What’s holding us back?
Reminders

- Set “next level” goals
- Speak up and show value
- Standardize
- Do tech assessments
- Learn new skills
- Be at the table

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AAMI 2015: June 6-8, 2015
Denver, CO