

2024 VIZIENT CONNECTIONS SUMMIT

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Organizational Structure Drives Culture: The Flag Never Touches the Ground

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Learning Objectives

- Outline the steps to develop an organizational vision and mission.
- Describe three specific organizational leadership models.

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Overview

- There is a core value threading through every leadership model.
- This core value is a key to organizational success.
- It starts simply enough with people and developing/normalizing relationships.
- What people bring to the table and how different perspectives interact is core to organizational greatness.



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RENOLITIONARY WAR 1775-1783 FRENCH INDIAN WAR 1754-1763 SEVEN YEARS WAR 1756-1763 WAR OF 1812 FLORIDA INDIAN WARS 1812-1814

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Initial landscape:

- A disjointed team with little to no autonomy, authority, or structured support
- Had exemplary skillsets, but little cross-sectional support
- It lacked bench strength
- All decisions had to be reviewed and passed through previous leadership



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Develop the Vision and Mission

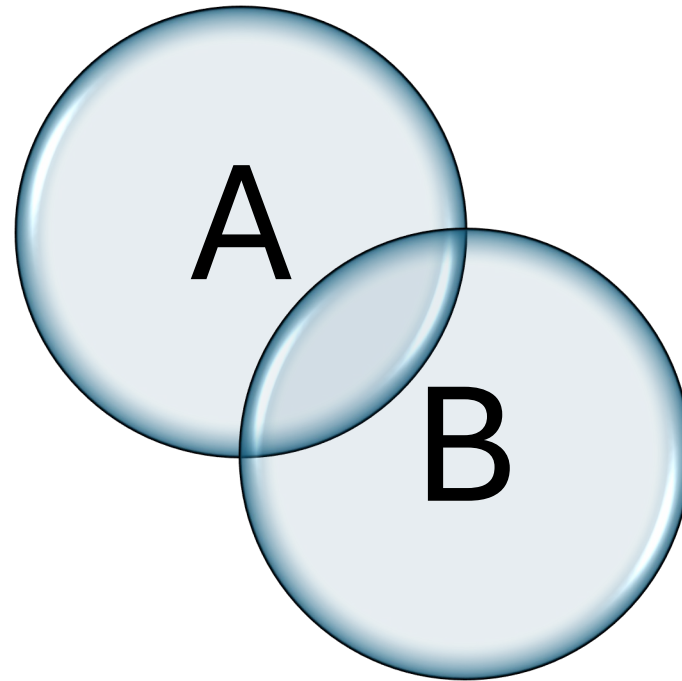
- Develop a vision supported by the team for the team:
 - To become a fully engaged, motivated, interactive, and cross functioning support team.
- Align the vision to a mission supported by the team for the team:
 - Facilities and Purchasing Services Mission: To be an engaged team, with a focus on developing, managing, maintaining and providing exceptional customer service.

Develop the Organizational Chart

- Assess core values and shared or complimentary services, considering the vision and mission
- Visualize the possibilities and how it might intertwine with other service providers
 - Play with the chart: use pen and paper
- Involve stakeholders
 - Engage both team members and outsiders/customers
- Review and refine until clear, circulate for input

Develop Teams

Consider that realignment may create a natural interaction and be mutually inclusive

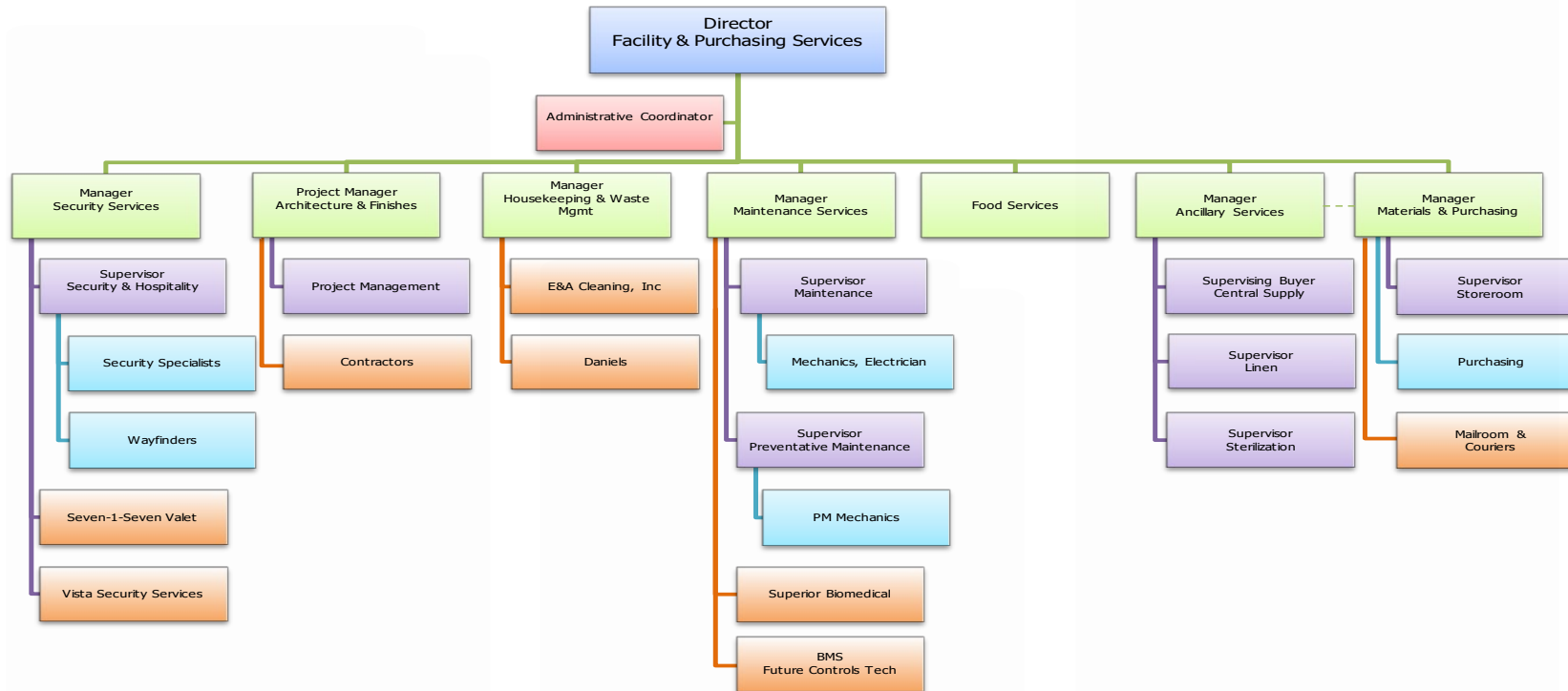


Structural Development

- A flat organizational structure supported by multi-talented staff leadership and accompanying front line team members can create the catalyst of change.
- Once change begins to take hold, improved relationships follow.
- Structural and organizational change takes time. Plan on it taking about 18 months.

Organizational Chart

Facility & Purchasing Services Organizational Leadership



Additional duties within assigned scope:

- Manager, Security Services**
- EH&S program coordination & development
 - Emergency Management
 - Badge readers and security camera system
 - TempTrak management
 - Building risk tours
 - NFPA and Life Safety, including fire systems testing, annual fire inspection
 - Project management
 - Kronos back-up

- Project Manager, Architecture & Finishes**
- MEP and finishes project management
 - CAD design services
 - Evacuation plan updates and maintenance
 - Pre-construction risk assessments
 - Space allocation management
 - NFPA and Life Safety
 - Project management & tracking

- Manager, Housekeeping & Waste Management**
- Regulated medical and hazardous waste removal & coordination
 - Regulatory, EPA, OSHA, Dept of Health – supporting member
 - Curtain cleaning and change out program management
 - Housekeeping supplies management
 - Linen Support & Distribution management

- Manager, Maintenance Services**
- Landscaping
 - Vehicle maintenance
 - Moves coordination
 - Building management systems – supporting functionality and comfort controls/monitoring and adjustment
 - NFPA and Life Safety – supporting member
 - UPS Maintenance, Generator Maintenance, ATS Systems Testing
 - Electrical infrastructure testing to NFPA requirements
 - Project management

- Manager, Purchasing**
- Capital project purchases
 - PPE coordinator
 - Monthly storeroom inventory & reporting
 - Annual physical inventory support
 - Supplies and equipment contract reviews and proposals
 - SICC support
 - Kronos back-up

- Manager, Ancillary Services**
- Lynx & AllScripts system support
 - Annual physical inventory support
 - GPO Vizient/Onmark/McKesson
 - Medication order management
 - Rebate, discount, shareback reporting
 - Safety Data Sheet management
 - Hazardous pharmacy system management
 - Staples & GLT system management
 - SICC support
 - Medication contract reviews and proposals

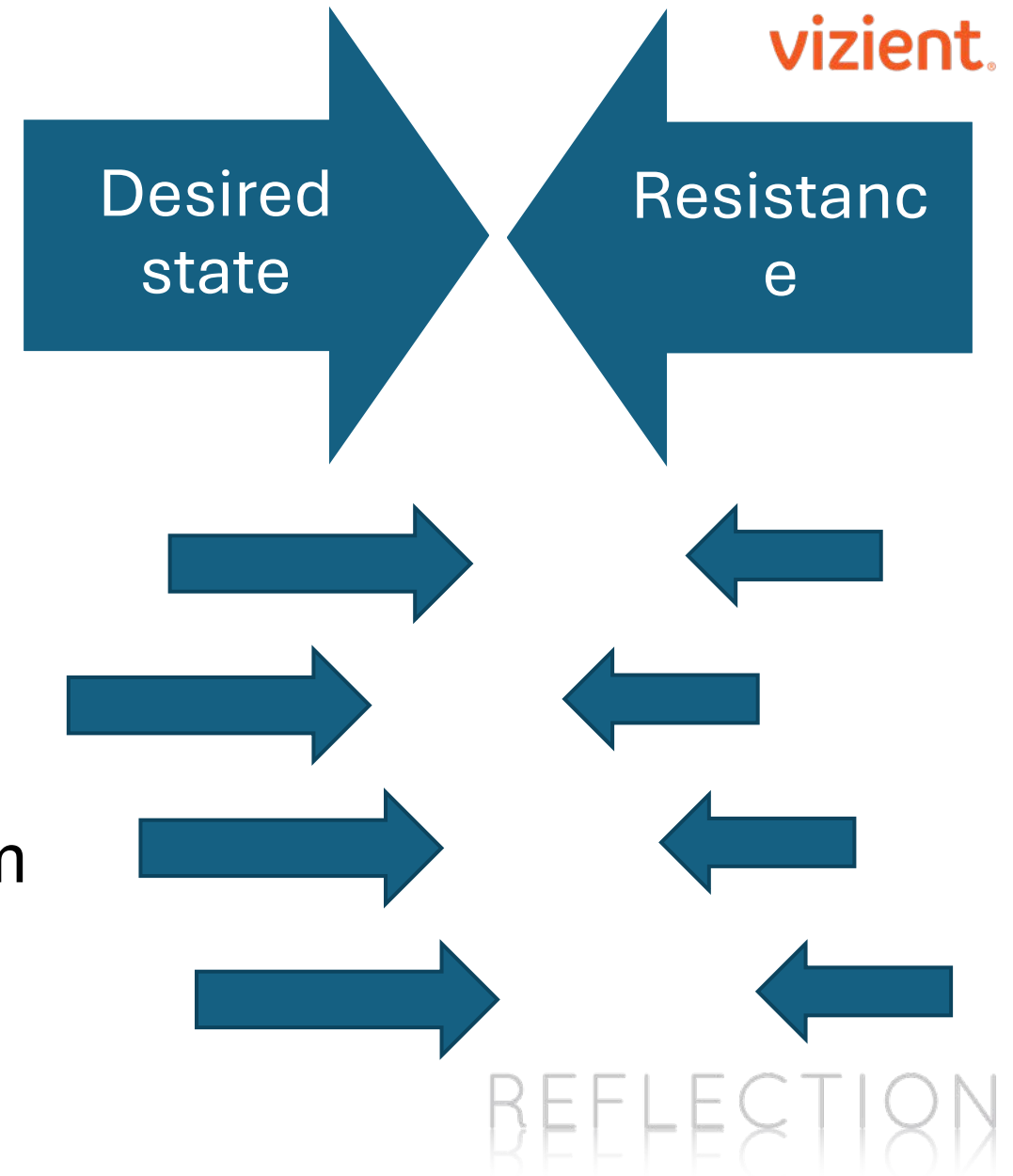
- Administrative Coordinator**
- Safety inspection documentation & reports
 - OnBoarding and Departure coordination, work order entry and follow-up
 - Biomedical & hazardous waste document management
 - Housekeeping training certificate management
 - Kronos
 - Pest control services
 - Fix PM system administration
 - Project management

Organizational Leadership Models

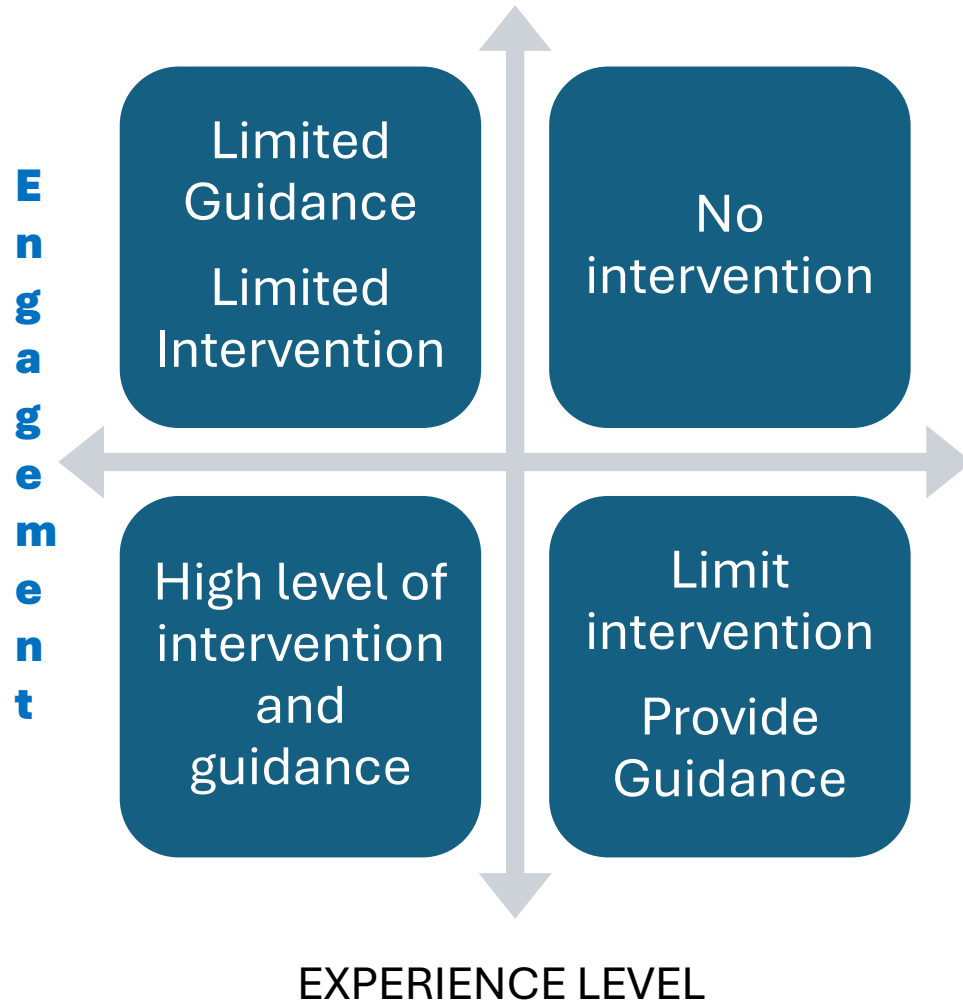
1. Managing resistance to change
2. Situational Leadership
3. Strengths and weakness assessments

Managing Resistance to Change

- Change takes time
- Requires solutions to resistor's concerns
- As solutions are accepted, resistance will drop
- Always consider that it's about the team and shared solutions are the best course



Situational Awareness



When using the model ask yourself:

- Is the person being assigned the task highly experienced or highly engaged?
- Use the answer to determine level of involvement and level of engagement.
- Based on location on matrix, develop leadership interaction throughout assigned delivery date.

Strength and Weaknesses

- Identify each member's interactive skillsets.
 - Is the person a doer/driver?
- Consider areas of overlapping categories.
 - Is the person analytical or a thinker?
- Think about individual motivational strengths.
 - Is there empathy and a belief in caring and feeling for others?

Impact

- Maintenance Work Orders increased 47.5% and improved to 95% YOY completion rate
- Sterile Processing throughput increased 30% YOY
- Pharmacy rebates grew to \$436K from \$260K
- Contracts management process improvements saved \$500,000 through the “save your salary” program

Lessons Learned

- A flat organization can be nimble when each member has autonomy and authority to make good business decisions.
- All are considered integral to the team.
- Organizational structure enabled the Facilities and Purchasing Services group to visualize how each section supported each other.

Key Takeaways

- When developing a vision and mission seek involvement so it is owned.
- When developing an organizational structure/organization chart, identify the right fit for various individuals expands potential.
- Developing cross functional teams and complimenting member skillsets is critical.
- Familiarization with organizational leadership models will help in daily managing of assignments and works bottom to top. The three models we discussed are:
 - Managing resistance to change
 - Situational Leadership
 - Strengths and weakness assessments

Questions?

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