



**MARCH 20, 2017**

**VOLUME 33 NUMBER 3**

## **MARCH NEWS: PRODUCTIVITY TARGETS MORE AGGRESSIVE**

By working closely with senior management onsite every week all over the country, AMS is able to identify certain trends that are telling as to the future direction of healthcare. With regards to staffing, action steps are taking the trend to run leaner and leaner. On a regular basis, hospitals are asking AMS for help with achieving productivity targets which are much more aggressive for their hospitals and health systems than in the recent past.

For example, needing to identify approximately \$4 million in potential labor savings, multiple hospitals in New England, the Midwest, and the South, have asked AMS to recommend what it would take to operate overall at the midpoint of the AMS best-practice benchmark range or better. This is equal to the top quartile in comparative hospital productivity databases.

Hospitals have looked to accomplish aggressive staffing goals before, just not as universally as they are now. For more details on this, please contact Patrick Abrami, principal, [pabrami@aboutams.com](mailto:pabrami@aboutams.com), Michael Foley, principal, or Alan Goldberg, principal and president, [agoldberg@aboutams.com](mailto:agoldberg@aboutams.com), or Jennifer Owen Schuster, principal, [jschuster@aboutams.com](mailto:jschuster@aboutams.com).

## **LAHEY CLINIC AND BETH ISRAEL DEACONESS MEDICAL CENTER TO MERGE**

Beth Israel Deaconess Medical Center (BIDMC), a Harvard Medical School teaching hospital in Boston, MA, will merge with Lahey Health, Burlington, MA, located 20 miles northwest of the city. BIDMC has 651 licensed beds, including 473 medical/surgical, 77 critical care, and 60 OB/GYN beds. The ED saw 56,959 visits in 2016 and there were 40,217 inpatient discharges. BIDMC owns three other hospitals and has affiliations with 6 more.

Lahey Hospital and Medical Center has 317 beds. It is a teaching hospital for Tufts University School of Medicine. Last year the ED had 54,000 visits. The hospital has just opened a state of the art ED. Lahey owns four other hospitals and has an affiliation with one hospital in New Hampshire.

Both hospitals are known as right-cost, high-quality providers, and there is not much overlap in their service area. BIDMC's owned and operated hospitals are west and south of the city, Lahey's are north. If completed, an almost \$4 billion system would be created.



With any project, there's never enough time, money, or resources, which is why a good project manager knows that it takes prioritizing, organizing and strategizing to cross the intended finish line.

As a follow up to the sold out Project Management (PM) in Healthcare seminar, we are pleased to offer an Advanced Project Management Workshop that will allow you to apply core PM concepts in a hands-on class. A brief review of PM fundamentals will be provided with the introduction of each template and checklist identified below. These tools will be provided, discussed, and developed to ensure you leave the day ready to tackle your current or next project; regardless of size or scope, there will be templates and takeaways you'll be able to use right now.

### Attending this "how-to" PM workshop, you'll learn...

- How to determine where to even start/formulating a "fishbone" project brainstorming diagram.
- How to set up your project charter (yes, you really do need one!)
- How to evaluate your department/organizations readiness for change.
- How to identify the best communication vehicle for your project including message delivery, audience, and feedback options.
- How to formulate a "Road Show" Agenda--a succinct and organized way to communicate your project to multiple audiences.
- How to design your implementation checklist so nothing falls off the wagon.
- How to plan, identify, analyze, respond and control risk on a project.
- How to plan for training needs and role transitions.
- How to gage that your intended change was integrated effectively.

**Workshop Requirement:** All attendees MUST come prepared. A current or future project must be in your purview to use as your personal case study example for the day. Prior attendance at the Project Management in Healthcare seminar is not required.

### Faculty

**Shari B. Robbins**, V.P., Applied Management Systems, and Lecturer in the Colleges of Bouve Health Sciences and Computer and Information Science at Northeastern University

As Vice President at Applied Management Systems in Burlington, Shari has spent the last 15 years assisting clients achieve their health care operational goals via process improvement initiatives. Shari has performed studies in virtually every hospital department with a focus on ambulatory clinics, emergency department, and health information management. Her technical contribution can range from management span of control, labor productivity assessments, workflow analyses, and comprehensive project management support.

With the vast growth of healthcare technology, she spearheads the AMS Technology Implementation and Optimization team that has assisted over 100 Massachusetts providers in the last 3 years go live on electronic health records.



## Advanced Project Management for Healthcare

### FEE

- \_\_\_ \$299 MHA Member Rate
- \_\_\_ \$249 MHA Member Team Rate \* (3+)
- \_\_\_ \$399 Non-Member Rate

**Friday, May 19, 2017**

9:00 AM to 2:00 PM

MHA Conference Center  
Burlington, MA

First

MI

Last

Registrant Name \_\_\_\_\_

Title \_\_\_\_\_

Badge Nickname \_\_\_\_\_

Organization \_\_\_\_\_

Street Address \_\_\_\_\_

City/Town \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

E-mail \_\_\_\_\_

### PAYMENT

\_\_\_ Check enclosed (Made payable to MHA) \_\_\_ Please send invoice

\_\_\_ I'd like to pay by credit card over the phone (MHA will contact you directly)\*

Contact if different from registrant: \_\_\_\_\_ phone: \_\_\_\_\_

You can also register directly online with a credit card through our secure website  
by visiting: [www.mhalink.org/education](http://www.mhalink.org/education)

### REGISTER

FAX (781) 262-6136

MAIL MHA Education Department  
500 District Ave  
Burlington, MA 01803-5096

ONLINE [www.mhalink.org/education](http://www.mhalink.org/education)

### CEUs

Four (4) hours of Qualified Education credits will be granted for this program toward advancement or recertification in the American College of Healthcare Executives.

### LOCATION

MHA Conference Center  
500 District Ave  
Burlington, MA 01803

### CANCELLATION POLICY

Written cancellations received by May 12, 2017 will be charged a \$50 administrative fee. If payment has been received, your registration fee will be refunded minus the \$50. Cancellations received after May 12, 2017 will still be charged the full registration fee and if payment has been received, no refunds will be given. To avoid this penalty, you may send a substitute to the program.

### QUESTIONS?

781.262.6059 or e-mail [jettori@mhalink.org](mailto:jettori@mhalink.org)  
Online: [www.mhalink.org/education](http://www.mhalink.org/education)

\* For security purposes we are now only accepting credit card information over the phone and through our secure website