



The Facility Director's Tool Box

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Facility Director's Toolbox

- Now: Current State
- Next: Level Setting
- Later: Your Career

Today's agenda

- Current state / big picture
- Trends driving industry
- Career competencies & advice
- Hard skills vs. Soft skills

Current State / Big Picture

Current State

- COVID-19
- Role evolution
- Emerging trends

A mathematical equation...

Industry Trends + COVID 19 =

What Do We Think We Know?

Survey results

COVID-19 FACILITIES SURVEY, RESULTS

	Yes	No			
Number of replies: 56					
Survey Duration June 1 - June 24, 2020					
1) Has your facility experienced a COVID surge?	25	31			
	Surge passed	Still waiting for surge, based on the geographic location of facility a surge is expected	Waiting, but don't expect a surge based on geographic location of facility		
2) Describe the situation relative to COVID-19 at your facility.	18	8	30		
Additional Comments:					
We set up an external 'triage' tent in anticipation of a possible surge. We have had some suspect cases but not the volume we were prepared for.					
Concerned for second wave.					
	Yes	No			
3) At your facility, has facility department staff (skilled trades, generalists, or supervisor/management) been laid off due to COVID-19?	17	39			
	They are thankful for the opportunity to make a difference for patients	They are fearful	They would like more education/information on the virus	Business as usual for them	Waiting
4. How would you describe the mindset of facility department employees, relative to COVID-19 and working in a healthcare facility? (Select all that apply)	23	20	23	21	2

<https://careers.gosselin-associates.com/2020/07/02/facility-management-survey-results/>

Organizational perception

- Discrepancy between leadership and profession/new reality
- Definition of role
- Cross section of responsibility
- A seat at the table

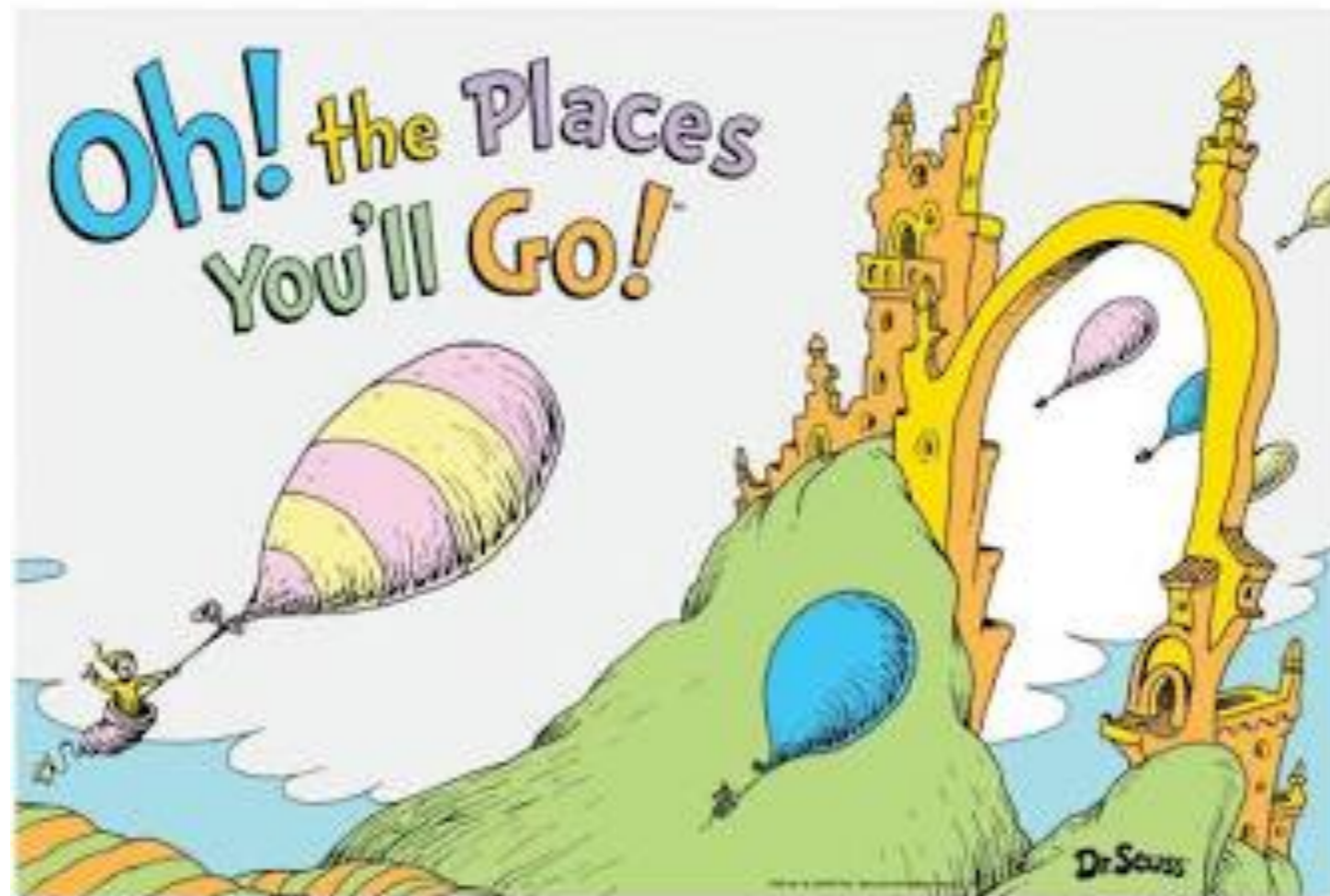
Drivers, pre-COVID

- Systemization
- Acquisitions
- Tightening financials
- Workforce availability/trades shortage
- Patient choice/Affordable Care Act - hospitality
- 5 generations in the workforce

Other opportunities

- Interim
- Third-party service providers
- Consulting

An apt analogy



What your peers are saying...



<https://careers.gosselin-associates.com/social-media-webinars/>

Career Competencies

Competency Model

Trades, Supervisor, Manager, Director, Executive

Technical Skills (Hard Skills)

Fundamental Skills

Personal Attributes/Skills (Soft Skills)

Credentials

- Education
- Certifications
- Experience
- Other experiences?

Career ladder

- *FM I - 0 to 3*
- **FM II 4 to 8**
- **FM III 9 to 14**
- **FM IV 15 and above**

Career ladder

- Moving up
- Moving down
- Staying still - *“Number 2 is ok”*
- Moving out

Title & compensation trends

- Title flattening
- Position compression
- Regional differences
- Pay for performance

Salary insight

- Candidates market?
- Above the mid-point?
- State of uncertainty

Interview insight

- Arrogance versus confidence, what's the difference?
- Silence
- Jokes and familiarity, be careful
- Have 2 stories of specific accomplishments
- Listen
- Interview best practice: Research and visibility

Cultural insight

- All hospitals have a unique culture.
- You cannot go in and change an established culture by the force of your personality; you have to adapt your style to reflect the culture of the hospital and work effectively within it.
- Some of us are better suited for a community hospital over a system hospital, or a *not for profit* over a *for profit*.
- If there are significant cultural differences, find a hospital that reflects your values. It's not all about the money.
- Be willing to leave, if needed

Hard skills
vs.
Soft skills

Competency Model

Individual, Manager, Director, Executive

Technical Skills (Hard Skills)

Fundamental Skills

Personal Attributes/Skills (Soft Skills)

Hard skill proficiency

- Hard skills are abilities that let you tackle job-specific duties and responsibilities, technically-based. Can be learned through courses, vocational training, and on the job.
 - Engineering/Operations
 - PDC expertise
 - Real Estate acumen
 - Compliance
 - Business/financial acumen

Soft skill proficiency

- Human-based
 - Communicates
 - Exhibits hospitality mentality
 - Leader
 - Collaborates with staff, internal partners
 - Motivates

***Hard skills assumed,
soft skills mandatory***

Necessary attributes

- Communicator
- Accountable
- Visible/accessible
- Credible
- Business mentality/fiscally responsible
- Talent grower
- Motivator
- Flexibility

Necessary attributes

Part II

- Delegator
- Change manager
- Strategic thinker
- Human capital developer
- Customer service
- Partner/collaborator

Management of expectations

- *Understanding organizational dynamics*
- Identification of stakeholders
- Managing different agendas
- Institutional functionality
- Level Setting for yourself and your employees

*What is the ideal skill
breakdown?*

In sum

- “I need a director who can communicate”
- Technical skills are assumed, soft skills are required
- Visibility and credibility
- Don't assume the worst because it is different, there is opportunity
- You need both, equal parts are important

4 things to do tomorrow

- Find a quiet place and an empty notebook
- Consider your career, are you where you want to be?
- Brainstorm the full scope of your responsibility: What do you do and what are you supposed to do and are not doing?
- Review your resume

Thank You!

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