



The Healthcare Facility Professional's Tool Box

Presented for

Florida Healthcare Engineering Association

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November 30, 2023

Why develop this program?

- Interact daily with facility professionals, hospitals, systems, and candidates
- Education, YouTube, recruiting, podcasts, webinars, department assessments
- We thought, let's tell people what we know and hear
- Bring that information to these sessions

Today's agenda

- Current state / big picture
- Career insights
- FM attributes & next steps

Current State / Big Picture

HCFM today

- COVID vaccinations
- Staff doing more with less / trades shortage - you are not alone in that
- Outsourcing?
- Quiet quitters - ugh!
- “*Grey Tsunami*” here, not going away

HCFM today, continued

- Significant change from pre-Covid
- Northern tier / CA more difficult, cost of living matters
- Mobility, employee research
- Salary comparisons - limitations of hospital salary surveys

Employer perspective

- Seek the perfect candidate? Keep looking
- How many years with current employer?
- 90-day plans are bad?
- Does their career journey make sense?
- Backdoor reference - what is the baseline?

Employee perspective

- Expectations vs demands
- Work-life balance
- Education and opportunity
- Communication
- Loyalty?

Organizational perceptions

- Definition of FM role
- Cross-section of responsibility
- A seat at the table
- Discrepancy between hospital leadership and FM, and a new reality ...
Level Set

How is your work relationship
with your CFO?

HEALTHCARE FACILITIES NETWORK



**Gosselin/Martin
Associates**
The Expertise & The Difference in Recruitment,
Retention, & Career Development

Do they ask about
your infrastructure? Do they
know if you have elevators in
need of maintenance?

Do they care?

Other opportunities

- Retire
- Interim / Consulting
- Higher Education
- Third-party service providers
- A plea, don't leave...

Career Insights

Competency Model

Trades, Supervisor, 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
 - Engineering/Operations
 - PDC expertise
 - Real Estate acumen
 - Compliance
 - Business/financial acumen
 - Removes barriers for others

Soft skill proficiency

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

*What is the ideal skill
breakdown?*

Bottom Line:

*Hard skills assumed,
soft skills mandatory*

Credentials

- Education
- Certifications
- Experience
- Other experiences?

Questions with Education?

- Career moves, from hammer to head honcho
- Abe Lincoln, not qualified to run a healthcare facility department?
- What's the why: A healthcare education podcast
- Questions: Contact me

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
- Trades shortage boost salary

Salary insight

- Candidates market
- Above the mid-point
- Do salary surveys capture the market?
- Negotiate when you can, there is a limit

Resume insight

- How does HR look at your resume?
- Create a Professional Profile
- Formatting - Be consistent
- Quantify
- Self-edit, spelling

Interview insight

- Arrogance versus confidence, what's the difference?
- Silence & Listen
- Jokes and familiarity, be careful
- Have 2 stories of specific accomplishments
- Know why you want the job!
- What is your weakness? Prepare for it
- Best practice: Practice and Research, visit if can

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

Scrutinize!

If you can.

Bonus insight

- The Informational Interview
 - Acquire information
 - You don't want a job
 - Ask for one more person to speak with
 - May open an unexpected door

FM Attributes

Necessary attributes

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

Necessary attributes, Part II

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

Management of expectations

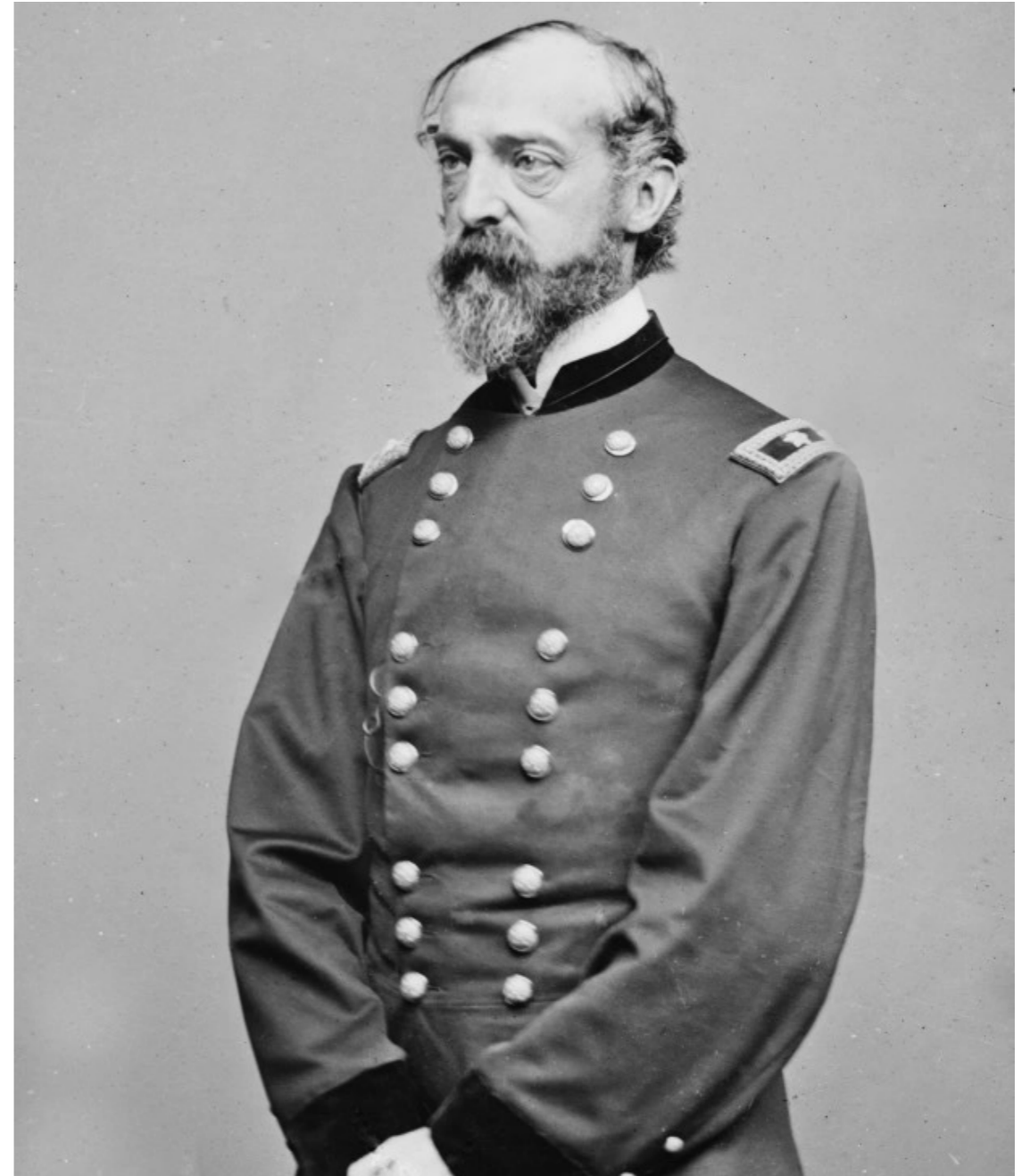
- Or how to succeed
 - Understand organizational dynamics
 - Identify stakeholders
 - Manage different agendas
- The Art of Saying **No**
- Level Set for yourself, your employee(s)

In sum

- *“I need a director who can communicate”*
- Communicate so your audience understands - lingo
- Technical skills are assumed, soft skills are required
- Visibility and credibility
- Don't assume the worst because it is different, there is opportunity

It is never too late

- “What a waste of time and energy,” George Meade wrote his wife as he approached his 30th birthday.
- Convinced he was a failure, “I tremble sometimes when I think of what I might have been, and remember what I am, when I reflect on what I might have accomplished.”
- Ulysses S. Grant was considered a similar failure



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 - stay current

Thank you!



Questions?

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