

# Time is money, so is “meeting time”

Meeting structure process mapping and its impact on an Academic Medical Center - Hospital System.

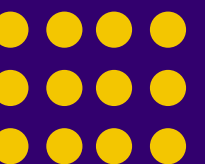


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# Introduction

- Unnecessary meetings take time, waste money, frustrate many and result in opportunities lost.
- On the other hand, meetings play an important role in decision-making and collaboration.
- Finding the right balance of number, as well as the structure of meetings becomes valuable, especially at executive/Vice-Chair level.



# Purpose

The purpose of this study was to **estimate and analyze time & cost changes of meetings at the Vice Chair level organized across the Academic Medical Center-Hospital System (AMC-HS).**



## Methods

- We retrospectively reviewed data from 2019 for our organization structure at AMC-HS;
  - Meetings organized
  - Meeting attendees
  - Team structures

- First, created a **process map of meetings in 2019**, including the committees, meeting attendees, time of meeting and frequency.
- Then, prospectively **reorganized the meeting structure gradually from 2019 to 2024**, to reduce the executive committee size, stratify decision making at vice chair level, including operations, finance & admin, quality & safety, faculty affairs, education, research as well as EDI.
- We further **estimated the hourly rate per attendees, based on salary range at Vice Chair level. Meeting time, frequency and attendees was tabulated on Microsoft Excel and Microsoft Visio.**



# Results

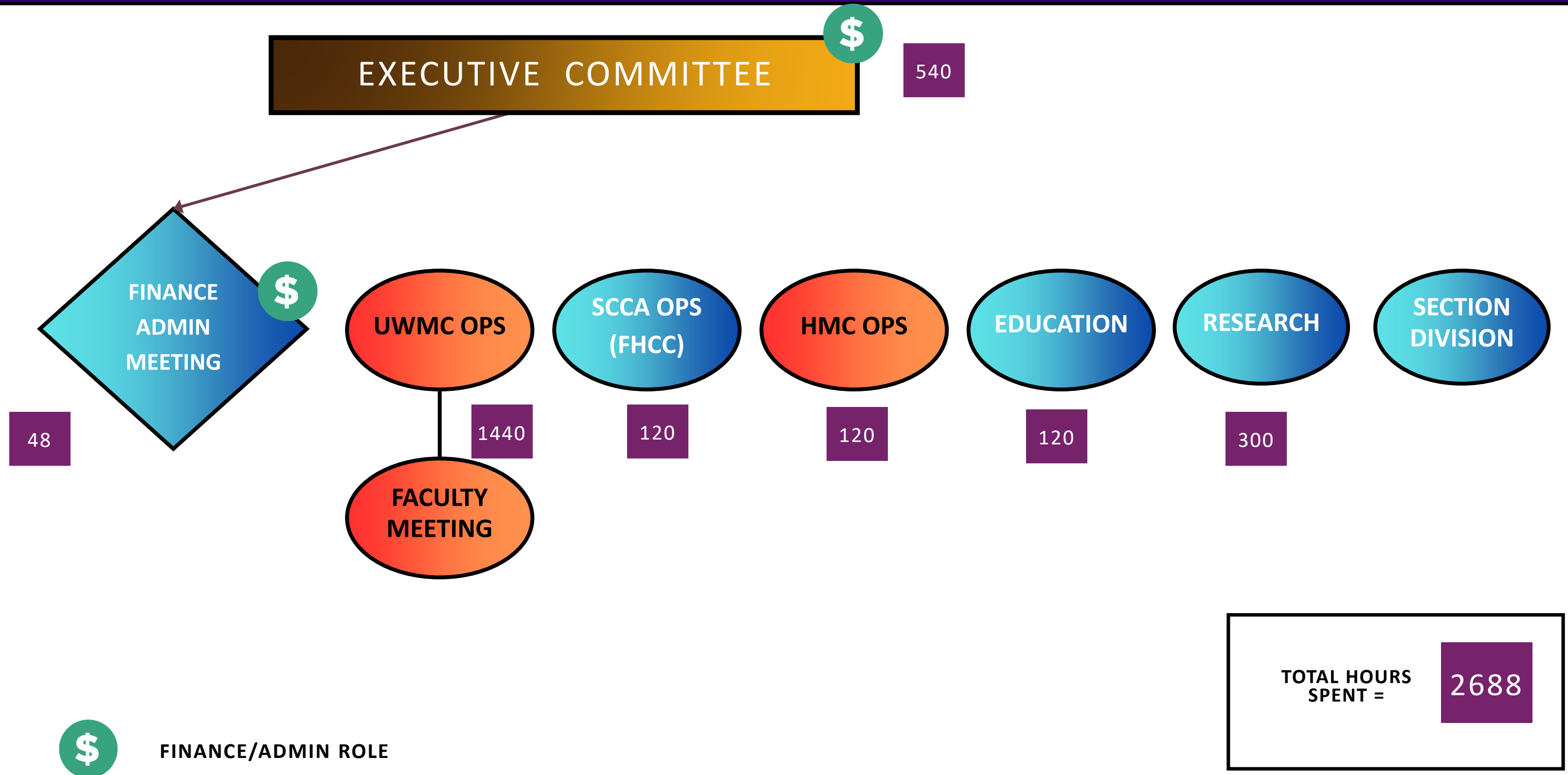
## The Importance of Financial Analysis in Business Decision Making

- In 2019, the highest-level meeting was the executive committee, which included 30 committee members and was meeting monthly, see attached Figure 1.
- Finance and administration meetings included 5 attendees and on a weekly basis.
- Weekly operational meetings occurred in person at each hospital site:
  - UWMC - University of Washington Medical Center {30 attendees}
  - FHCC - Fred Hutch Cancer Center {15 attendees}
  - HMC - Harborview Medical Center {15 attendees}
- Other meetings included education and research at Vice Chair level, which were organized once a month with 20 & 25 attendees, respectively.

**The total estimated cost of executive-level meetings was \$672,000 per year.**



# YEAR 2019



UWMC OPS- University of Washington Medical Centre Operations

SCCA OPS (Old)- Seattle Children's Cancer Consortium Alliance Operations (New Fred Hutch)

HMC OPS- Harbourview Medical Centre Operations.

 = hours per year

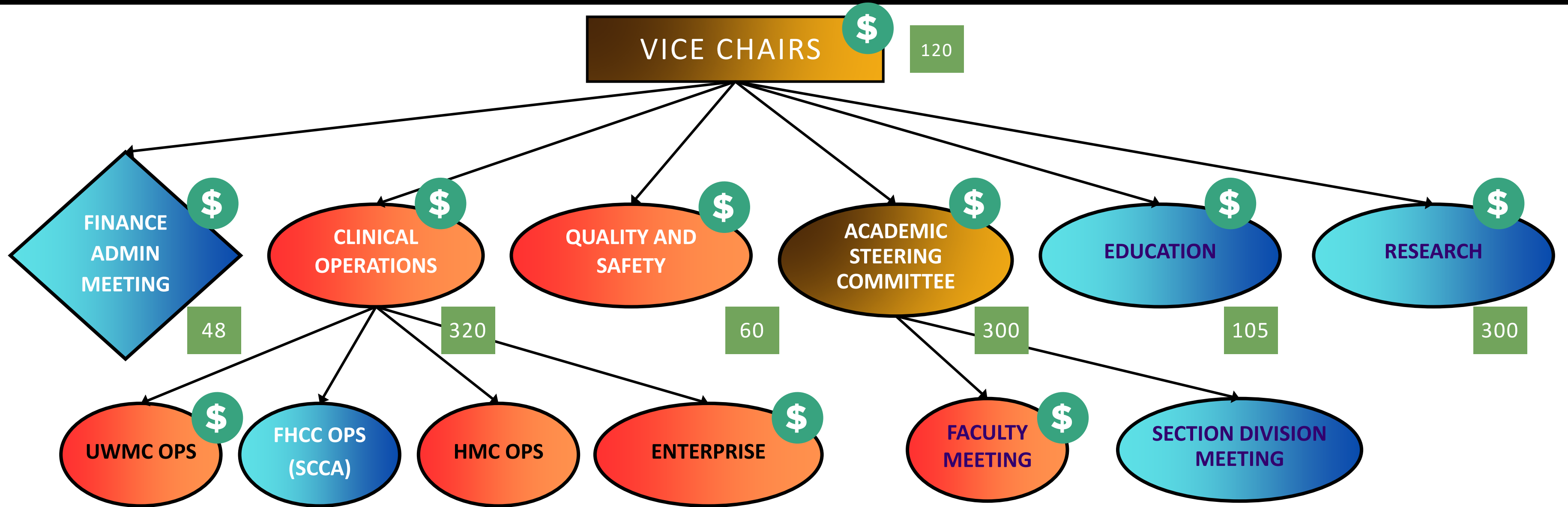
# Post reorganization

- Vice Chairs started meeting on monthly basis.
- Limited Vice Chair level meetings to 8 attendees weekly with waterfall communication plans.
- Executive committee size reduced from 30 to 25.
- Operations meetings became stratified.
- Finance and administration, research, and education meetings remained largely the same.



» The total cost of meetings was eventually reduced by **49% (\$343,250/\$672,000)** per year in 2024.

# YEAR 2024

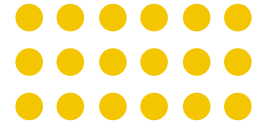


TOTAL HOURS SPENT = **1373**

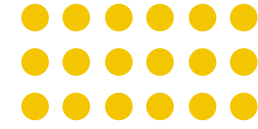
- UNCHANGED
- CLINICAL OPS
- LEADERSHIP
- \$ FINANCE/ADMIN LINK

UWMC OPS- University of Washington Medical Centre Operations  
 FHCC OPS (New) - Fred Hutch Operations  
 HMC OPS- Harbourview Medical Centre Operations  
 SDSC Site Director Section Chief

= hours per year



# Discussion



**01**

Careful planning of meeting agendas, attendees and organizational structure helps save time at the executive level.

Limitations for our study included inability to quantify productivity or engagement for meeting attendees.

**03**

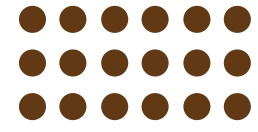
**02**

Furthermore, beyond time savings, opens executive time to pursue new opportunities.

Iterative process: Future efforts to assess meetings productivity would include survey data to gauge meeting feedback.

**04**





# Thank You!



**FOR YOUR ATTENTION**

