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The Tsunami of Virtual Care During the COVID-19 Pandemic

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Program Director

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Objectives

Describe a tool used in LEAN Healthcare

Describe SMART Goals and Objectives

Describe ways to Monitor Project Outcomes

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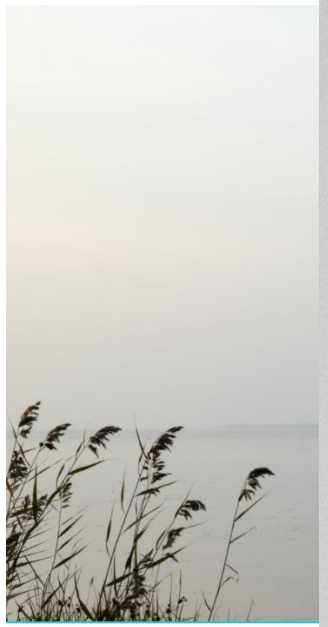
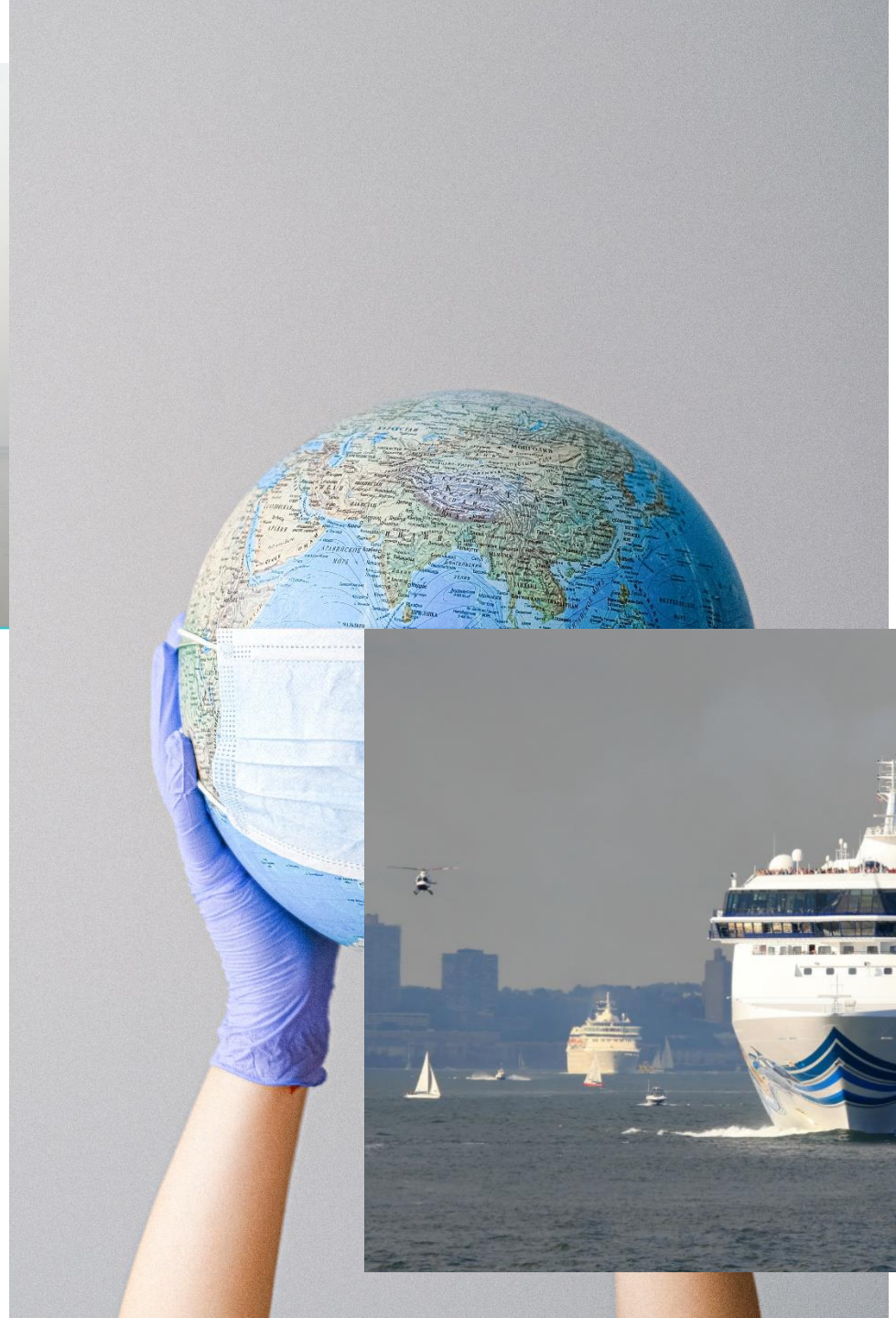
Telemedicine Adoption





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COVID-19 Changes

- The Pandemic has changed the way healthcare is delivered
- Healthcare Organizations and Clinical Providers have embraced virtual care
- Patients love the convenience of seeing their providers from home

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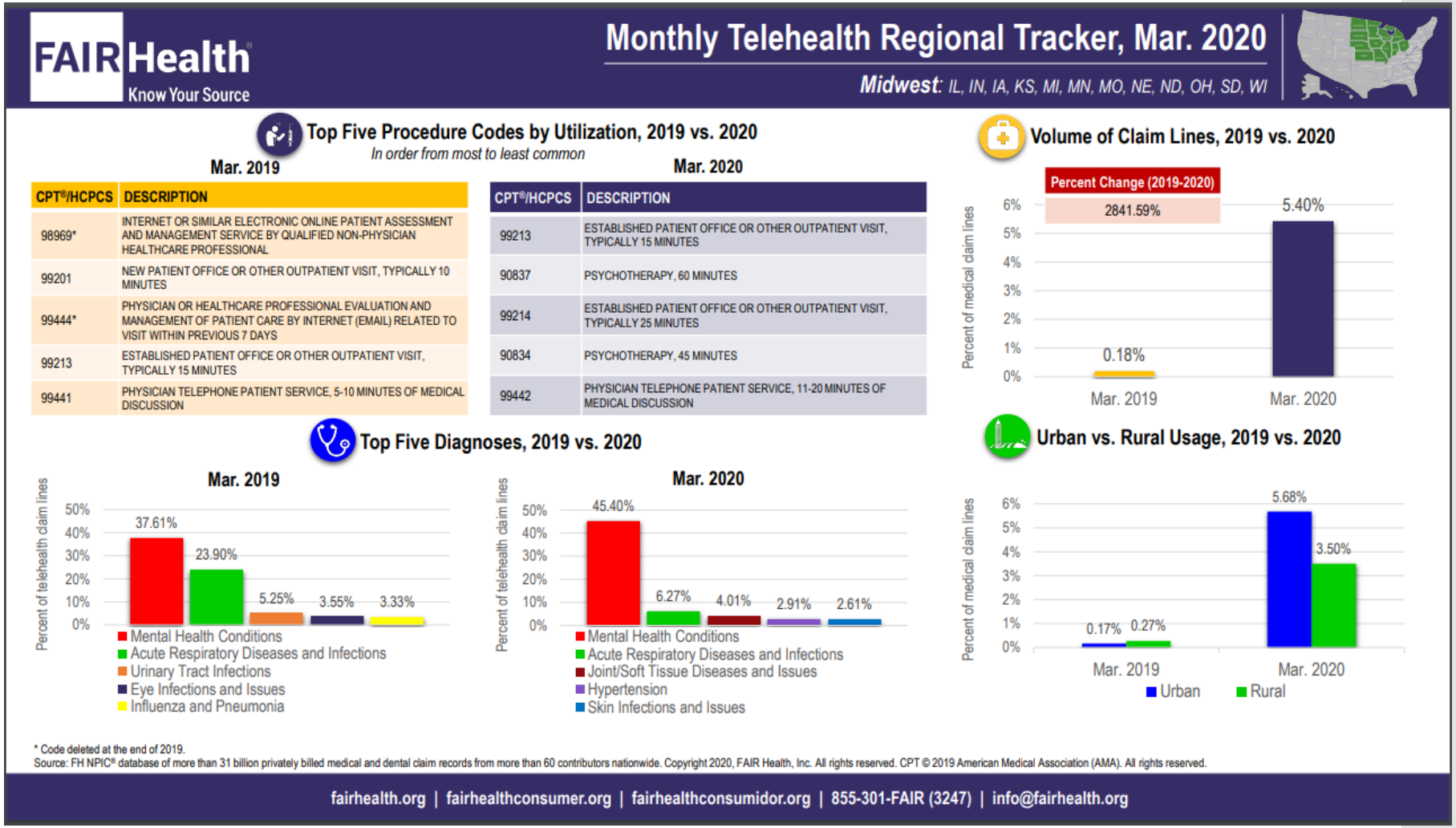
FairHealth.org Regional Tracker



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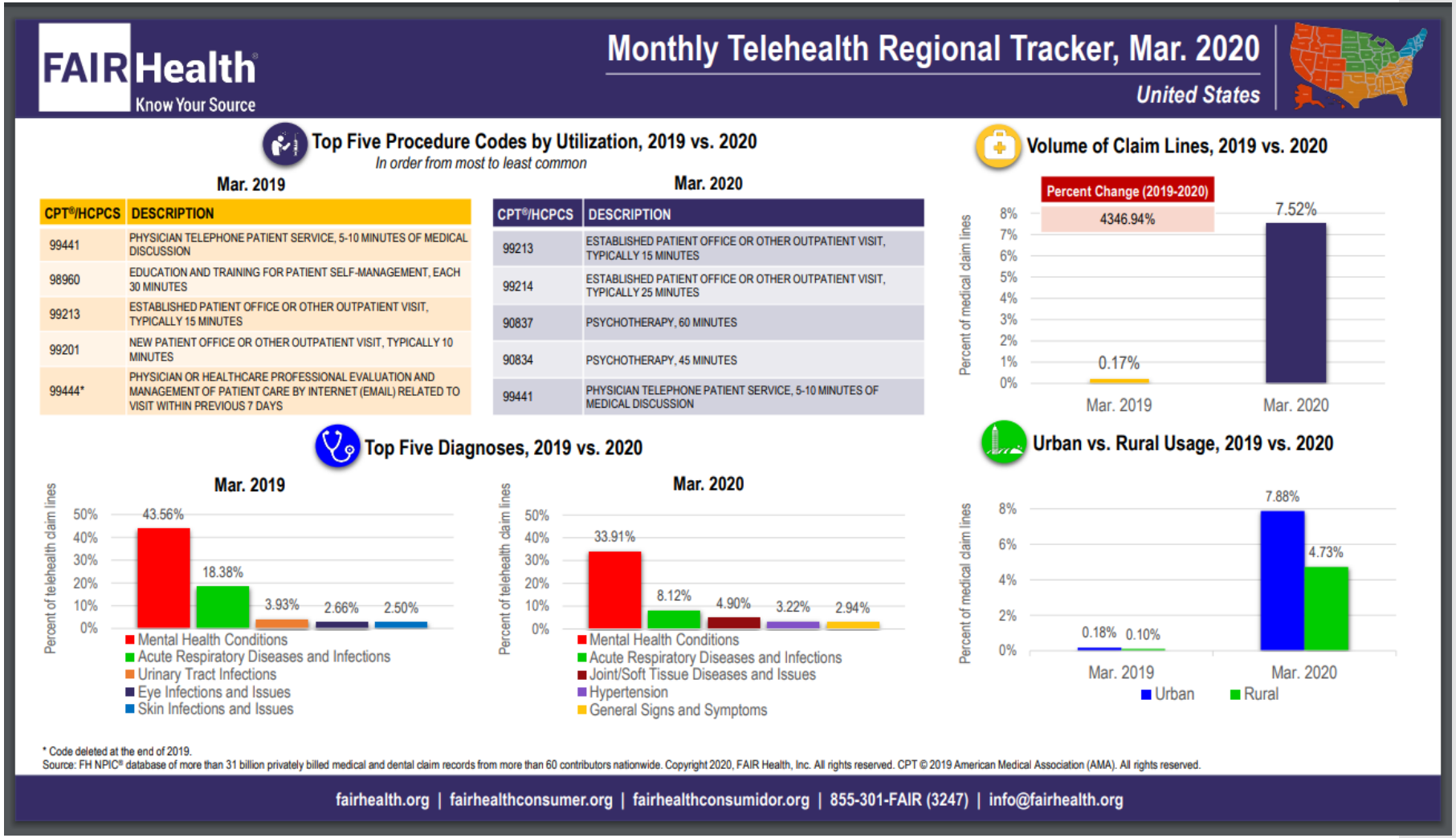

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Lean Healthcare

- Project management communication skills have evolved in a virtual workspace
  - Must be more intentional
  - No more hallway meetings
  - No more water cooler chats
- Roles and responsibilities must be clear
  - Strengthen project management skills
  - Lean Healthcare methodologies
  - Remote workers
  - New normal

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Incorporating Telehealth into your Organization

- Assess & Define
- Develop & Plan
- Implement & Monitor

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Who Moved My Cheese?

By Spencer Johnson

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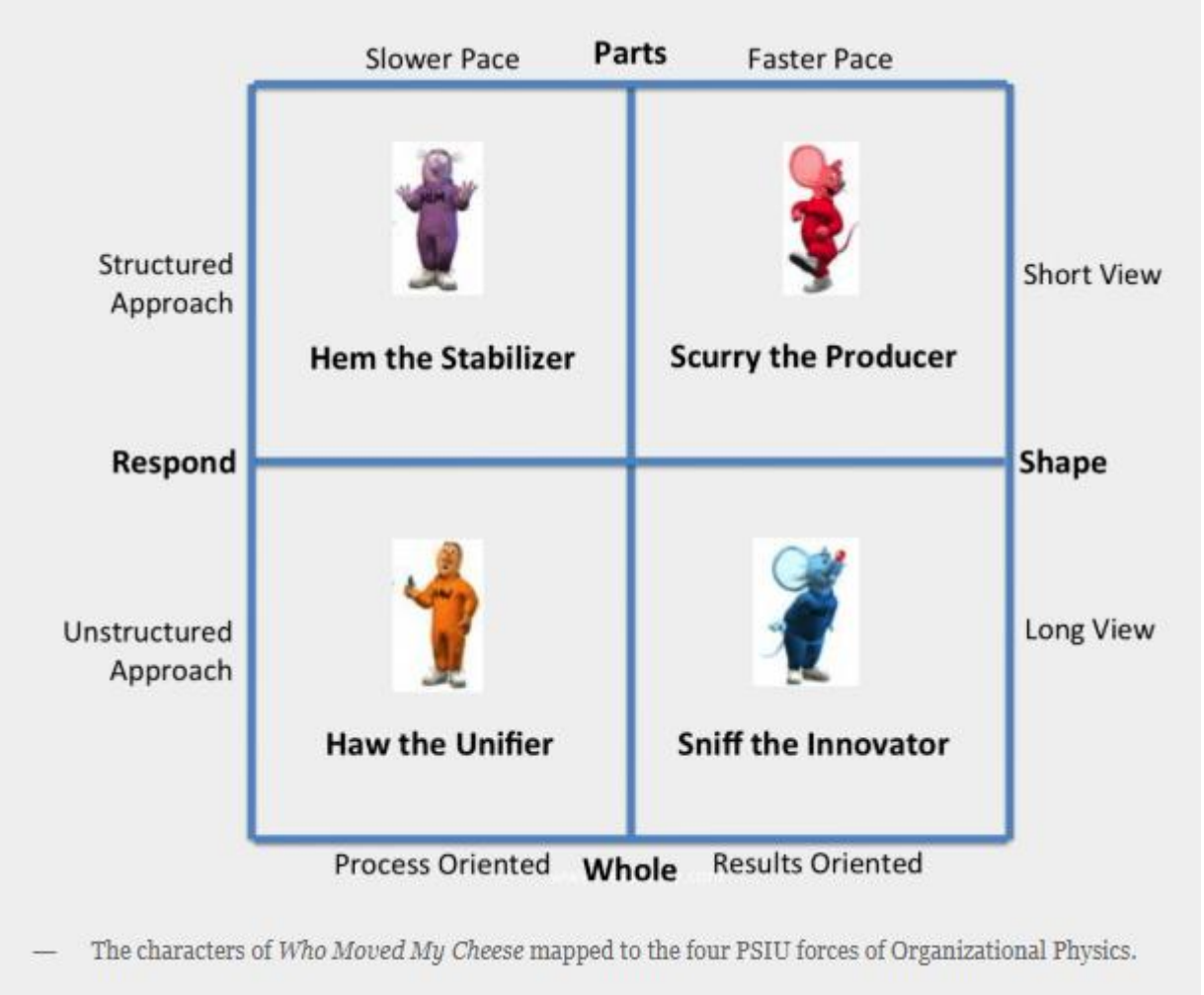
Personalities on your team



— The characters of *Who Moved My Cheese* mapped to the four PSIU forces of Organizational Physics.

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Access & Define

- Assess Service Needs & Define Environment
  - Do you have a telehealth champion?
  - Is there a corporate willingness to invest in a telehealth program?
    - What healthcare services are not available
    - Identify and prioritize telehealth appropriate services
    - Identify telehealth program assumptions and constraints

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Lean / Six Sigma

Lean 7 Deadly Wastes

- Overproduction
- Waiting
- Transport
- Motion
- Over-processing
- Inventory
- Defects

Six Sigma

- Define
- Measure
- Analysis
- Improvement
- Control

https://tallyfy.com/lean-vs-six-sigma/

Ultimate Goal of Lean/Six Sigma

- Eliminating Waste
- Creating Efficient Processes

https://www.courier-journal.com/story/news/politics/metro-government/2016/02/17/fischer-unveil-more-free-west-end-wi-fi/80476260/

Develop & Plan

- Define and Specify Program Model
  - Where are the patients?
    - Which services meet patient needs?
    - What technology is needed?
  - What is the best organizational model?
    - Human resources?
    - Facility related resources?
    - Who will provide the service?
      - Existing providers/3rd party contract?
  - Legal or regulatory constraints?
  - Implementation approach?
    - Phased/pilot?

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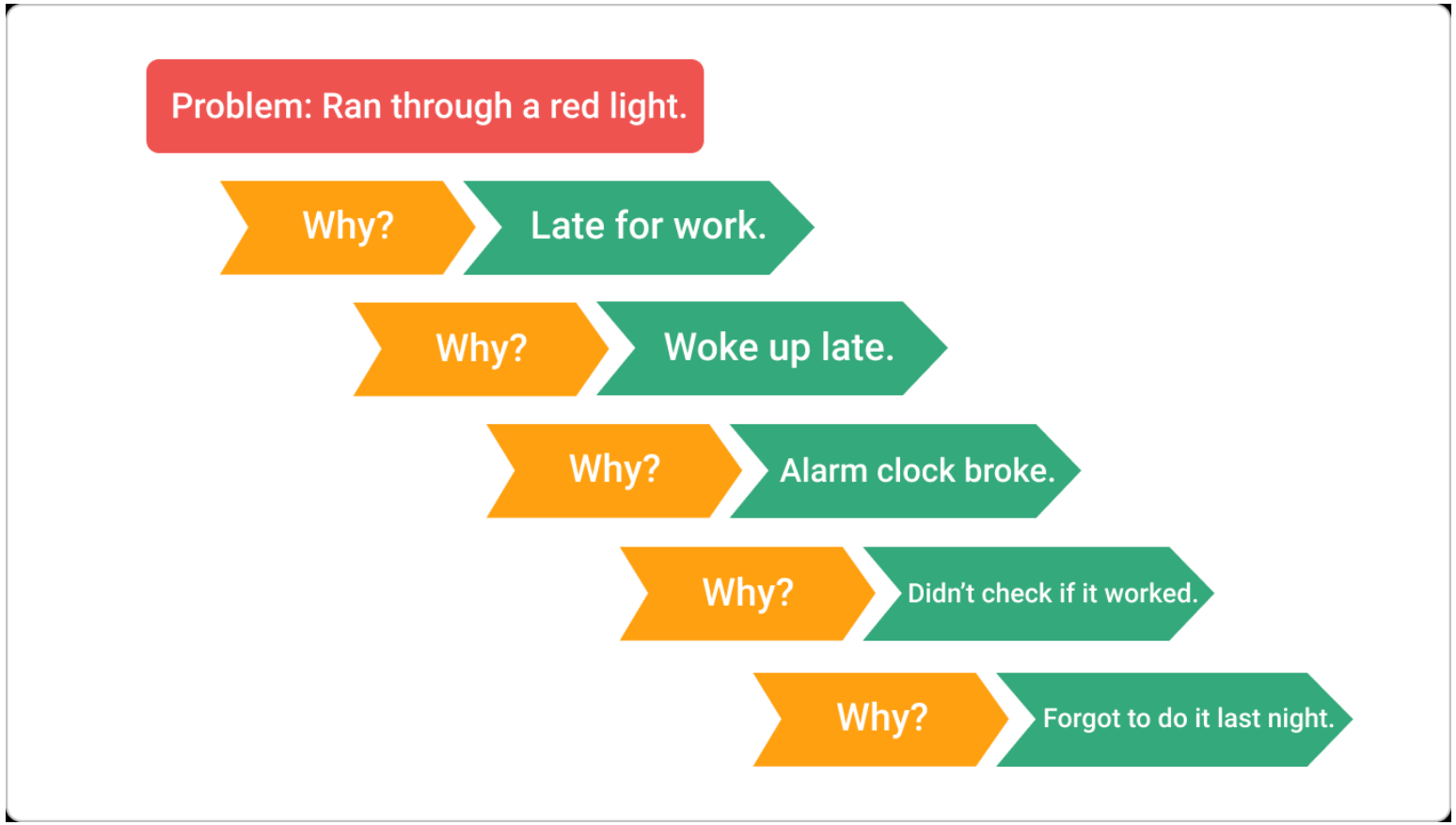
5 Whys

Root Cause Analysis



https://kanbanize.com/lean-management/improvement/5-whys-analysis-tool/

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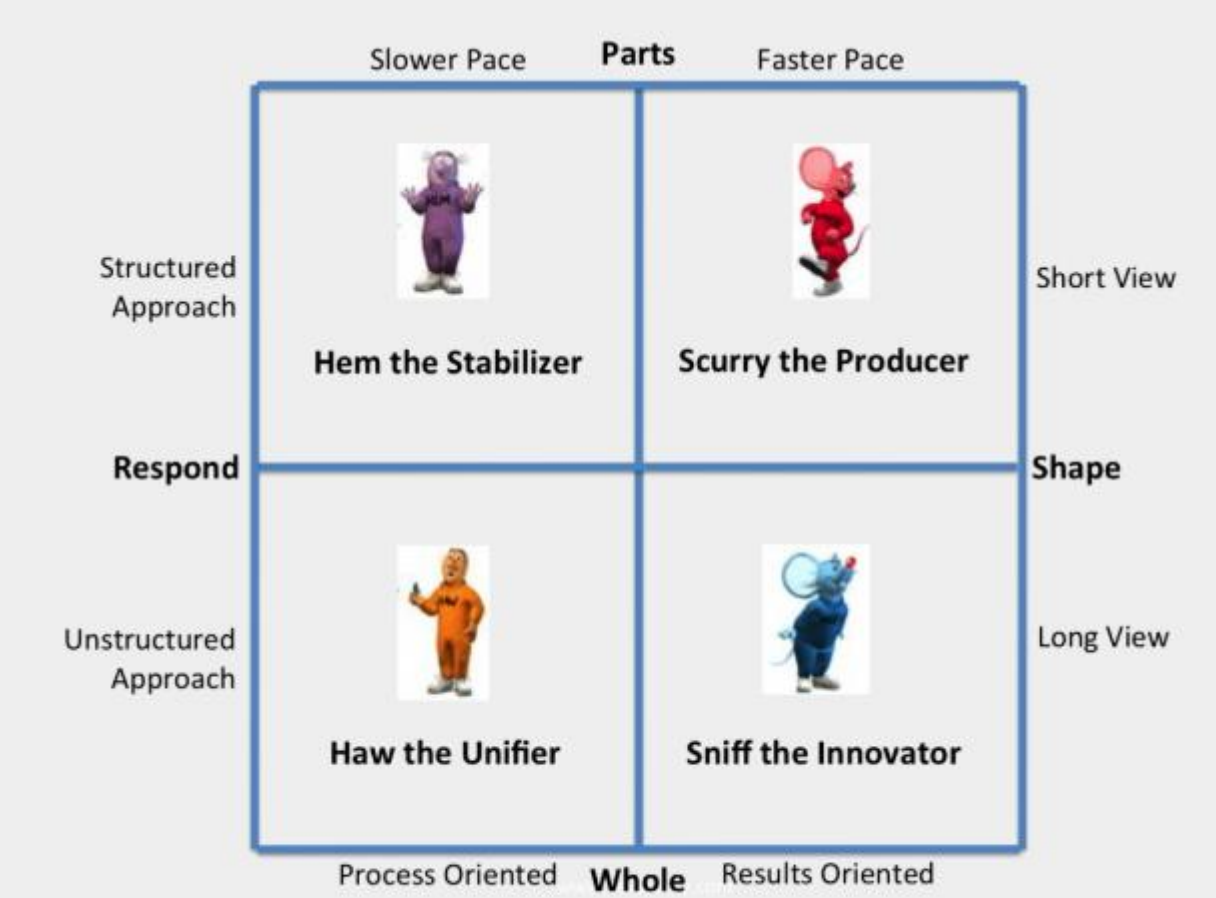
Develop a Business Case

- Community needs
  - Community Health Needs Assessment (CHNA report)
  - Focus groups
- Organizational mission
  - Does the proposed telehealth program fit the mission and the need?
- Obtain financial commitment for implementation and sustainability
  - Outgoing Costs
    - Start-up and operating costs
  - Incoming Revenues
    - Identify the payer mix
  - Is the project sustainable?
- Track program savings
  - Scheduling
  - No more physician travel to rural sites
  - Patient travel miles saved
  - Effect on the local economy (labs/ancillary)
  - Effect on the environment (carbon dioxide footprint)

Hem
Haw
Sniff
Scurry



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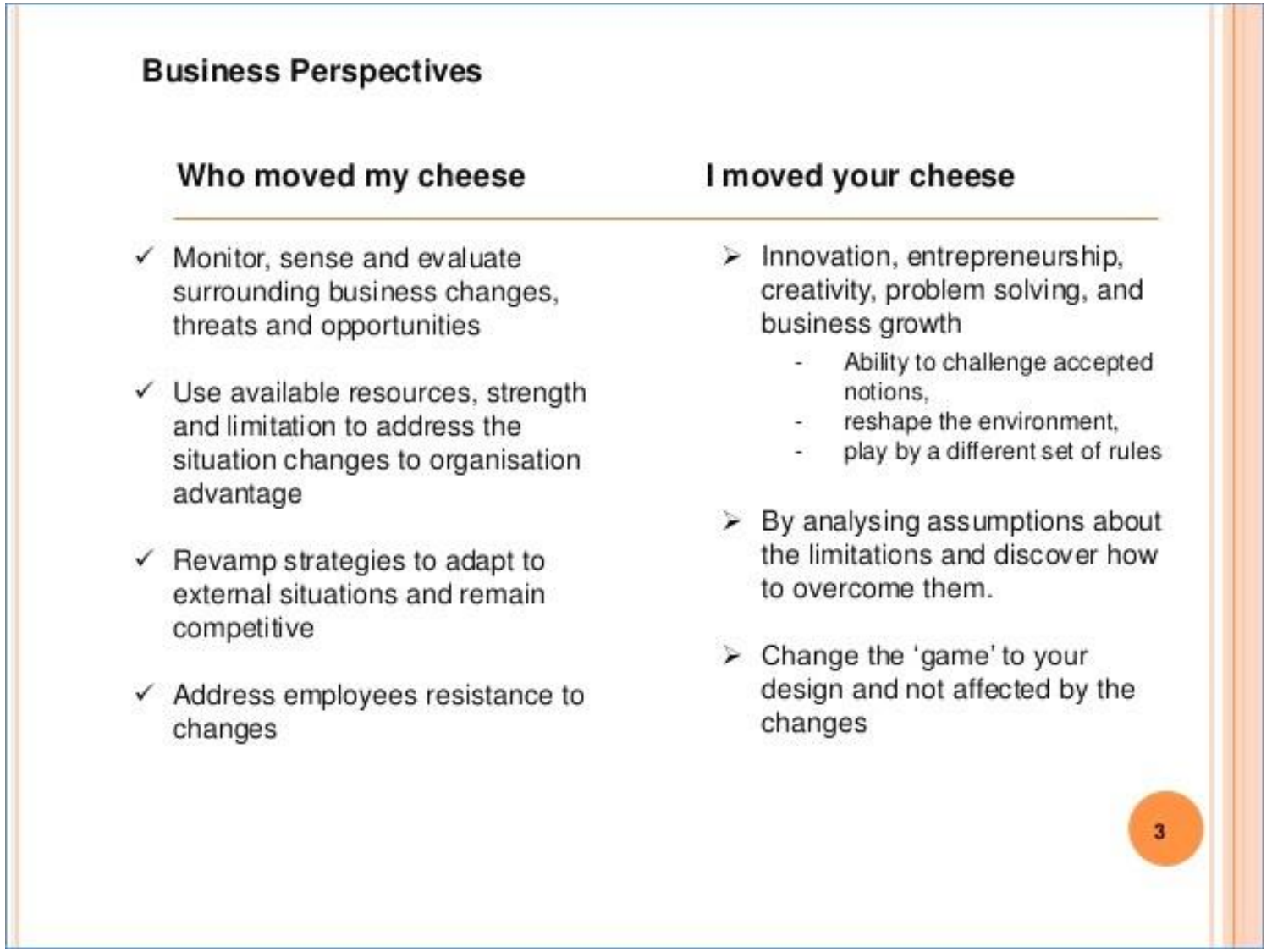
How to Write the Perfect Essay University of Hull



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Plan Program and Technology

- Work Plan Objectives
  - Identify personnel Roles and Responsibilities
    - Team Lead
    - Team members
  - Communication / Marketing Strategy
    - Local newspaper add
    - TV commercials
    - Direct Mail
    - Social Media
  - Policies and Procedures
    - Clinical Referral Guidelines
    - Scheduling
  - Process integration
    - Process training for staff
    - Equipment training for staff

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Plan Program and Technology

- Work Plan Objectives (cont'd)
  - Clinical telehealth space
    - Patient room
    - Broadband access
    - Hardware and software needs
  - Support
    - Service Level Agreements for broadband (2hr / 4hr)
    - Maintenance Support Agreement software/hardware
  - Interoperability and scalability
    - EMR integration
    - Interfaces with existing equipment and IT network (firewalls)
  - Organizational Approval
    - Authorization to assign personnel/other resources
    - Authorization for procurement

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S - Specific
M - measurable
A - achievable
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Sample Work Plan

Goal	Strategies & Objectives	Activities	Responsibility	Time Period	Outcomes & Process Measures
What do you want?	How are you going to get there?	What are the steps?	Who is going to do it?	How long will it take?	How do you know if you achieved your goal?
Reduce ED wait times for psych consults	Provide telepsych services in the ED	Find a space Invest in video technology Hire a psychiatrist	Team Lead Team member A Team member B	By 3rd Quarter 2021	1) By the end of 3rd Quarter 2021, we will see 20 patients via telepsych

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Plan Program and Technology

- Outcomes
  - What need do you propose to meet?
    - Project Goals
    - Project Objectives
    - Project Outcomes
  - Patient volumes and utilization
    - Measure
    - Track
    - Achieve

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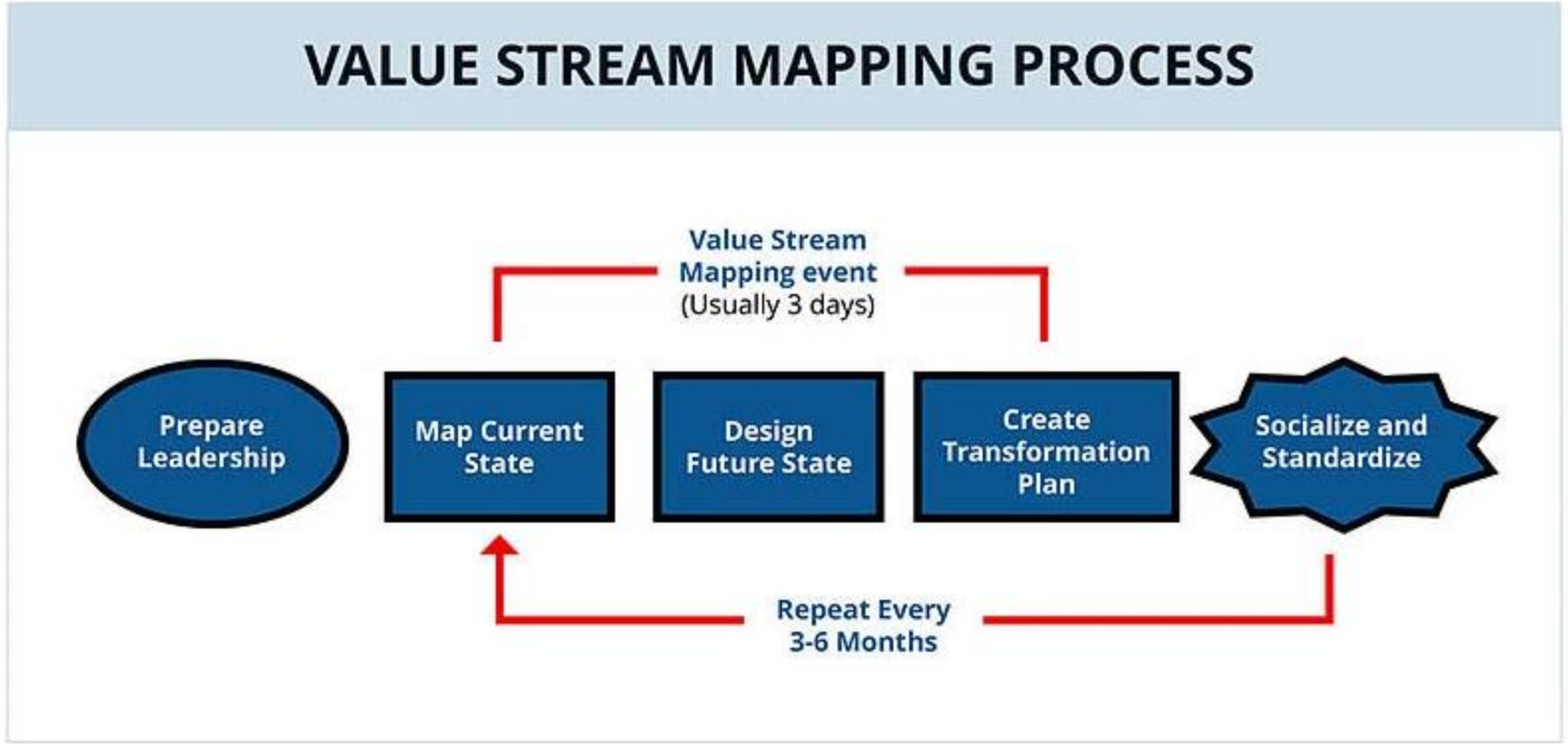
Plan Program and Technology

- Outcomes (cont'd)
  - Impact Tracking
    - Data collection methodology
    - Are volume / quality / clinical objectives being met?
      - If not, then what?
      - Course correction process
      - Course correction implementation
    - Program improvements
      - Define
      - Plan
      - Implement
      - Test
      - Manage

Value Stream Mapping



http://resources.hartfordtechnologies.com/blog/the-ultimate-list-of-lean-manufacturing-tools

Implement & Monitor

- Implementation
  - 3, 2, 1, GO
  - Communication plans in action
  - Identify and mitigate risks if necessary
  - Identify and manage program modifications
- Monitoring
  - Are deliverables being met in accordance with the project plan?
  - Is the program meeting its objectives
    - If not, what changes are needed

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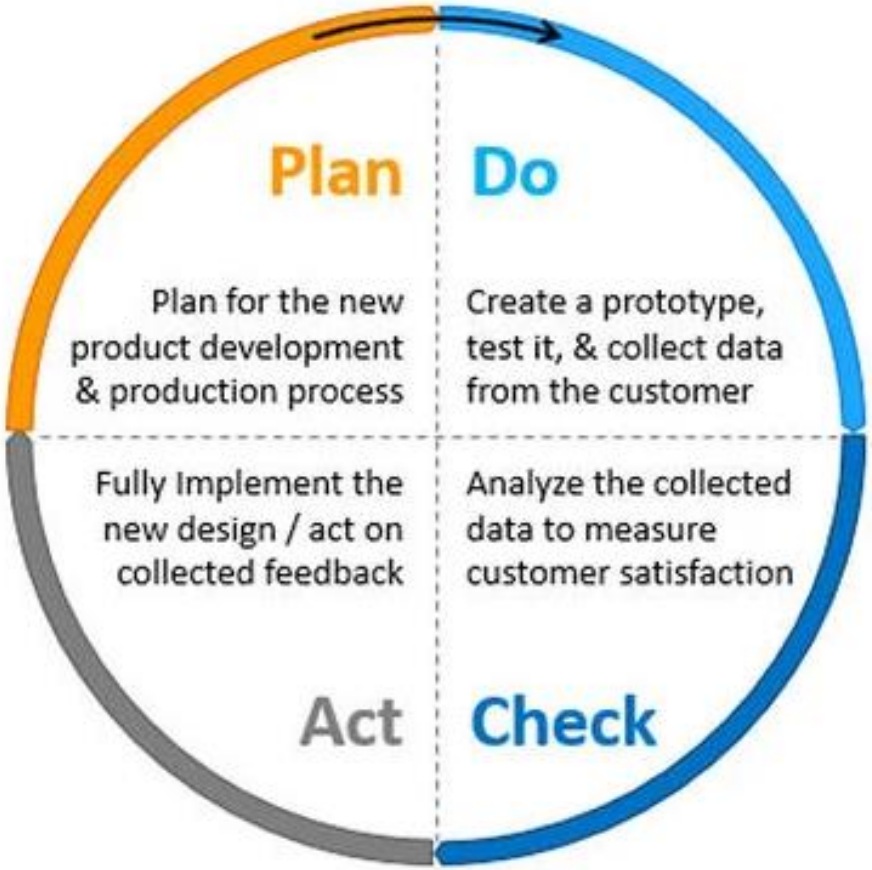
PDCA



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Implementation

- Not as easy as it sounds!
  - Change management theories
  - Work Plan
- Telemedicine room setups
  - The good, bad and the ugly
  - Problem solving solutions

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Telepresenting

- Webside Etiquette
  - Clothing, Jewelry
    - Professional, tasteful
  - Professional Space
    - Clutter free background
    - Designated space free of distractions
      - External Noises
      - Acoustics
    - Lighting
    - Wall Color

Telemedicine Room Design

- Location / Size
- Placement of equipment & furniture
- Electrical & telecommunications connections
- Lighting, Acoustics, Wall color

Existing Patient Room

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Seeing patients from home in their home

- Privacy
- Webside Manner
- Video Etiquette
- Consent
- Vital Signs

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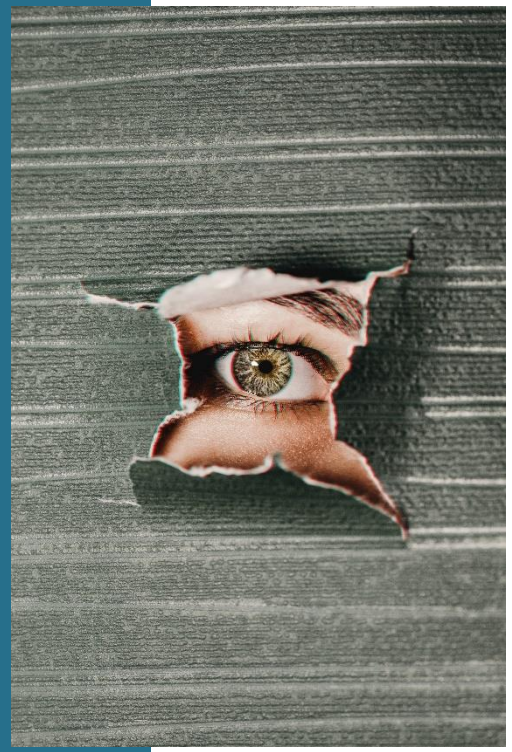
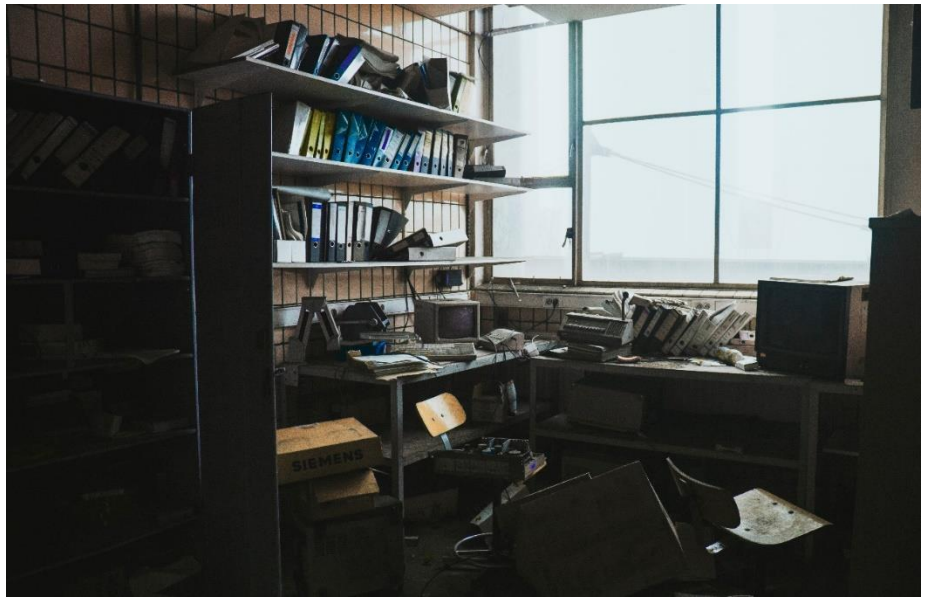
Examples



What's in your Background?



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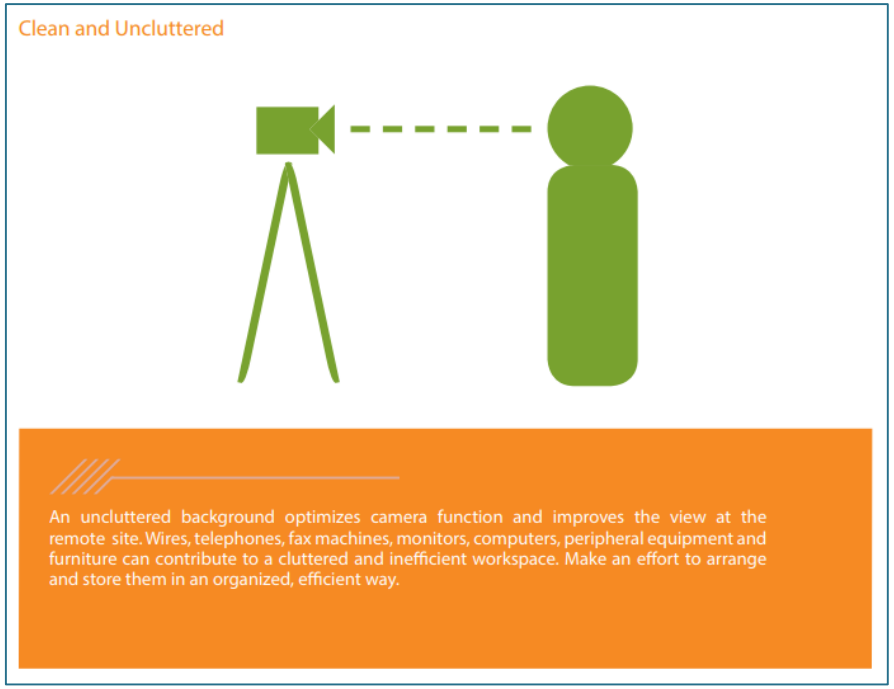
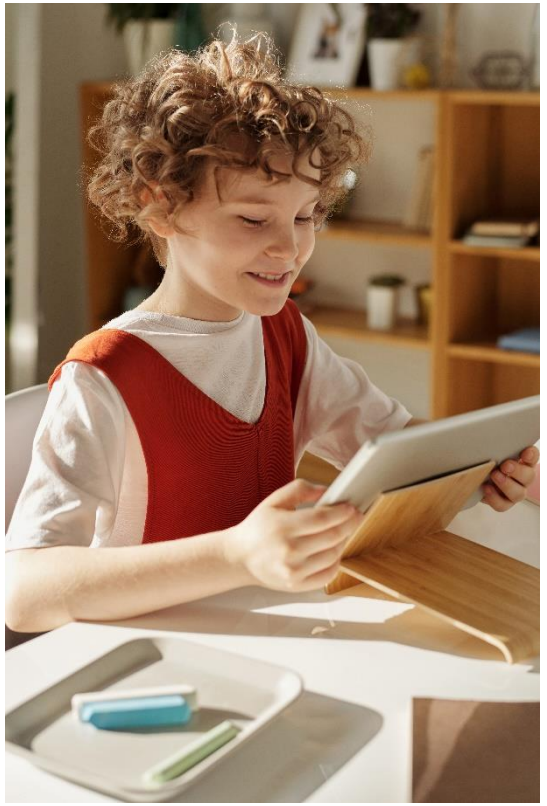
Clean and Uncluttered





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Camera Positioning & Placement

Both participants should be looking directly at each other, simulating an in-person discussion

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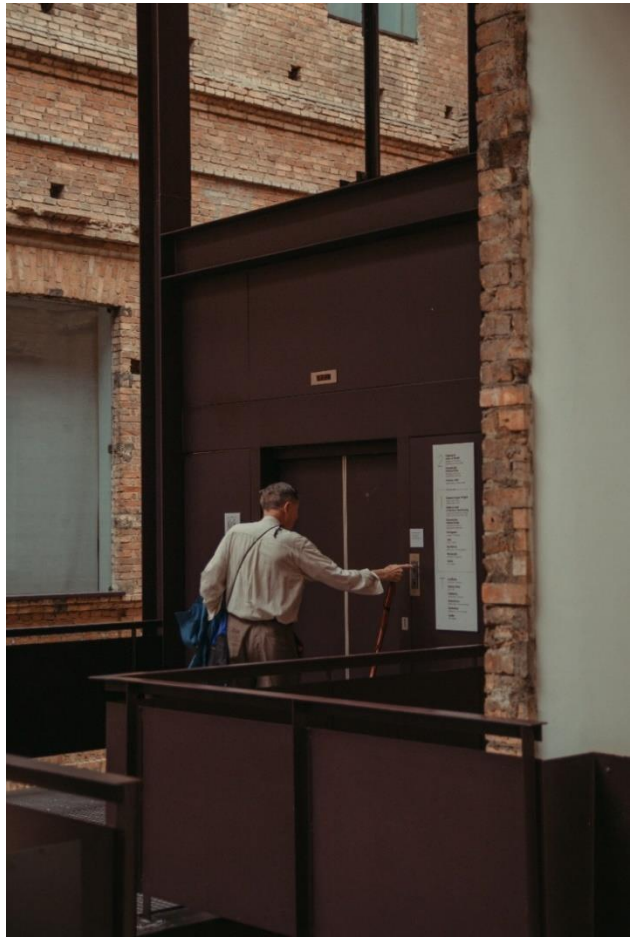
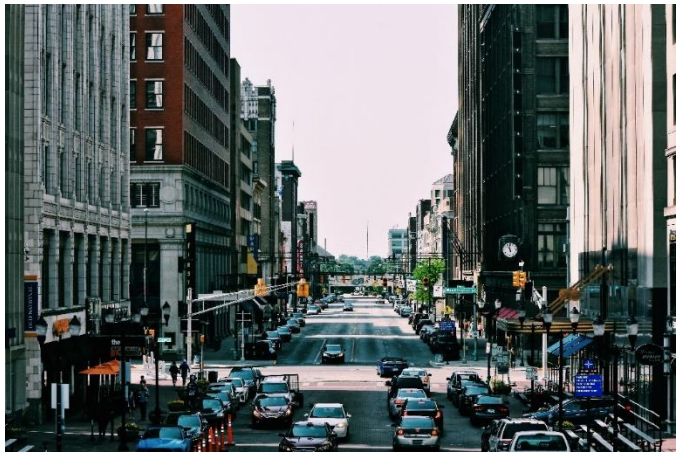
Distractions….

External Noises

- Elevators
- Facility HVAC
- From traffic outside





Acoustics

- High ceilings and hard surface floors
  - Can create echoes
- Sound dampening
  - Carpet, drapes, acoustic tiles on the ceiling
  - Sound dampening paint

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Optimal Lighting

- Diffused soft light source
  - No shadows
  - Depicts colors naturally
- Place a light in front of a patient to reduce shadows
- Avoid backlight from windows or overhead lights

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Avoid Harsh Directional Lighting

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Impact of Supplemental Lighting

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Impact of Backlighting

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Ideal Wall Colors

White or light walls can darken faces.
A dark wall can lighten faces.

Ideal: Light Blues

Ideal: Light Grey Background

A robin's egg blue or light gray background works well on all skin tones.

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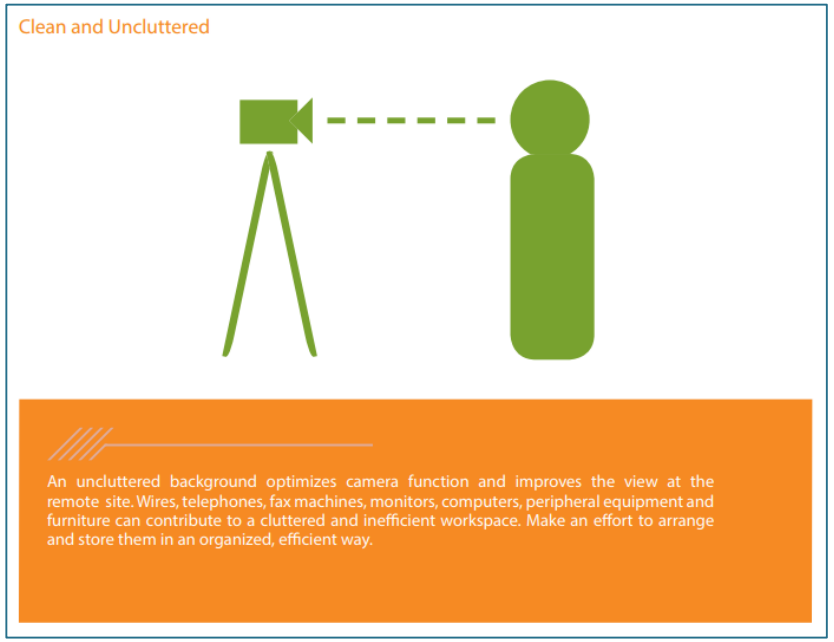

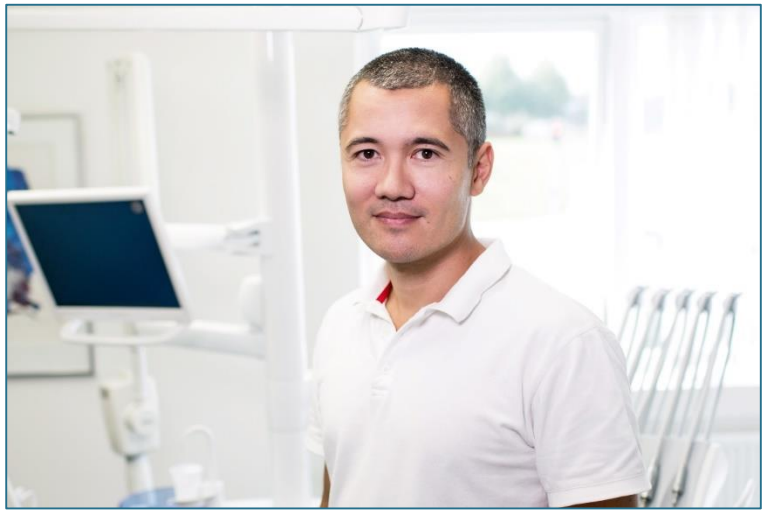

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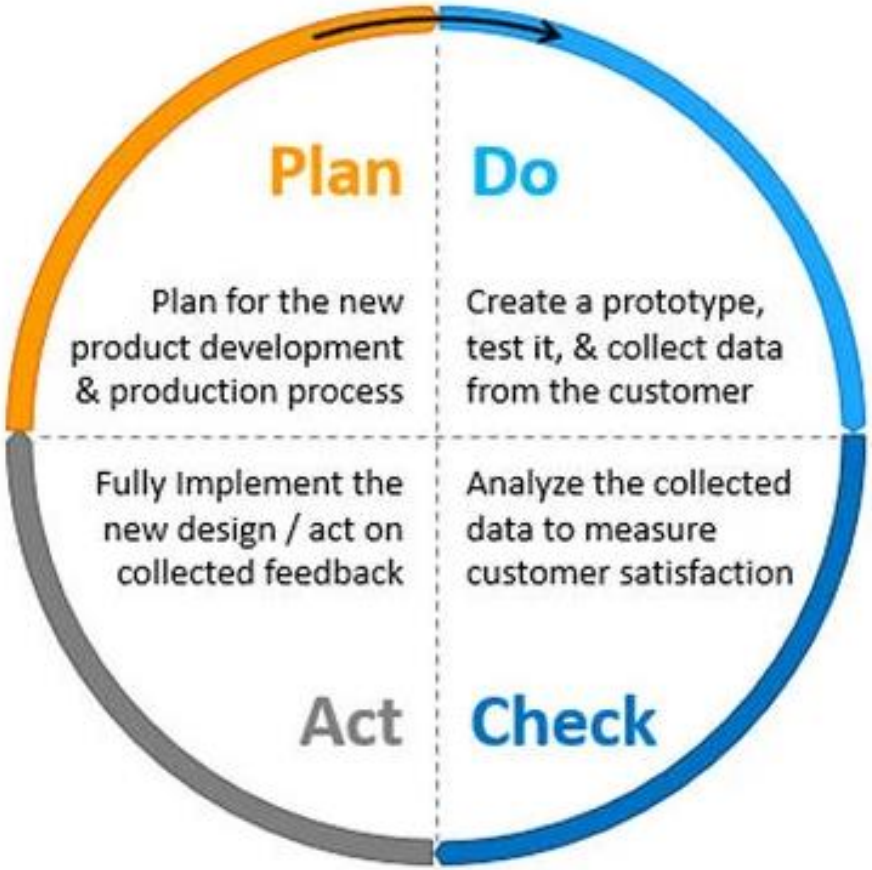

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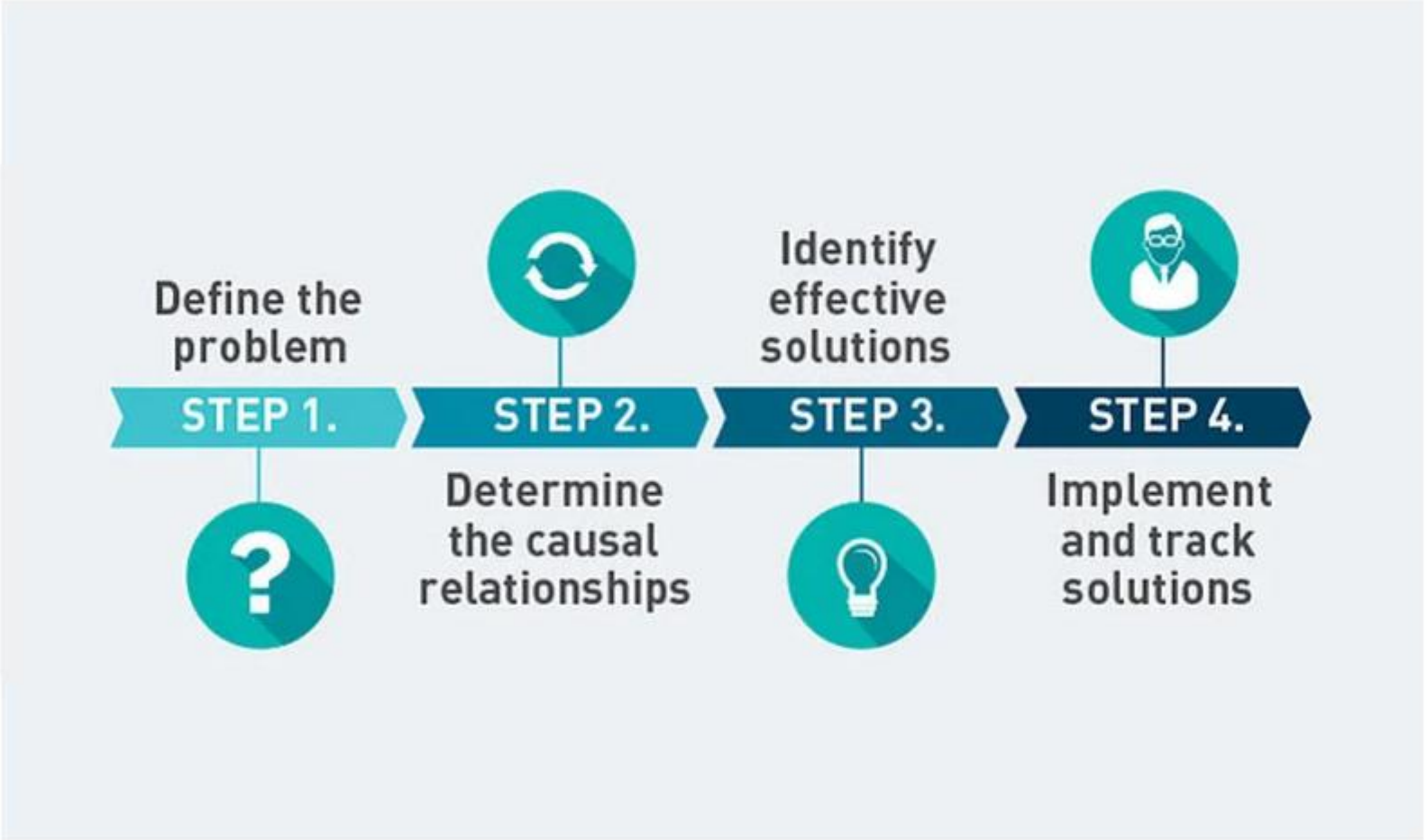
Root Cause Analysis



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What's the Future of Telehealth?

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Quote

The Handwriting on the Wall

Change Happens
They keep moving the cheese

Anticipate Change
Get ready for the cheese to move

Monitor Change
Smell the cheese often so you know when it is getting old

Adapt to Change Quickly
The quicker you let go of the old cheese, the sooner you can enjoy the new cheese

Change
Move with the cheese

Enjoy Change!
Savour the adventure and enjoy the taste of the new cheese!

Be Ready to Change Quickly and Enjoy it Again
They keep moving the cheese

From: Spencer johnson, MD; *Who Moved My Cheese?*

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Thank You!

- **Becky Sanders**
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