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Six Steps for More Effective Orchestration of Healthcare:
It's About Logistics

EXECUTIVE SUMMARY

As healthcare advancements continue to evolve and become increasingly complex, the healthcare industry faces increased pressure to deliver quality, value-based care at lower costs. To survive, hospital systems must transform their organizations and address the following key drivers changing the healthcare industry:

▸ Shifting from payment for volume to payment for value to increase patient satisfaction

▸ Managing complex care across the continuum to reduce unnecessary variations and improve patient outcomes

▸ Integrating disparate IT systems to optimize technology and increase efficiency

▸ Decreasing and better managing costs to improve financial performance

To successfully address these challenges, hospital systems should focus on standardizing delivery of quality, value-based care to reduce unnecessary variations, use technology to transform, optimize, and obtain visibility into their processes, and balance quality care delivery with cost management.

While the CMO is focused on delivering quality care and patient outcomes, the CMIO/CIO is focused on technology and processes, and the CFO and CEO are focused on financial performance, successful transformation of the hospital system will require collaboration from the entire organizational enterprise.

When implementing a more effective healthcare pathway across the organization, it is necessary to take foundational measures to integrate both technical and non-technical elements for a truly holistic transformation. Some steps include engaging key stakeholders, evaluating which applications provide the desired outcomes, properly addressing change management, and education for clinicians. This goes beyond simple checklists and order sets. To make the next transformational change, health systems must be able to orchestrate true workflow redesign.

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To create an effective healthcare pathway that strengthens clinicians' delivery of care while improving financial performance requires people, processes, and tools, acting collectively to achieve the greatest benefit and return on investment. There are six key components every organization should consider for successful adoption:

1. Stakeholder Advocacy

With the leadership team on board, it is imperative to identify key stakeholders that will influence the acceptance and adoption of the new tool and process. Stakeholder buy-in is critical. They will provide strategic guidance in the development of the tool, dispense critical oversight, and communicate with the end-users how the tool will help streamline their daily activities and improve care delivery to their patients. It is important that these leaders have confidence the new process aligns with the clinician's commitment to delivering quality, value-based care to their patients.

Key stakeholders include the Chief Nursing Officer, Chief Quality Officer, Chief Care Coordinator, and others from across the organization, as appropriate. Working groups made up of the end-users—clinicians, nurses, care managers, case coordinators, etc.—may also be created to oversee assessments, influence functionality of the tool, and help develop its' user interface.

2. Technology Evaluation

Healthcare systems are consolidating, and their information technology systems are multiplying through mergers. To gain a clear understanding of their current state, hospital systems need to first assess their existing IT environment, integrate disparate IT systems that may have occurred through the consolidations and mergers, and optimize performance of deployed technology investments. For example, hospital systems can boost clinical impact by deploying an integrated technology that incorporate measures with compliance monitoring such as:

- ▶ Relevant Metrics Matter – data that reflects processes that impact cost of care
- ▶ Automated Alerts – identify and trigger non-compliance, clinical variations, and costs

Overcoming the technical, business, and clinical challenges starts with implementing the right technology—a robust, enterprise-scale business intelligence tool enabled with real-time analytics.

3. Change Management

Change management programs for any organization are designed to identify potential people-related obstacles and risks and proactively develop a strategy to address and overcome these obstacles.

First, hospital systems should understand their 'organizational readiness' by obtaining a comprehensive understanding of their current state—the organizations capacity for adopting change, areas of resistance and potential obstacles, and existing key enablers to help manage the change.

Next, develop your change management strategy and execution plan. To be successful, this strategy should help your organization eliminate obstacles, reduce resistance to a new process and tool, enhance acceptance and adoption by the end-users, improve utilization, and ultimately ensure sustainability of your technology investment.

Finally, be sure your change management strategy includes how to effectively communicate the benefits of the new process/tool, as well as how you will educate the end-users today and in the future.

4. Effective Communication

Before formally launching the new healthcare pathway tool, the key stakeholders and other delegates should develop a communications plan that aligns with the hospital systems mission, vision, and values. Communication themes should include patient-centric outcomes—the benefits of standardizing delivery of care reducing unnecessary variations, the improved efficiencies in managing the patient's care, the increase in patient satisfaction—as well as, the senior leadership advocacy and support of the new technology to manage and reduce costs associated with quality, value-based care.

Messaging should be tailored to all levels of the organization, provide an appropriate understanding of the benefits, and inform clinicians/end-users of their roles and responsibilities associated with tool usage and adoption. Once messaging has been reviewed, finalized, and approved, a well-rounded communication plan should broadcast the information in as many avenues as possible: webinars, emails, podcasts, posters, and internal newsletters, as well as instructions on how to provide feedback or questions.

5. Educating End-Users

Education plays a vital role in successful technology enablement and helps to increase employee adoption. A well-structured training program should educate clinicians about the benefits that matter most to them— delivering quality, value-based care, improving patient satisfaction, and making their daily activities easier and more efficient.

By combining the right tools, environments, and delivery options training should be designed to accelerate the learning curve through engaging content that encourages active participation. Given the opportunity, well-trained end-users are more engaged in their roles, can achieve maximum benefit from the new tool, and contribute more to the organization by helping the business realize positive ROI.

Training should occur at onboarding, and refresher courses and updated training should be provided on a recurring basis as needed. The employee should formally acknowledge training in a manner that makes the records readily available for review by supervisors.

6. Go-Live Execution

For a successful Go-Live Execution, and to provide a best practice environment for patients and providers, health systems should consider the following steps:

▶ Work cross-functional (physicians, nurses, technicians, and care coordinators) to identify and develop the unique care pathways
▶ Refine the clinical pathway to best align with the application's capabilities
▶ Define additional sources of data unique to the specific clinical pathway
▶ Build, test, and validate a prototype
▶ Transition the prototype to operations for pilot phase
▶ Move to a full production implementation

In addition to the above steps, it's important to maintain alignment of the clinical pathway with the application, as well as to allow for rapid adaptation of the application to accommodate necessary adjustments to the overall functionality or user experience. These include items such as actions, notifications, timings, escalation paths, etc.

Achieving Success

To launch a successful and effective healthcare pathway application, hospital systems must strive to deploy a robust, enterprise-scale business intelligence tool enabled with real-time analytics that can help drive a standardized delivery of quality, value-based care. The tool should help your organization to:

1. Aggregate the view of relevant data for more efficient delivery of standardized care
2. Seamlessly integrate disparate systems to provide a single-pane view of critical data
3. Increase visibility to improve situational awareness and financial performance

To ensure a favorable launch and successful enterprise-wide adoption of the new healthcare pathway tool, organizations must also take into consideration each of the six steps outlined above, starting with stakeholder advocacy through to go-live execution. In doing so, hospital systems can expect to achieve—not only enhanced quality care delivery, and an optimized technology investments, but improved financial performance, too.

Finally, to generate the desired ROI across the healthcare enterprise, and to alleviate the burden on internal IT resources, we suggest partnering with a qualified and proven practitioner, like Leidos.

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The Health Group at Leidos works with customers across the continuum of care from the lab and innovation center to the patient bedside—helping hospitals and health systems transform care through technology. We deliver a broad range of enterprise-scale solutions to hospitals and health systems, biomedical organizations, and every U.S. federal agency focused on health, including the Department of Defense (DoD), Veterans Affairs (VA), and Health and Human Services (HHS).

Our teams are staffed with clinical, scientific, and technical subject matter experts who draw upon their vast experience and deep knowledge of healthcare and technology. From implementing and optimizing electronic health records (EHRs) to conducting groundbreaking research to treat cancer and HIV, to developing and supporting large-scale technology programs, Leidos is helping its customers transform healthcare.

To learn more about our solutions transforming the next generation of care coordination, talk to a Leidos Health expert today.

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FOR MORE INFORMATION

877.652.4099 / careC2@leidos.com / leidos.com/health

leidos

11955 Freedom Drive
Reston, VA 20190
leidos.com