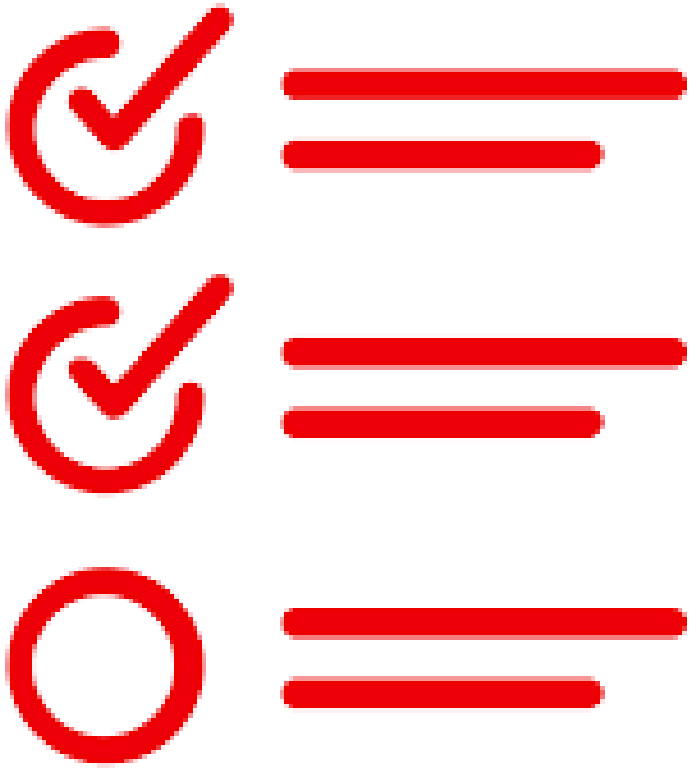
Operationalizing for Success

Parkview Health – Fort Wayne, Indiana

Agenda and Objectives

- Introduction
- Strategy
- Engagement
- Access for Specialty Care
- Success & Failures
- Overcoming challenges



Disclaimer

- This presentation was prepared by Max, Laura, and Brenda, in their personal capacities.
- The views and opinions are the authors' own and do not reflect the views of Parkview Health.
- No financial disclaimers

Parkview Whitley Hospital

Parkview Warsaw

Parkview LaGrange Hospital

Parkview Orthopedic Hospital

Parkview Huntington Hospital

Parkview Noble Hospital

Parkview Wabash Hospital

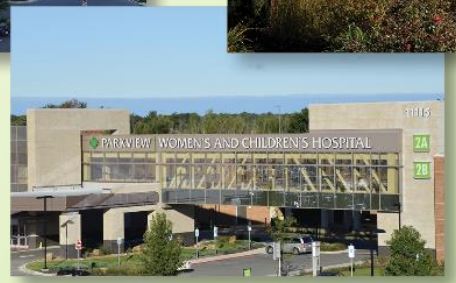
Parkview Cancer Institute

Parkview Hospital Randallia

Parkview Regional Medical Center

Parkview Heart Institute

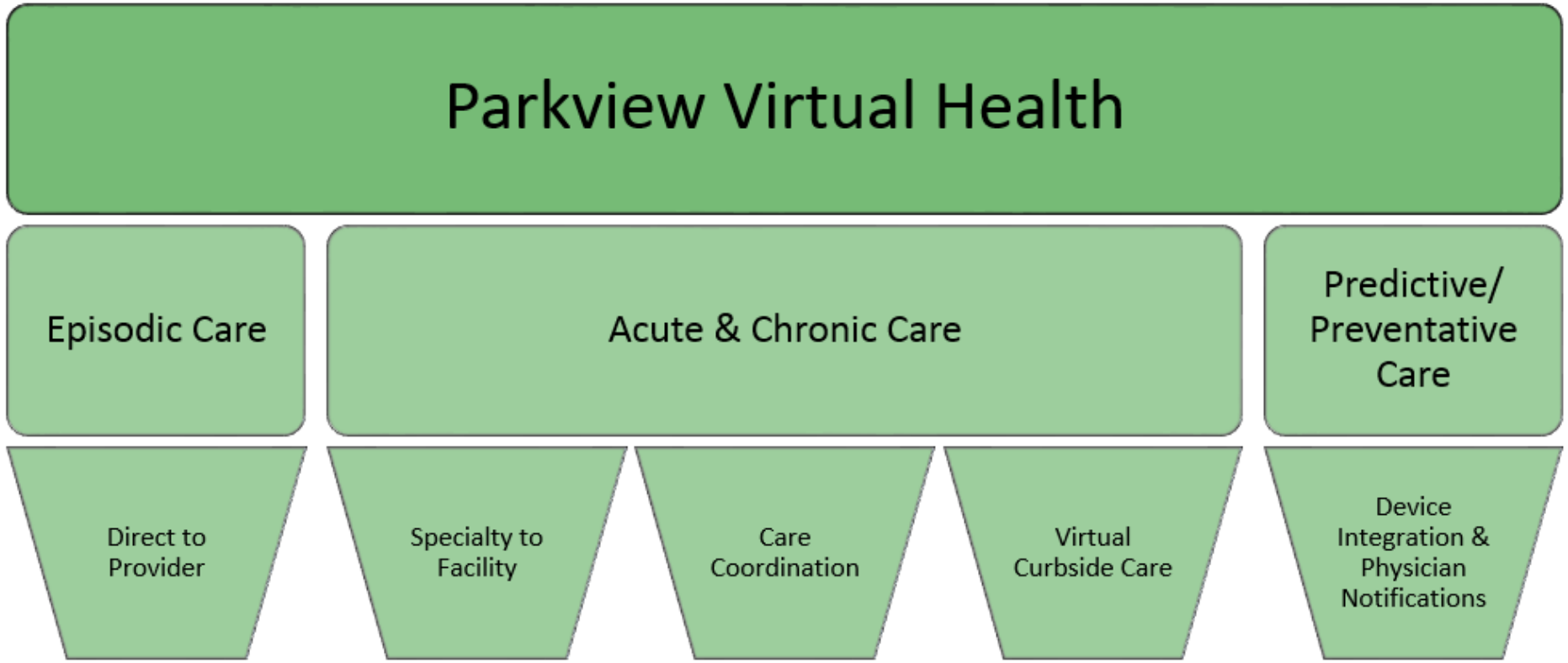
Parkview Behavioral Health



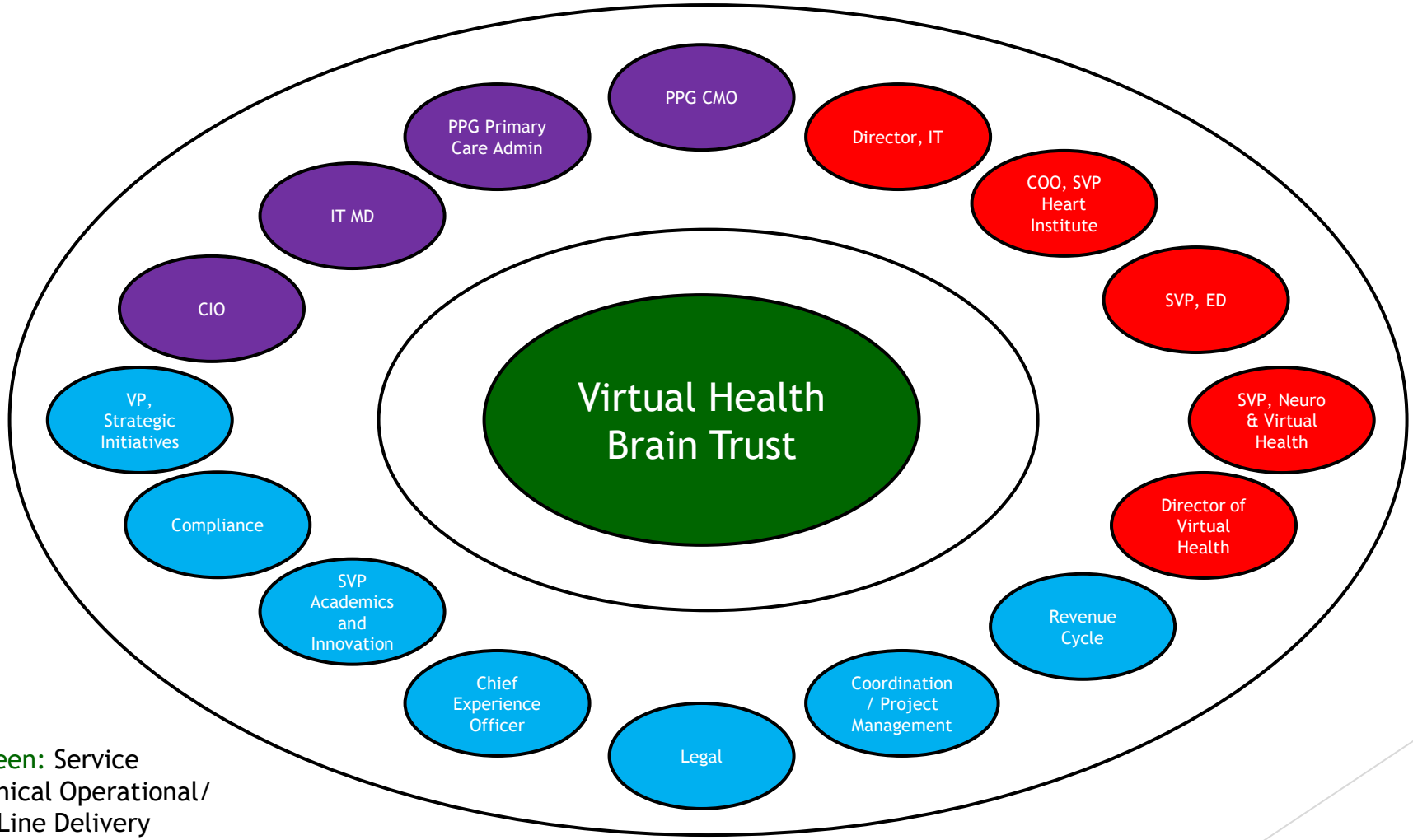
Parkview Womens's and
Children's Hospital

Where does Virtual Health fit in our Strategic Plan?

- Parkview Will Tailor a Personalized Health Journey for Each Individual
- Parkview Will Grow Strategically to Win Today, Tomorrow and for Generations to Come
- Parkview Will Lead Our Market's Transformation to a Focus on Value
- Parkview Will Demonstrate World-Class Teamwork


Parkview Virtual Health
Episodic Care
Acute & Chronic Care
Predictive/ Preventative Care
Direct to Provider
Specialty to Facility
Care Coordination
Virtual Curbside Care
Device Integration & Physician Notifications

Bring them all together



Key:
Dark Green: Service
Red: Clinical Operational/ Service Line Delivery
Blue: Technical Expertise on Service Development
Purple: IT Service Delivery Who provides service

Where to Start? When? How?

- **Overwhelm!**
- How to stay on top of it all?
- How to filter? How to separate out the game-changers? The wheat from the chafe?
- Do you make vs. buy?
- How to run a stable and sustainable business amidst all of the change?
- How to be confident and grow amidst the tension of the disruptions and change?

Technology must haves

- What we looked for
- How we implemented
- What we implemented

Environment Strategy

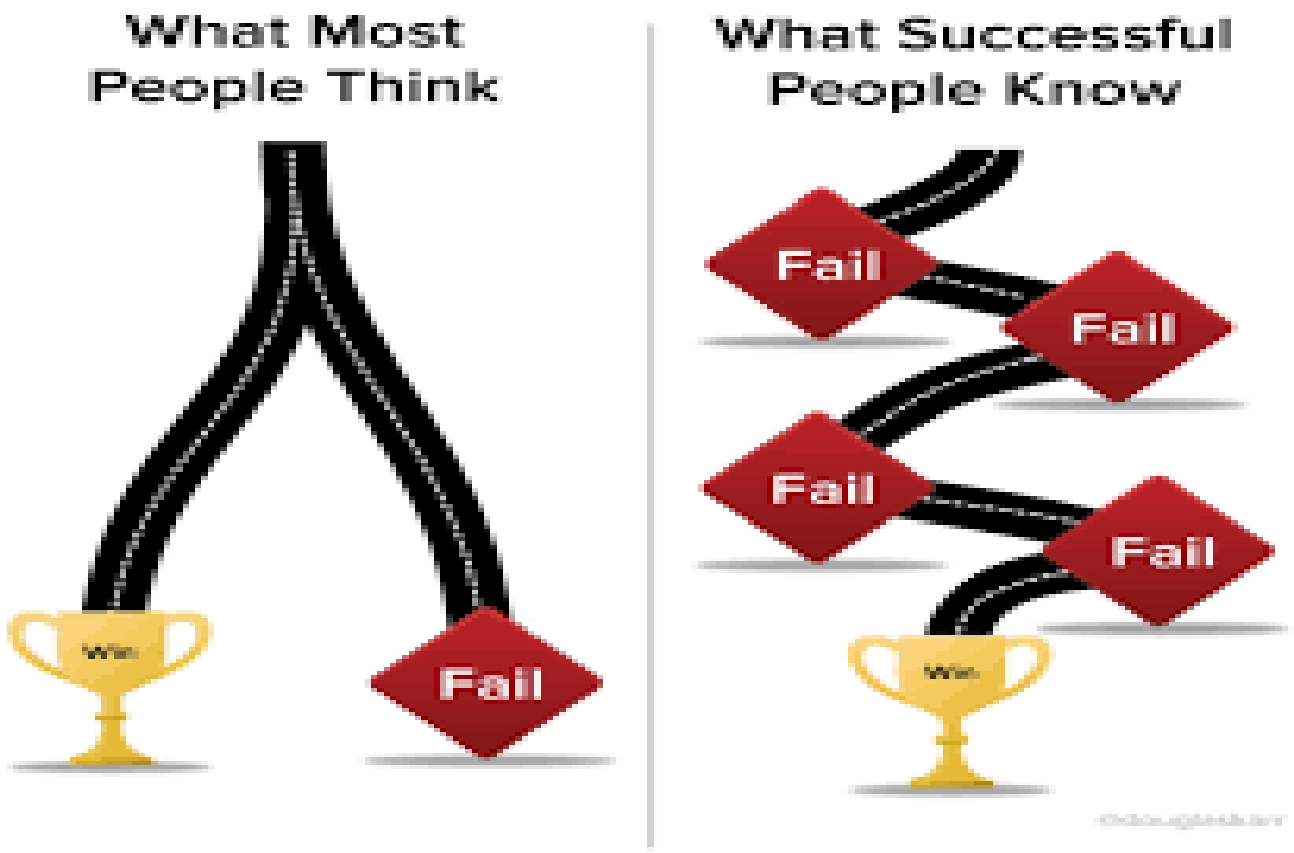
- -Hyperspace to Hyperspace
- -Hyperspace to MyChart
- -Haiku
- -Canto
- -Citrix (warp drive)
- -Vidyo (Epic Integration and stand alone)
- -Parkview OnDemand (Teladoc)

- Infrastructure Requirements
- Security Requirements

Hardware Strategy

- Kiosk – provider service, Welcome
- Carts
- iPads
- Mobile Device
- Camera
- Peripheral Devices (stethoscope, otoscope, derm camera etc.)
- Headsets

The importance of small failures



Engagement

- Leadership and physician involvement
- Part of a strategic plan
- Invitation to the Virtual Steering Committee
- Constant updates on volumes
- Patient/Family Engagement Committees

Finding Challenges with Hub-and-Spoke Strategy

Limited staff and services at spoke hospitals to keep patients in community for complex care needs

Capacity restraints at tertiary care facility resulting from increasing referrals from spoke hospitals

CV patient leakage to competitor hospitals better equipped to provide CV services in community

Telecardiology Program Developed to Support CV Patient Management at Rural Hospitals

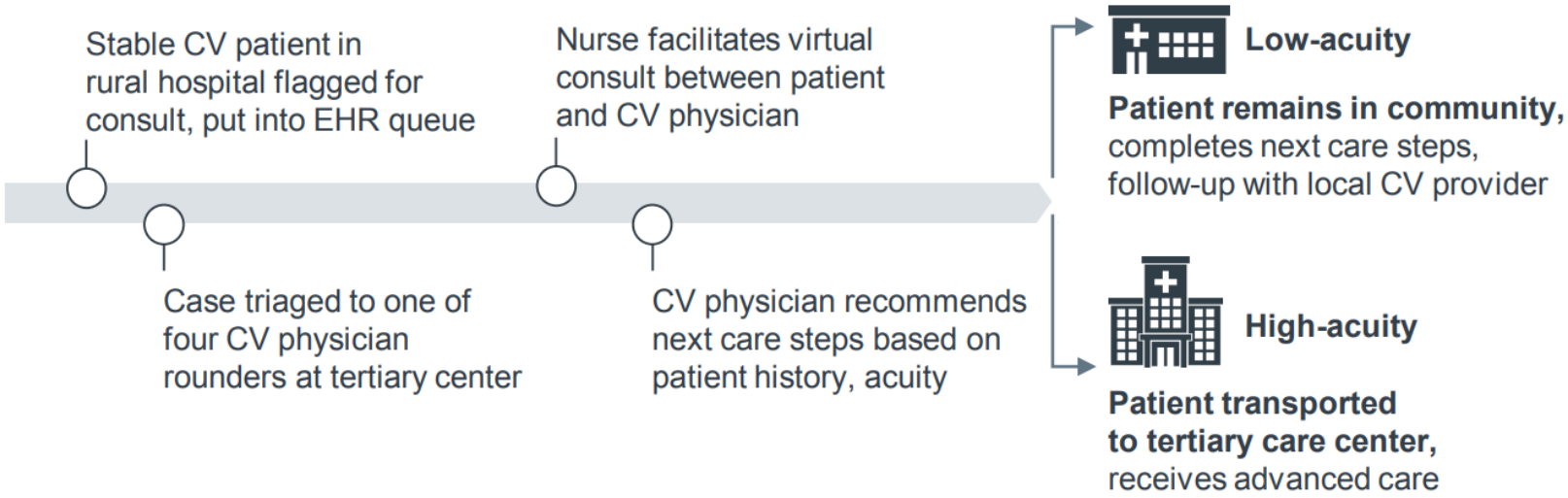
System CV leaders sought opportunity to support community hospital management of low-risk CV patients

Historical data analysis found 80% of CV short-stay cases at spoke hospitals were attributed to four CV conditions:

- Heart failure
- Syncope
- Atrial fibrillation
- Chest pain

Developed telecardiology protocols to support spoke hospital management of these complex, common CV conditions

Standard Telecardiology Patient Pathway



Telecardiology Pilot Program Outcomes[1]

114
Number of patients treated using protocols

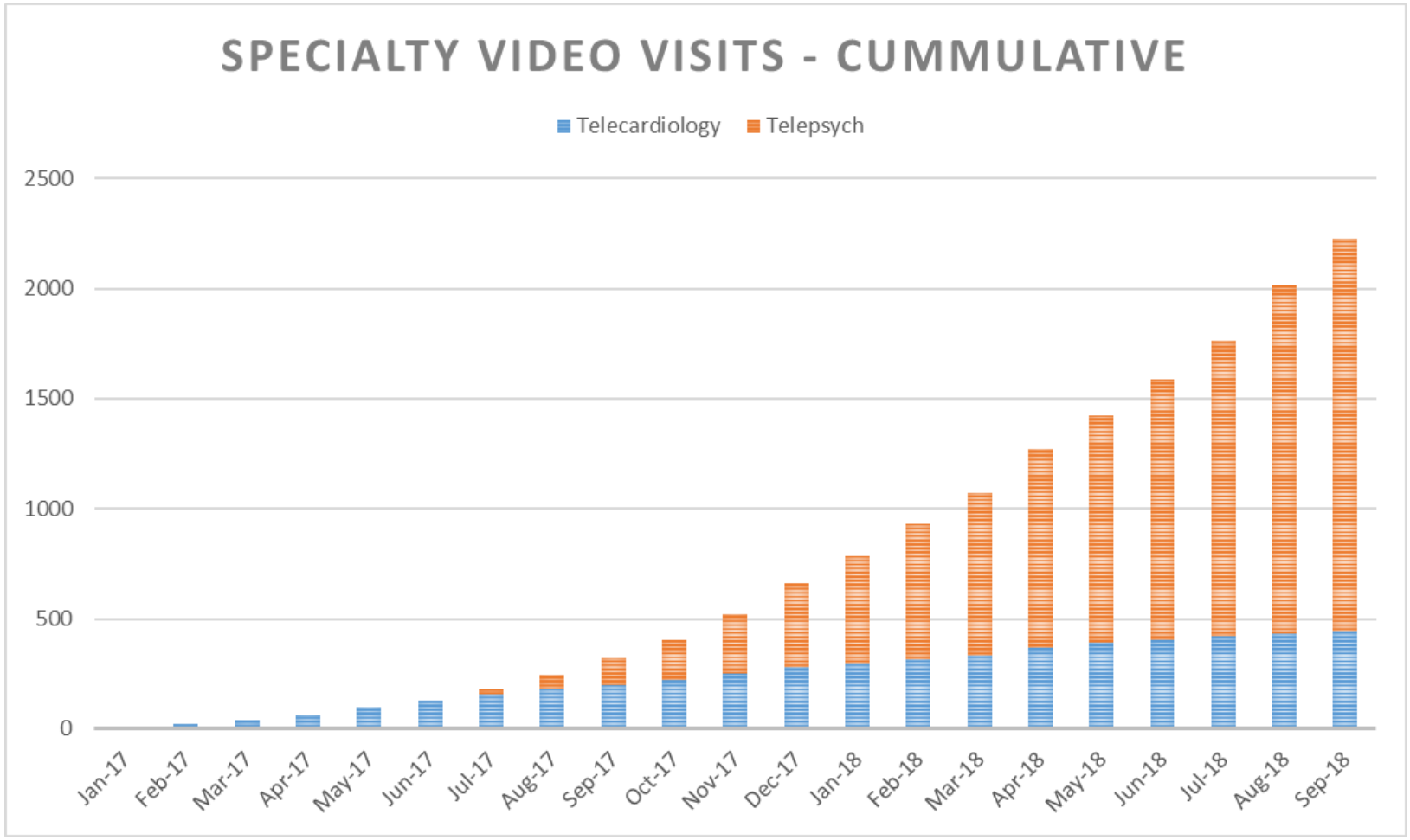
89%
Of patients remained at community hospital

60%
Of patients transferred to tertiary facility required high-level CV procedure[2]

$1,524
Estimated cost savings per patient encounter

Video visit cases

2017	2018
Cardiology	EAP
Psych Assessments	Pediatrics
CRS	Neurology
	Wound
	Stroke
	Population Health
	Cancer Nutrition
	Welcome Clinic
	Weight Management


SPECIALTY VIDEO VISITS - CUMMULATIVE
Telecardiology
Telepsych
2500
2000
1500
1000
500
0
Jan-17
Feb-17
Mar-17
Apr-17
May-17
Jun-17
Jul-17
Aug-17
Sep-17
Oct-17
Nov-17
Dec-17
Jan-18
Feb-18
Mar-18
Apr-18
May-18
Jun-18
Jul-18
Aug-18
Sep-18

Why?

Patient Stories in Northeast Indiana

What Went Well/Lessons Learned

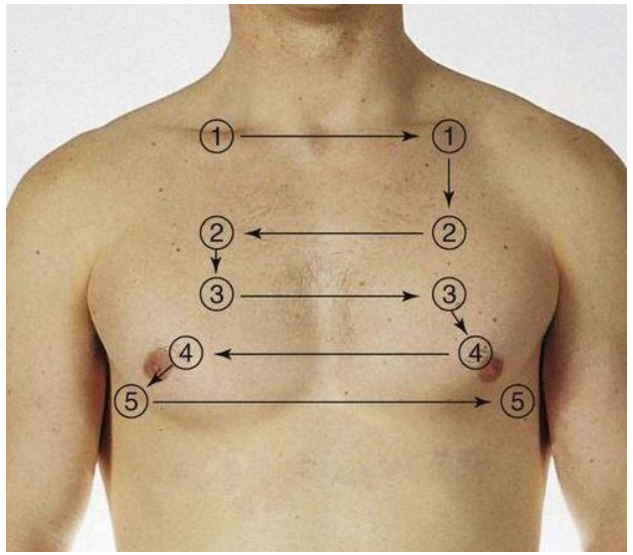
- Collaboration
- EMR software updates
- Champion
- Continuous Monitoring
- Success Stories

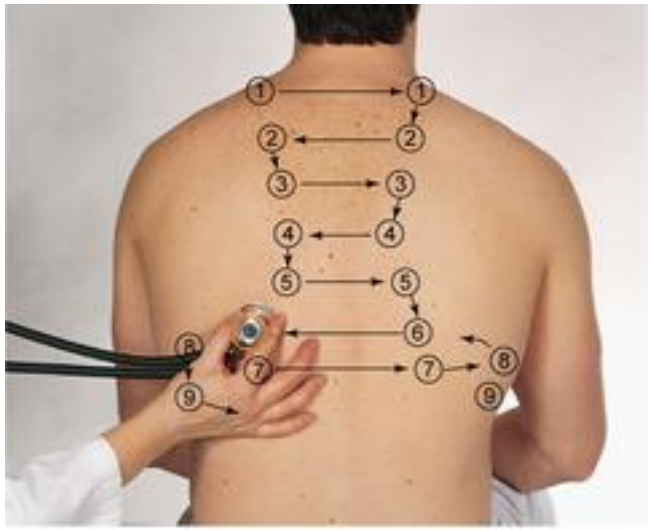
Lessons Learned thus far

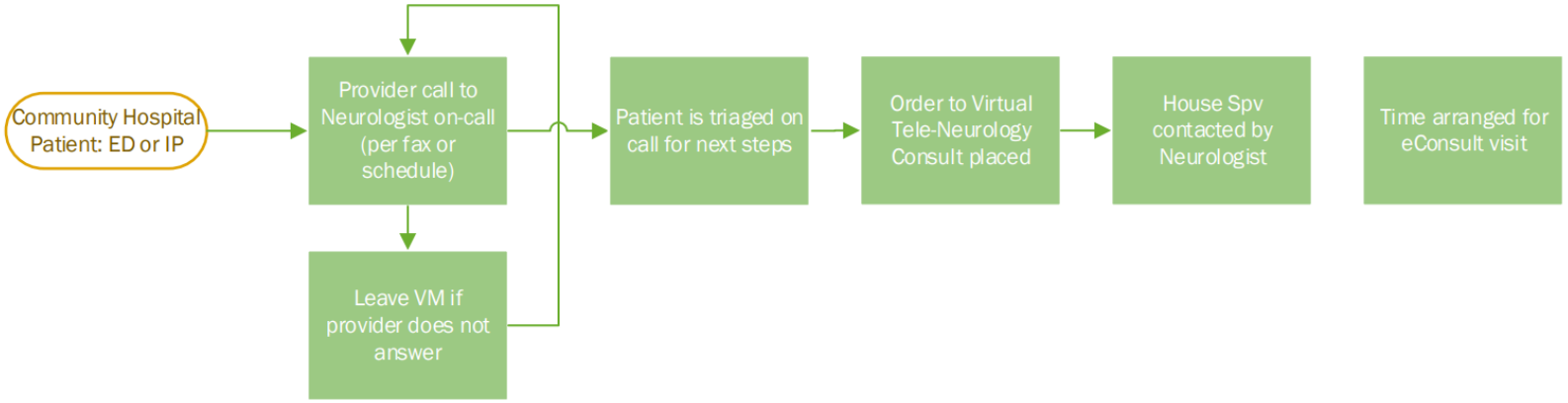
- Successes
  - Engaged executives, engaged leaders
  - Customer focused – embraced accessibility and value
  - Word of mouth
  - Strong communication (both internally and externally)

- Fails
  - One offs, few engaged
  - Lack of a customer focus, more of a “me” focus
  - Not letting the consumer engage (restrictions)
  - Not a strategic initiative

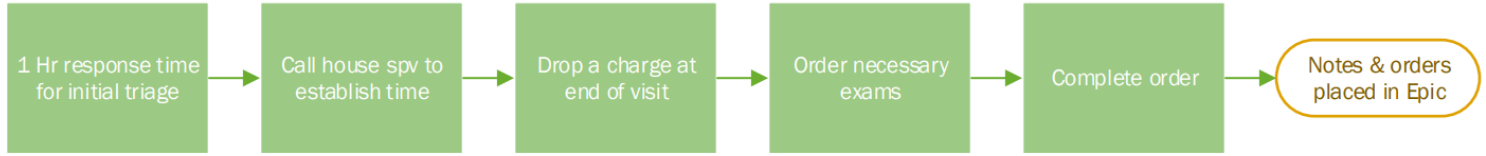
Lung Sounds



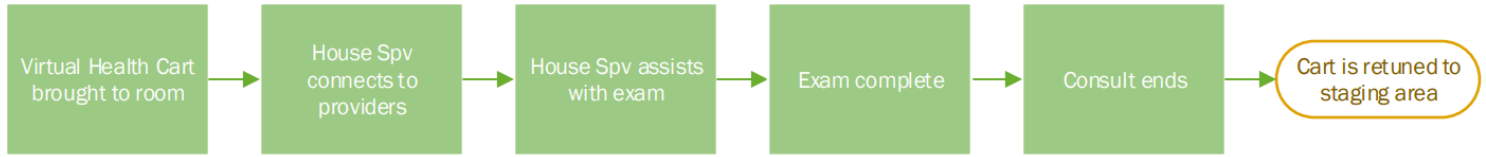




Neurology Expectations for eConsult



Community Hospital Workflow



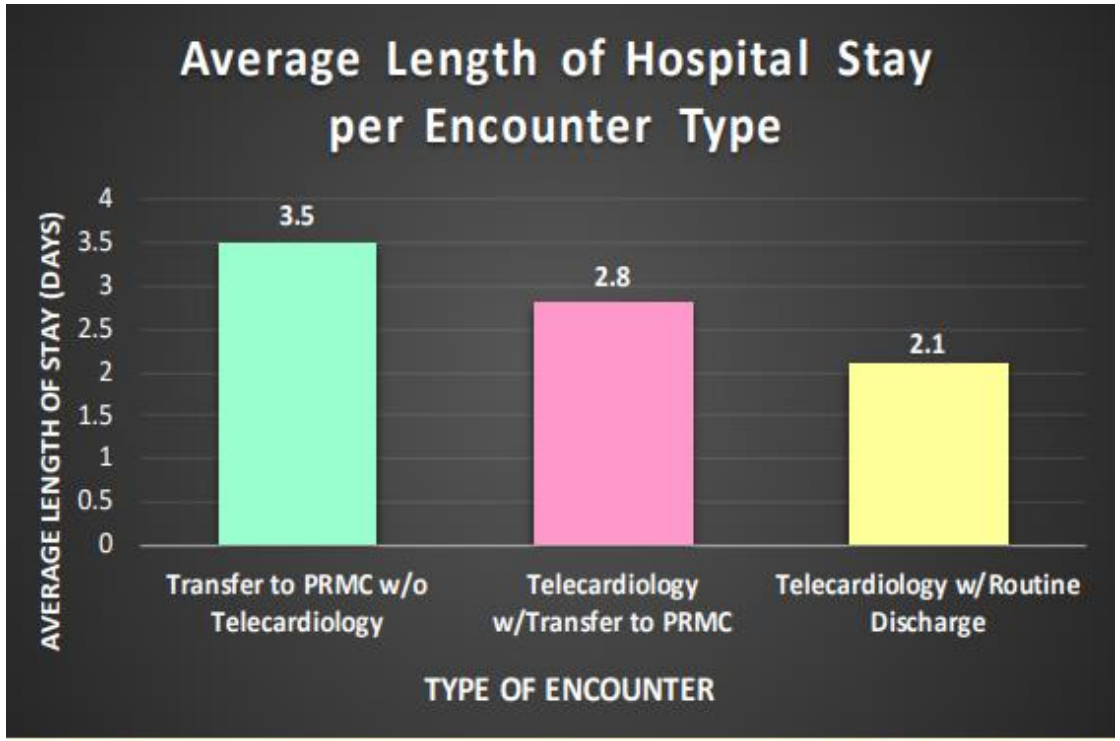


Figure 2: Average stay length for encounter type. [Courtesy of Joseph Breckle

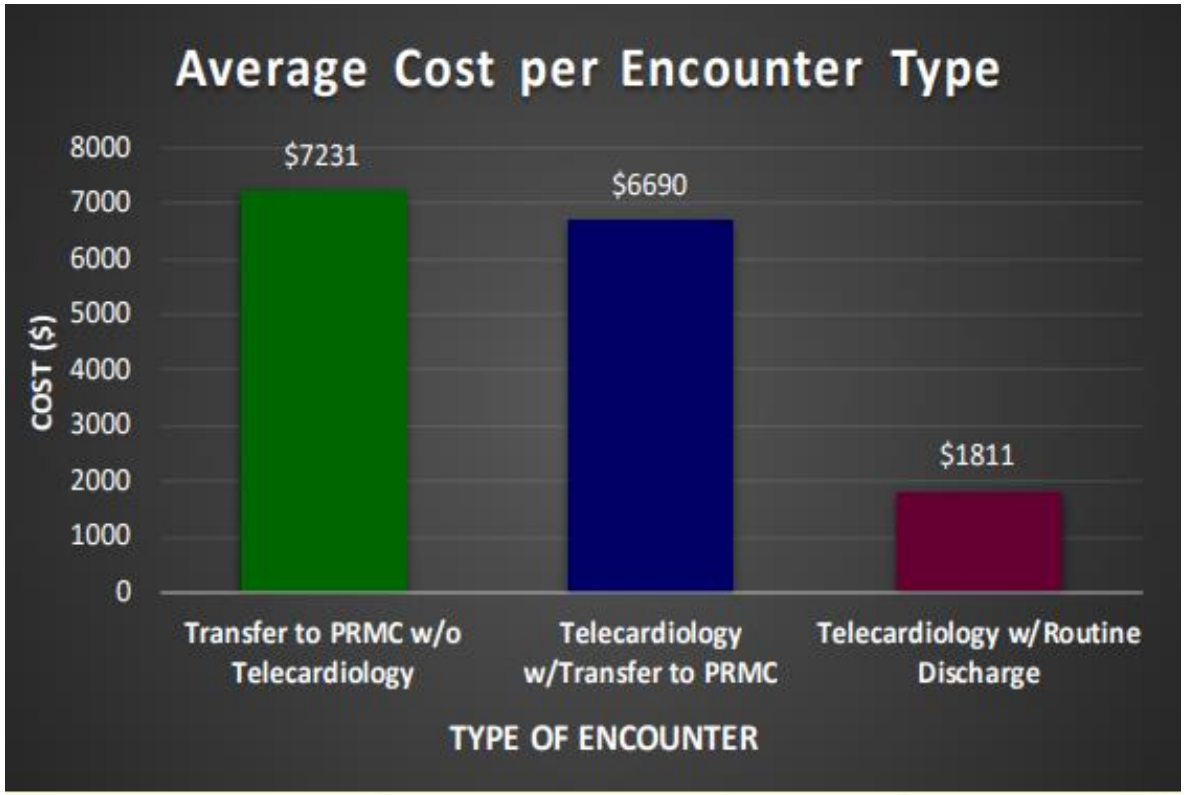


Figure 3: Average cost of each encounter type. [Courtesy of Joseph Breckler]

Past Challenges

- Charging, coding, routing
- Privileges
- Equipment
- Change in direction/scope
- Legal (Compliance, HIPAA, Access)

Future Challenges

- Deep Integration vs. Cloud vs. Contextual
- New equipment upgrades – fast paced!
- Transition from early adopters to mass usage
- Consents/HIPAA
- Verification of patient
- Security & Connections

Thank you!

Open discussion, please share your thoughts and questions!

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