Northwest Regional Telehealth Resource Center and the Telehealth Alliance of Oregon

Welcome You

Bronze Sponsors:

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Exhibitors:

![Amwell](amwell.png)  ![SimpleVisit](simplevisit.png)

Non-profit:

Pacific Northwest University of Health Sciences  University of Utah Health Clinical Neuroscience
• Audio and video are muted for all participants
• Use the Q&A feature to ask questions 📣
• Moderator will read questions to the speaker
• Presentation slides are posted at https://nrtrc.org/sessions. Recordings will be posted after the conference.
• Moderator: Deb LaMarche
• Presenters:
  – Cindy Roleff, Telehealth Program Development Manager, Alaska Native Tribal Health Consortium
  – Cara Towle, Associate Director, Psychiatry Consultation & Telepsychiatry, University of Washington
  – Cathy Britain, Executive Director, Telehealth Alliance of Oregon
  – Deb LaMarche, Program Director & Principal Investigator, Northwest Regional Telehealth Resource Center
  – Jennifer Erickson, Acting Assistant Professor, University of Washington
  – Tammy Arndt, Director, Northwest Telehealth
START SPREADING THE TELEHEALTH NEWS: ENGAGEMENT, EVALUATION & REPORTING

Cara Towle MSN RN MA
Associate Director
Psychiatry Consultation & Telepsychiatry
University of Washington
NRTRC Telehealth 101 Workshop
April 2020
# Change Management

## 22 Change Management Principles

<table>
<thead>
<tr>
<th>Change Alignment</th>
<th>Change Communication</th>
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<tbody>
<tr>
<td><em>1. Change management is critical to strategy &amp; tactical objectives.</em></td>
<td><em>12. Change is widely communicated to the organization.</em></td>
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<td><em>2. Change management is incorporated into decision making, program design and project planning across the organization.</em></td>
<td><em>13. Change communications are clear, comprehensive, candid, timely.</em></td>
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<td><em>3. Change management is a human activity that is aligned with our organization’s culture, values and people.</em></td>
<td><em>14. Over-communicating change is better than under-communicating.</em></td>
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<tr>
<td><em>Change Leadership &amp; Ownership</em></td>
<td><em>15. Change communication is two-way.</em></td>
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<td><em>4. Change require the commitment of executive leadership.</em></td>
<td><em>Change Processes</em></td>
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<td><em>5. Leaders are accountable for change.</em></td>
<td><em>16. Change management is based on standardized processes.</em></td>
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<td><em>6. Leadership will set clear direction for all changes.</em></td>
<td><em>17. Change management processes are continually improved.</em></td>
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<td><em>7. Changes have owners.</em></td>
<td><em>18. Change requires planning due diligence.</em></td>
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<td>Commitment &amp; Buy-in</td>
<td><em>19. Training requirements for each change will be developed and implemented.</em></td>
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<td><em>8. Leadership drives commitment to change.</em></td>
<td><em>20. Changes are continually re-evaluated.</em></td>
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<tr>
<td><em>9. Stakeholders are consulted.</em></td>
<td><em>Change Culture</em></td>
</tr>
<tr>
<td><em>10. Leaders address objections to change.</em></td>
<td><em>21. Our corporate culture embraces responsible change driven by innovation.</em></td>
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<td><em>11. Change impact is assessed for each change.</em></td>
<td><em>22. Our culture rewards individuals who drive change.</em></td>
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<td></td>
<td><em>23. Change management is a results focused activity.</em></td>
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</tbody>
</table>
Change Management

- Methodical planning
- Informing & engaging
  - at every level
    - early and often
- Defining measurable objectives
- Monitoring and analyzing data to...
  - inform/enable strategic decision-making
    - maintain momentum & drive results
- Preparing for the unexpected...
  - Continually reassess and adapt
Telehealth Implementation

- Needs Assessment/Market Analysis
- Goals & Objectives
- Engagement
- Planning & Implementation
- Evaluation Strategy
- Go-Live
- Marketing
- Metrics Tracking & Analysis
- Reporting
- Revise & Adjust?
Needs Assessment:

- Patients
- Clinicians
- Healthcare facilities
- Payers
- Healthcare system
- Society
Needs Assessment/Market Analysis

Market Analysis

• Service providers:
  • Know your market and your competitors

• Services seekers:
  • Know the market and the competitors
Goals & Objectives

• Goals
  • What are you trying to accomplish?
  • Anticipated ROI
  • Alignment with organizational mission?

• Objectives
  • How will you accomplish?
  • How will you evaluate?
    • Measurable
    • Milestones
    • Timeline
Engage Leadership & Key Stakeholders

• Engage Leadership:
  • Gives approval & support
  • Provides ongoing support
  • Prioritization and motivation

• Engage Key Stakeholders
  • Internal
  • External

• Communications plan: who-what-when

• Engagement → Buy-in → Ownership
Project Planning & Implementation
Evaluation Strategy & Metrics

- Review your objectives
- Consider:

  - Who will the TM service impact?
    - Patients
    - Clinicians
      - Providers of TM services
      - Users of TM services
    - Healthcare Facilities
      - Providers of TM services
      - Users of TM services
    - Payers
    - Healthcare system
    - Society-at-large
Evaluation Strategy & Metrics

- Review your objectives
- Consider:
  - Who will the TM service impact?
  - How will the TM service impact?
    - Access
    - Efficiency
    - Satisfaction
      - Patient satisfaction
      - Provider/clinician satisfaction
    - Clinical Processes or Outcomes
    - System of Healthcare
    - The Bottom Line....$**
Evaluation Strategy & Metrics

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      - Users of TM services
    - Payers
    - Healthcare system
    - Society - at large
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    - Satisfaction
      - Patient satisfaction
      - Provider/clinician satisfaction
    - Clinical Processes or Outcomes
    - System of Healthcare
    - The Bottom Line... $$$
  - How you will measure impact?
    - Track telemedicine utilization
    - Clinical Processes or Outcomes
    - Satisfaction surveys
    - Address money matters.... because money matters!
    - Other financial benefits
PATIENT STORIES:

WE DID IT!

Thanks to a small army who got all of this together, my deepest appreciation to everyone involved.

I think Joseph started to cry at the end of the session when he found that the non-invasive breathing was going to work for him. He didn’t sleep last night worrying about everything from if the van would start (we have -10 below temperature here without the wind chill factor) to worrying that the doctor would say it’s a “no-go” on the external ventilation!

I want to thank the doctors for their patience and thorough explanations of everything. Thank you to everyone involved, from a mother’s heart. I probably will never meet most of you, but please know my eternal gratitude.

Happy Holidays to each of you for giving the gift of breathing to my son.
Evaluation Strategy & Metrics

- Metrics Tracking
- Analysis
- Revisions? Adjustments?
- Frequency
- Continuous Quality Improvement

Go-Live

Needs Assessment/Market Analysis

Goals & Objectives

Engagement

Planning & Implementation

Evaluation Strategy

Marketing

Metrics Tracking & Analysis

Reporting

Revise & Adjust?
Evaluation Strategy & Metrics

• Sharing/Reporting results
  • Audience
    • Clients
    • Team
    • Leadership
    • Funders
    • Public

• Content
• Method/Format
• Frequency

Right information @ Right People @ Right Time

Who will it impact?
• Patients
• Clinicians
  • Providers of TM services
  • Users of TM services
• Healthcare Facilities
  • Providers of TM services
  • Users of TM services
• Payers
• Healthcare system
• Society-at-large

Post Covid19?
Go-Live
Go-Live
Outreach & Education

Needs Assessment/Market Analysis

Goals & Objectives

Engagement

Planning & Implementation

Evaluation Strategy

Go-Live

Marketing

Metrics Tracking & Analysis

Reporting

Revise & Adjust?
Outreach & Education...

Engagement & Marketing

Methodology

- Email blasts
- Social media
- Tweets
- Websites
- Site visits
- Conferences
- Speaker engagements
- Webinars
- Media engagement
- Leverage existing communications
- Cross-marketing

- Newsletters
- Postcards/Flyers
- Open enrollment
- Swag
- Surveys
- Focus Groups

Know your audience

- How will they best receive it?
- What is important to them?
Questions?