

ARIZONA
TELEMEDICINE
PROGRAM



Improving Access to Quality Medical Care Webinar Series

Presented by

Southwest Telehealth Resource Center
and the Arizona Telemedicine Program

Welcome

SWTRC region - AZ, UT, CO, NM & NV

Fellow HRSA Telehealth Resource Centers

All other participants from the US & abroad



The **Arizona Telemedicine Program**, and the **Southwest Telehealth Resource Center** welcomes you to this free webinar. The practice & delivery of healthcare is changing, with an emphasis on **improving quality, safety, efficiency, & access to care.**

Telemedicine can help you achieve these goals!

Webinar Tips & Notes

- When you joined the webinar your phone &/or computer microphone was muted
- Time is reserved at the end for Q&A, please use the **Chat function** to ask questions
- Please fill out the post-webinar survey
- Webinar is being recorded
- Recordings will be posted on the ATP website
 - <http://telemedicine.arizona.edu/webinars/previous>





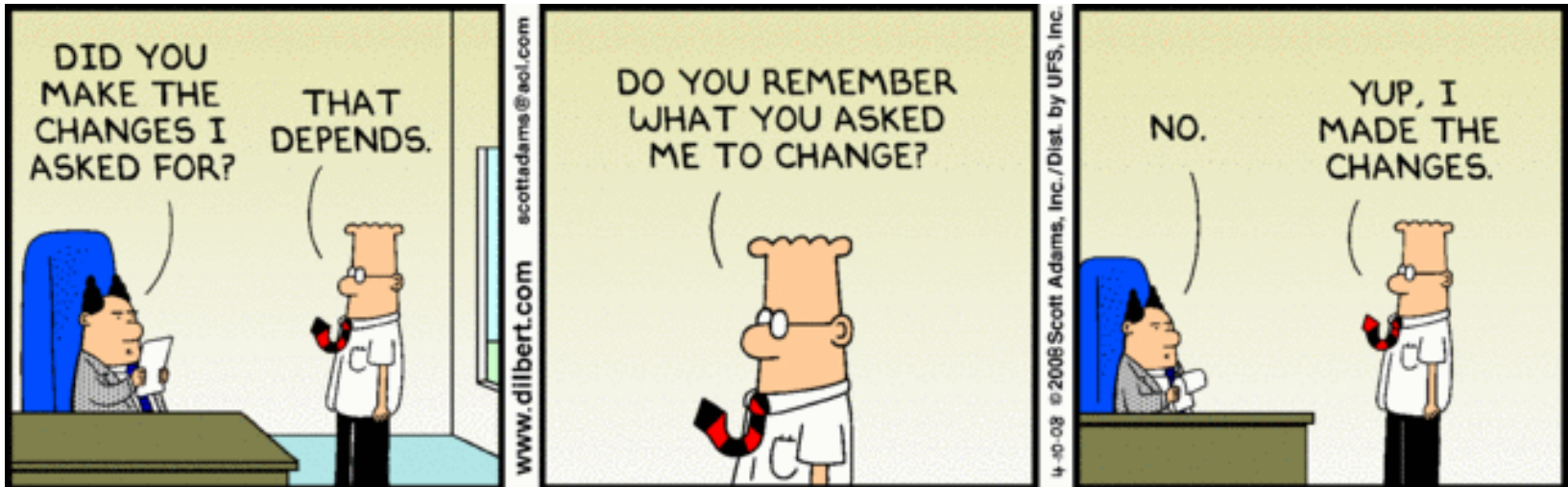
“Motivating Providers to Provide Care Virtually”

**Jan Ground, PT, MBA
Led Virtual Care at Kaiser Permanente Colorado
(retired)**

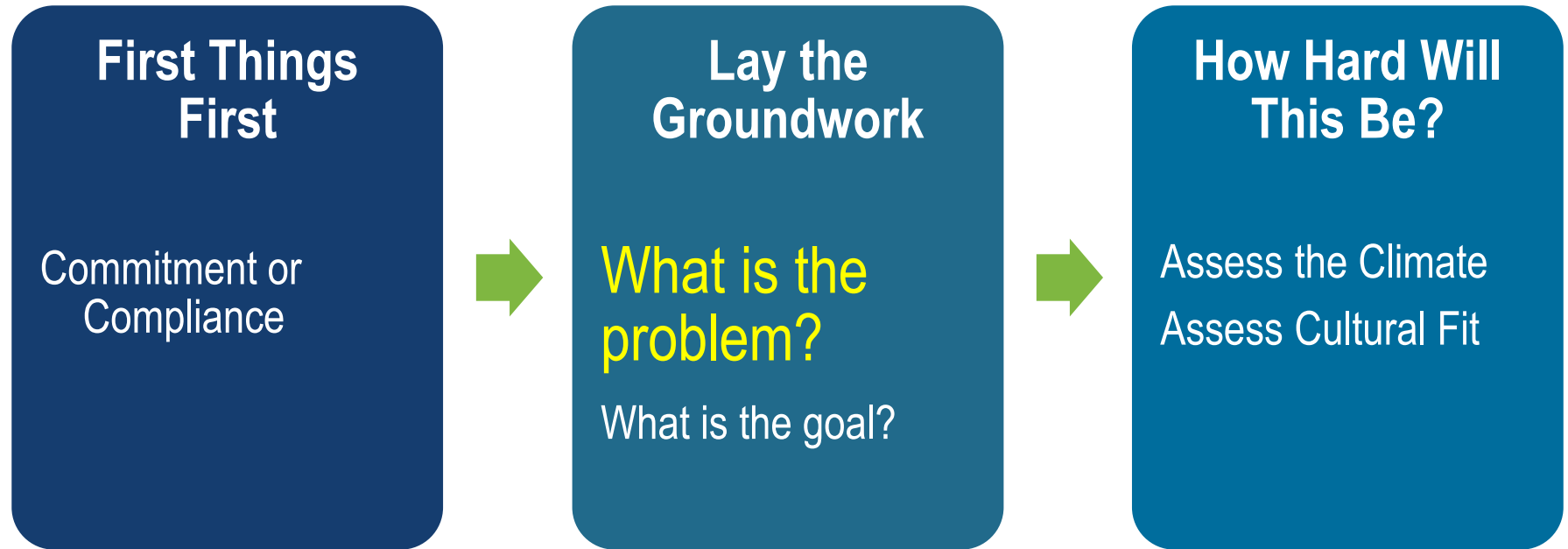


**Motivating Providers
to Deliver Care Virtually**
Southwest Telehealth Resources

Why is change so hard?



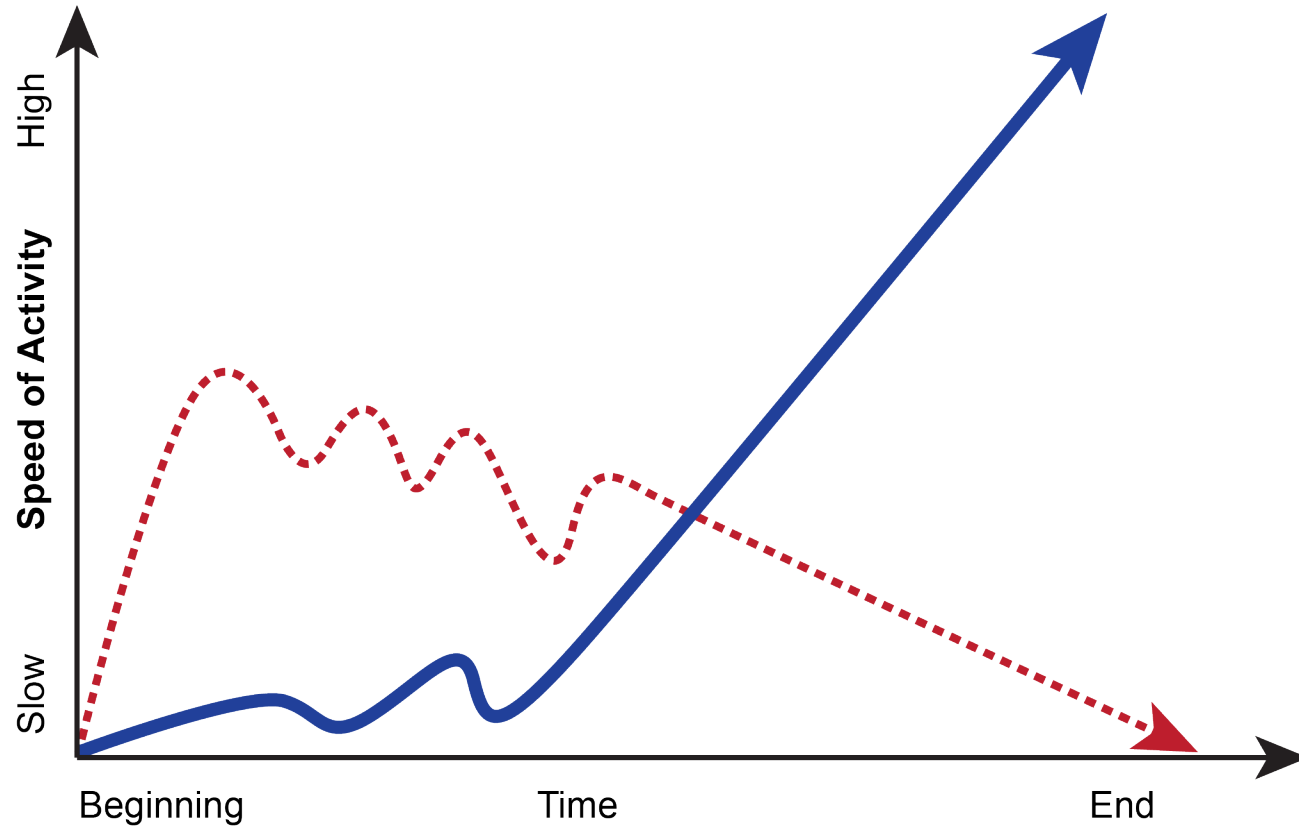
Motivating Providers to Deliver Care Virtually



Key Strategies



Go slow to go fast



What is the Problem You're Trying to Solve?

Problem:

My teenage daughter's social life

Problem:

You need to deliver care virtually.

Define/Agree on the Problem

- Validate that there is a problem
- Know how you'll know if the problem has been solved.
- **Solve the right problem!**
- Reach agreement: Sponsors and Partners

Define the Problem

1. State it as a problem



To deliver care virtually



We did very few video visits in 2018.

Define the Problem

2. Quantify the degree of the problem



We did very few video visits in 2018.



10% of our physicians delivered care by video in 2018.

Define the Problem

3. Might others* say, “SO WHAT?”



10% of our physicians delivered care by video in 2018.



In 2019, a physician in all 9 medical specialties will need to drive more than 100 miles, at least weekly, to provide care to our patients in the mountains. Care by video could be done instead.

*others

- those with the resources
- those whom you want to do something different

How to...

To...



Obtain...

...ing

How do I...

Other problem statements likely meaningful (aka motivating!) to providers

- Per patient survey, we are likely to lose 20% of our patients next year who indicate they will change to a physician who will provide care by video.
- Our no-show rates for psychiatry patients is 50%. Care by video has been shown to reduce no-show rates by x% for these patients.
- Blood pressure control for our patients with hypertension is currently at x%, versus x+y% among the leading medical groups in the US. Research shows that BP control for these patients can be improved by x% if clinicians can track their blood pressure daily, versus only when patients are seen in person.

Defining the Problem

The problem I'm trying to solve is:

- Is the problem stated as a problem?
- Is the problem quantified?
- Are you confident that others would not say “so what?”

Develop/Maintain Sponsorship

Sponsorship is the single most important factor in ensuring fast and successful change.

Role of the Sponsor



Tasks That Cannot Be Delegated:

1. Establish, communicate: why virtual care?
2. Expect cascading sponsorship
3. Allocate resources: training, technology, support
4. Align rewards/consequences (reinforcement)
5. Address barriers

Sponsor Contracting

Sponsor

“By the end of 2019, I’d like at least 1 physician in each of our 9 medical specialties to spend 1 day per week providing care by video.”

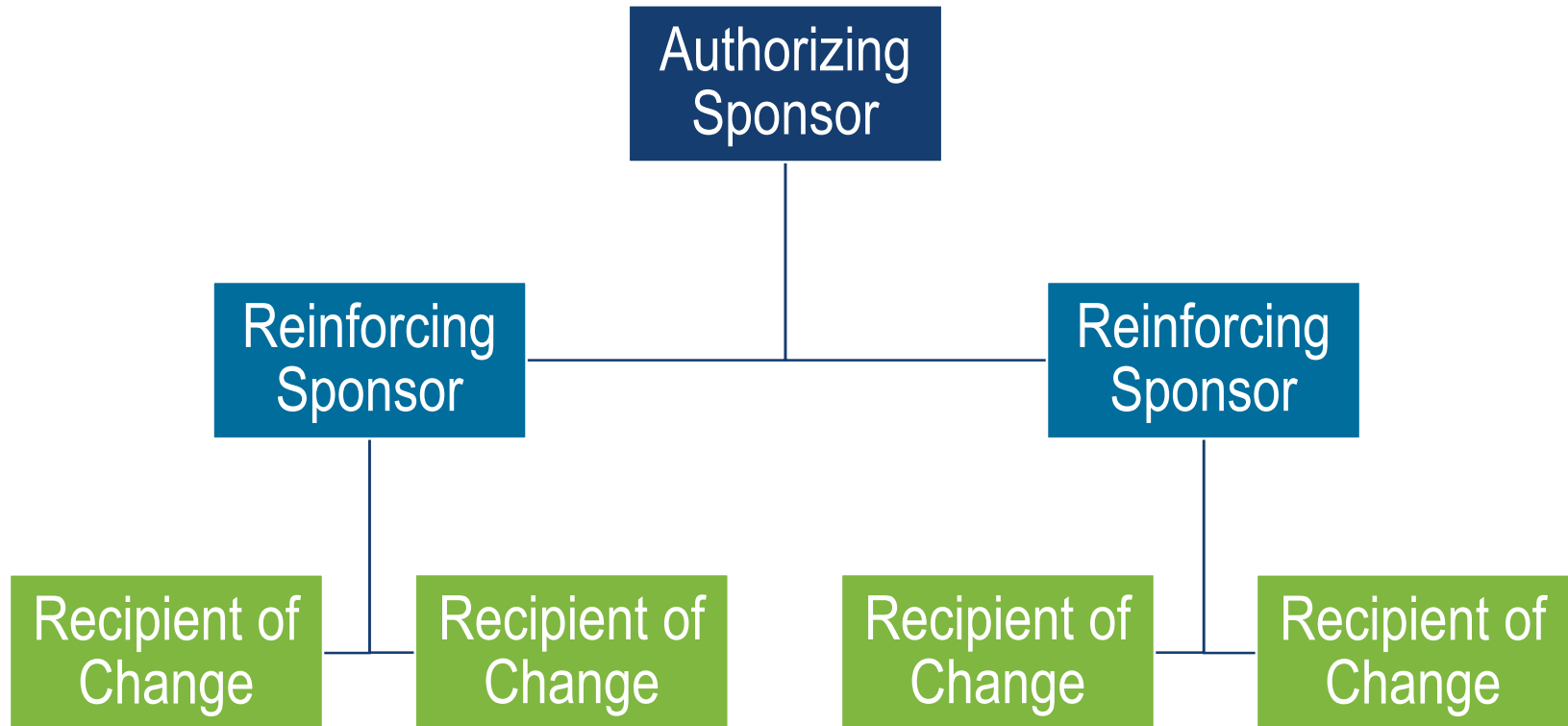
“I could probably do that for one specialty group at a time. Let’s change the goal to 1 specialty this year.”

Agent

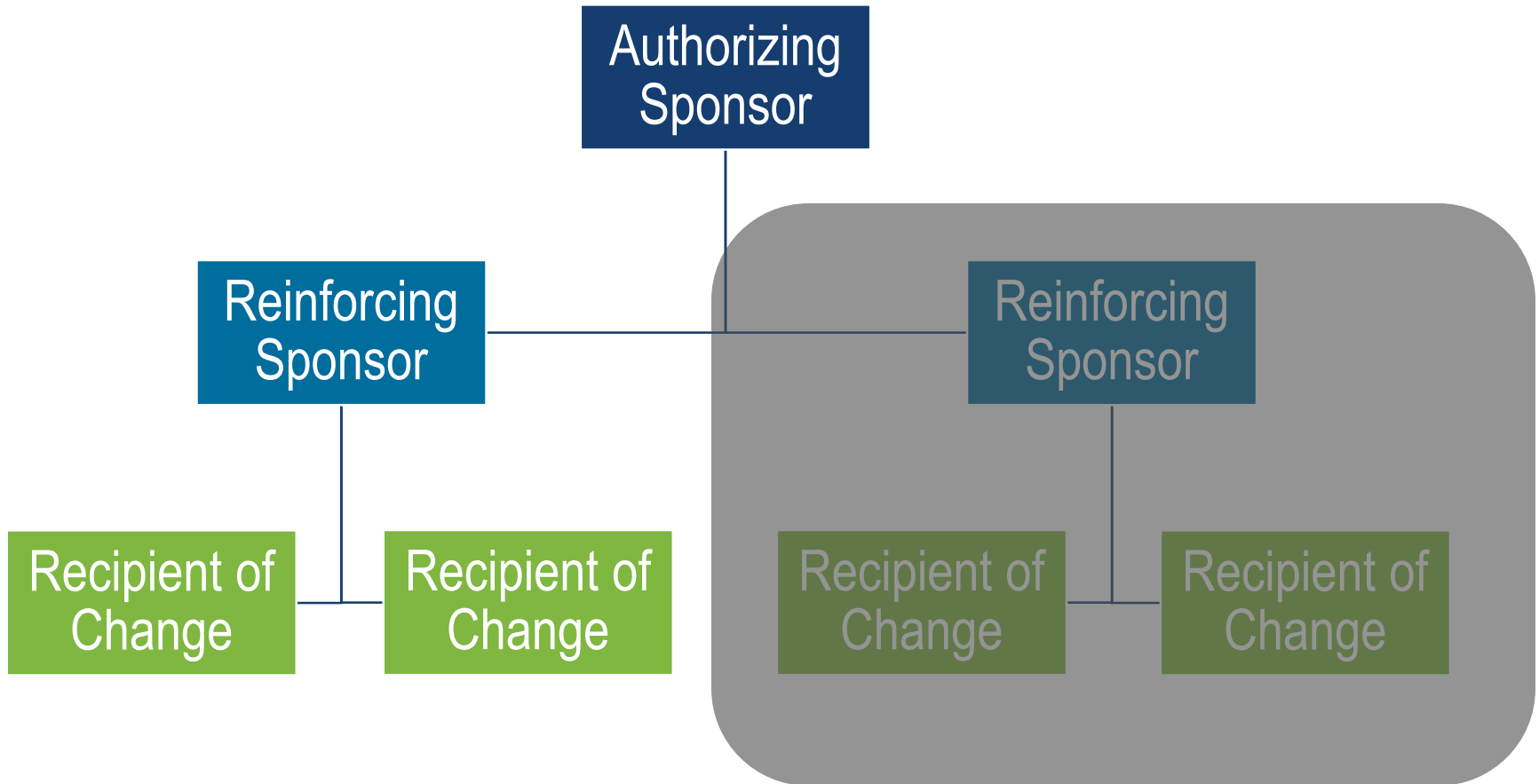
“I can make that happen.”

“What I need from you: meet weekly with the physicians in those specialties to make sure they understand your expectations.”

Sponsor Strategy



Unsuccessful Sponsor Strategy










Clarify Expectations:
What SPECIFICALLY do you want me to do?

Clarify expectations

- What do people do differently?
- What specific, observable, reinforceable **behaviors**?

Reinforcement Strategy

Reinforcement* Strategies

	OLD BEHAVIOR	NEW BEHAVIOR
		
REWARD		
NEGATIVE CONSEQUENCES		
EFFORT		

*AKA Behavior Modification

Reinforcement

- Specific rewards, consequences
- **Not just** pay
- Consider frame of reference
- Formal **and** informal, **daily!**
- Make old behavior harder and new behavior easier

Reinforcement Management Tactics

Tangible Salary increase

Good wages

Awards

Bonuses, commissions

Prizes (trips, etc.)

Stock/profit Sharing

Perks

Tasks Assignment of new duties/roles

Relief from unpleasant duties

Relief from repetition

Varied duties

Preferred equipment

Development Access to training

Increased visibility

Project control

Professional recognition

Responsibilities Increased input

Influence over goals/tasks

Access to information

Supervise more people

High level input

Larger interdepartmental role

Control Exemption from policies Personal control over time Job security Relief from threat of dismissal Reduction in supervision

Recognition Public, positive

Public, negative

Private, positive

Private, negative

Personal Increase benefits

Cafeteria style benefits

Longer breaks

Increase vacation

Time off with/without pay

Intrinsic Challenge of a difficult task

Interesting work

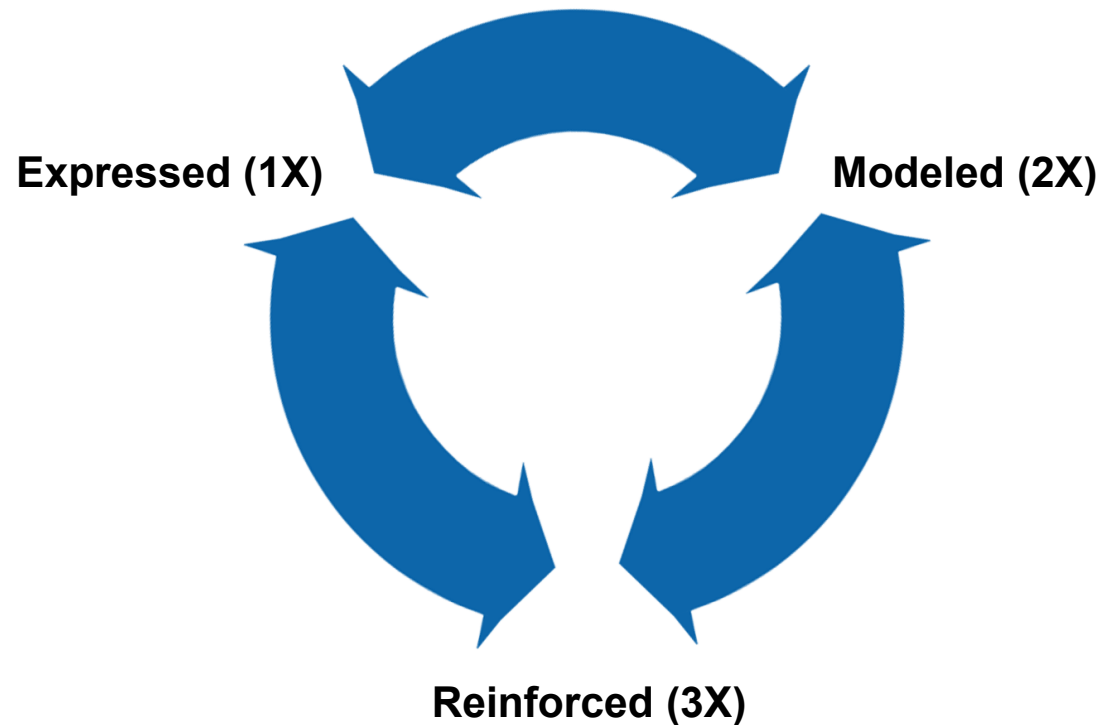
Being part of a team

Doing your very best

Appreciation

Solving an important problem

Sponsor Role in Reinforcement



**If you do not change
the reinforcement,
you do not get the change.**



**There is nothing
permanent
except change.**
Heraclitus

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Improving Access to Quality Medical Care Webinar Series

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<http://www.telemedicine.arizona>

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<https://www.surveymonkey.com/r/SWTRCWebinar>

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