Create and Scale an Enterprise Telehealth Support Model

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Speaker Introduction

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Conflict of Interest

Susan M. Kapraun, BS ChE
Has no real or apparent conflicts of interest to report.

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Has no real or apparent conflicts of interest to report.
Agenda

- Learning Objectives
- Value of Health IT
- Telehealth at Mayo Clinic
- Approach
- Challenges/Barriers
- Conclusions
- Questions
Learning Objectives

1. Utilize a structured approach for identifying level of support needed

2. Employ methods for facilitating multidisciplinary collaboration needed for enterprise level Telehealth deployment

3. Design and develop tools and structures to operationalize the support model

4. Implement an initial support model with core structures and functions

5. Measure model effectiveness and use results to inform improvement and expansion
Value of Health IT

Realized benefits:

• Used by all teams involved in support
• Provides reporting, tracking and escalation capabilities

Standardization of Incident Management
Consolidation from three systems to a single system
Telehealth at Mayo Clinic

- Communication between hub and spoke
- Evolving care delivery platform
- Create and scale services across the enterprise
Clinical Service

1. Clinical need for teleneonatology identified
2. Cart retrieved, positioned, plugged in, and turned on
3. Local team calls centralized activation number
4. Activation team pages on call Neonatologist
5. Confirm appropriateness of teleneonatology
6. Transport team dispatched if necessary
7. Neonatologist calls cart
8. Neonatologist performs clinical consult
9. Neonatologist disconnects call
10. Cart is positioned back at the designated station and plugged into power source
11. Both sites document encounter in EHR
Identify Support Requirements

- Document clinical needs
Approach

IDENTIFY

MEASURE

FACILITATE

IMPLEMENT

DESIGN
IDENTIFY

- Understand root problems
- Build a multidisciplinary core team
- Identify and agree upon key requirements
- Build relationships with stakeholders
- Attain leadership buy-in
IDENTIFY

- Media Support Services
- IT - Endpoints
- IT - Networks
- IT - Service Delivery
- IT - Help Desk
- IT - Image Management Systems
- Connected Care Operations
- Resource Training & Development
- Healthcare Technology Management
- Resource Training & Development
- Healthcare Technology Management
IDENTIFY

Defined Requirements for Success

- Created a shared Understanding
- Defined measures
- Collaborated across disciplines
  - Proactive
  - Reactive
IDENTIFY

Single first point of contact for user

24X7 Service (Response and Resolution)

Clear tracking of incident reporting, escalation, and resolution
FACILITATE

Build relationships across the groups

Gain a shared understanding of the problems and various stakeholder perceptions

Use a facilitator outside the support process to bring an unbiased framework

Lead sessions with operational staff and decision makers
DESIGN

- Create a small multidisciplinary core team
- Include boots-on-the-ground members from various locations on the core team
- Use core team members as liaisons back to departments
- Validate the finalized plans with the full stakeholder groups
eDR Synchronous Support Model

Remote Site Team
- Neonatal urgent situation; phone call initiated to ATC

Rochester Specialist
- Physician on-call contacted by ATC
- Physician initiates call to remote site video cart
- Successful video/audio connection? No → Review "Quick Reference Guide" for quick remediation
- Successful video/audio connection? Yes → Complete consult via video
- Post-consult, Super User contacts Level 1 support to troubleshoot

Level 1 Support (HelpDesk)
- Level 1 collects incident info in ServiceNow
- Initial triage steps / Knowledgebase script walkthrough
- Issue resolved? Yes → Document resolution in ServiceNow
- No → Complete troubleshooting process/Work with Endpoint Specialists team if in-person troubleshooting is needed

Level 2 Support (MSS)
- ServiceNow ticket assigned to defined Level 2 support team
- Issue resolved? Yes → Document resolution in ServiceNow
- Communicate resolution to end users that reported the issue
- No → Communicate resolution to end users that reported the issue

Level 3 Support (Networks/Endpoint Specialısts)
- ServiceNow ticket assigned to appropriate Level 3 support team
- Is the issue related to hardware or connectivity?
- Hardware: Assign to MSS
- Connectivity: Assign to Networks
- Complete troubleshooting process
- Document resolution in ServiceNow
- Communicate resolution to end users that reported the issue

Key words: "eDR" and "Critical"
IMPLEMENT

Complete mock scenarios before go live

Refine details based on operational realities

HelpDesk

Master Control

Technical Issue

Process Issue

HelpDesk

Connected Care Video Support

Technical Issue

Process Issue
MEASURE

Appoint someone/a team to be responsible for ongoing review of reported issues

Continue refinement of the model
Challenges/Barriers

- Several incident management tools
- Inconsistent reporting methods
- Multiple technologies, tools, and processes owned or supported by different groups
- Unable to provide 24/7 support from all supporting groups
Challenges/Barriers

- Lack of on-site support staff at all locations
- Inconsistent responsibilities across enterprise sites (Rochester, the Mayo Clinic Health System, Arizona, and Florida)
- Organizational change; Shifting job responsibilities
Conclusions

• Defined the support requirements

• Facilitated a multidisciplinary retreat to create a shared understanding of the problems, requirements, roles, and responsibilities

• Completed a process map for the overall support process and sub maps for different supporting groups

• Built relationships across the support teams

• Developed remediation materials and reference guides for the support groups
Conclusions

• Created 3 mock scenarios to test the issue escalation process
• Held training sessions for all support groups
• Monitored all reported issues and refined support process as necessary
• Created an asset management database
• Developed site assessment templates
Value of Health IT

Increased User Satisfaction
Both hub and spoke sites

Realized benefits:
• Single point of contact for reporting of all technology issues
• Direct route for all communication
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References


Questions

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