



Managing Change & Transition

Eric Wixom
Co-Founder & CEO



WELCOME

- Accelerating Change!
- Three Keys to Tackling Change
- Who's in the Driver's Seat?
- Patient Journey Mapping 101
- Mini Journey Map Session

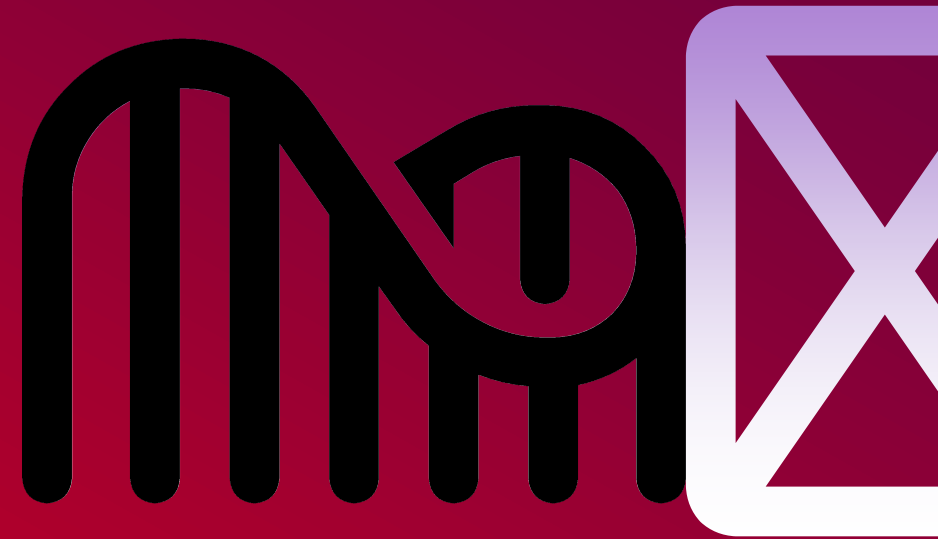
“The hardest part is over. You showed up.”

~Jess Sims
Peloton Instructor



Accelerating Change

How to hold tight on the rollercoaster.

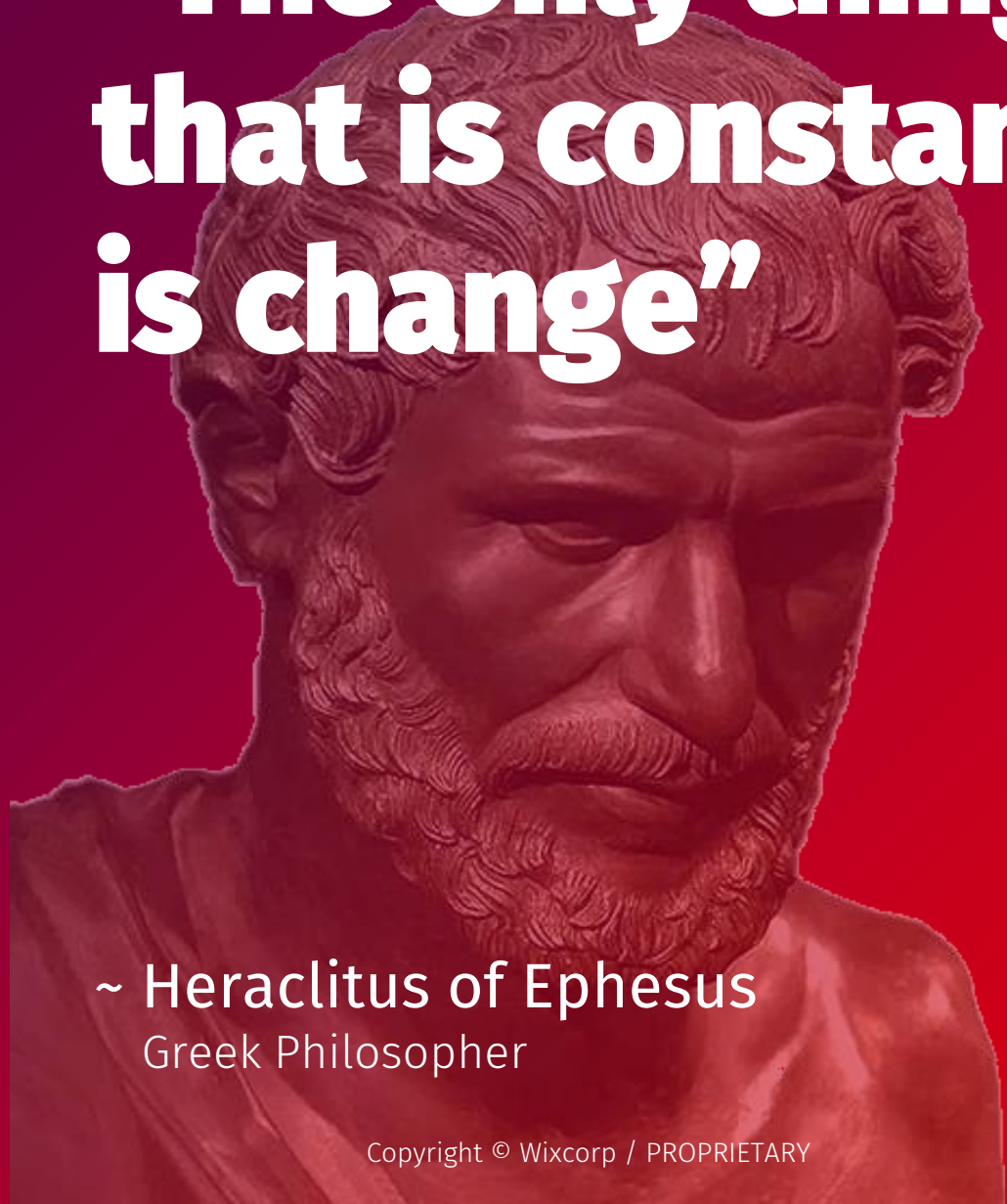


Understanding Change

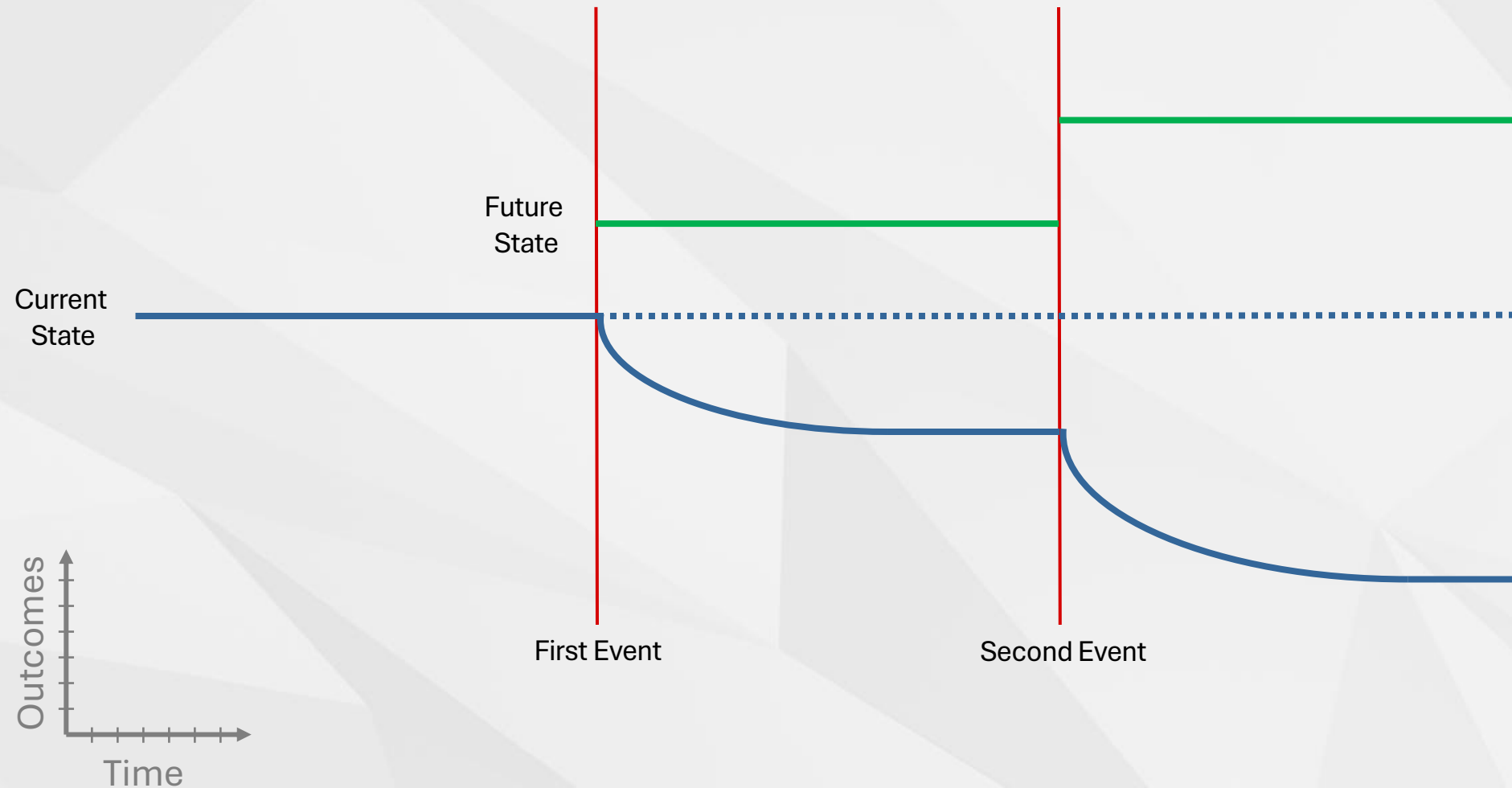
1. Change is a fact of life.
2. Change is a source of anxiety for some people, but it doesn't have to be.
3. Change can be a valuable tool for growth.

**“The only thing
that is constant
is change”**

~ Heraclitus of Ephesus
Greek Philosopher



The Pattern of Change Management

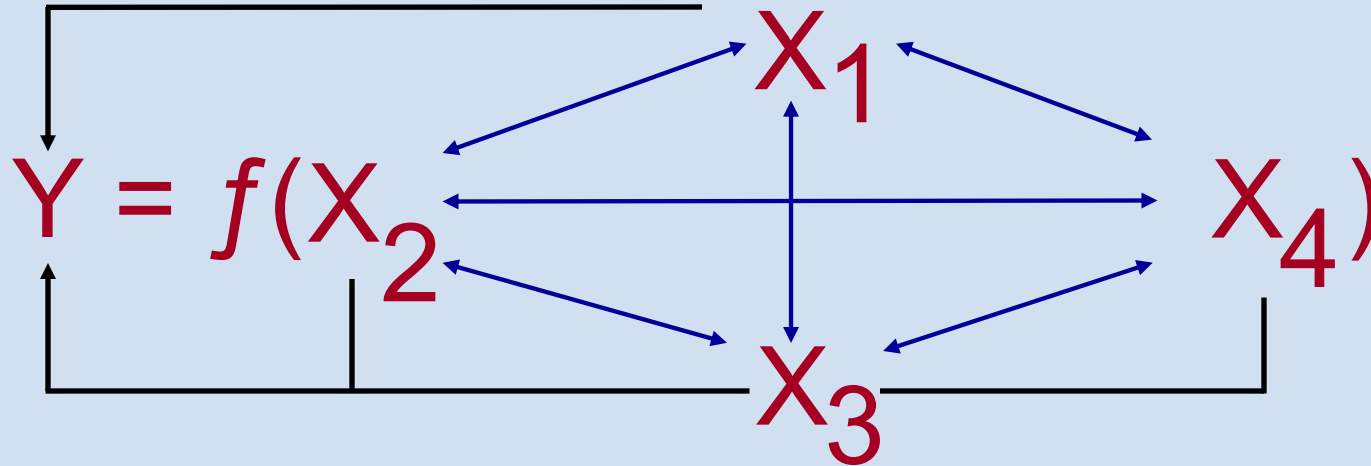


Independent vs. Interdependent Variables

Independent


$$Y = f(x_1, x_2, x_3, x_4, \dots)$$

Interdependent





Healthy RCM

Y



Scheduling

x1



Registration

x2



Coding

x3



Billing

x4



Healthy RCM

Y



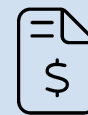
Scheduling

x1



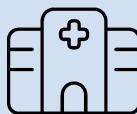
Registration

x2



Billing

x4

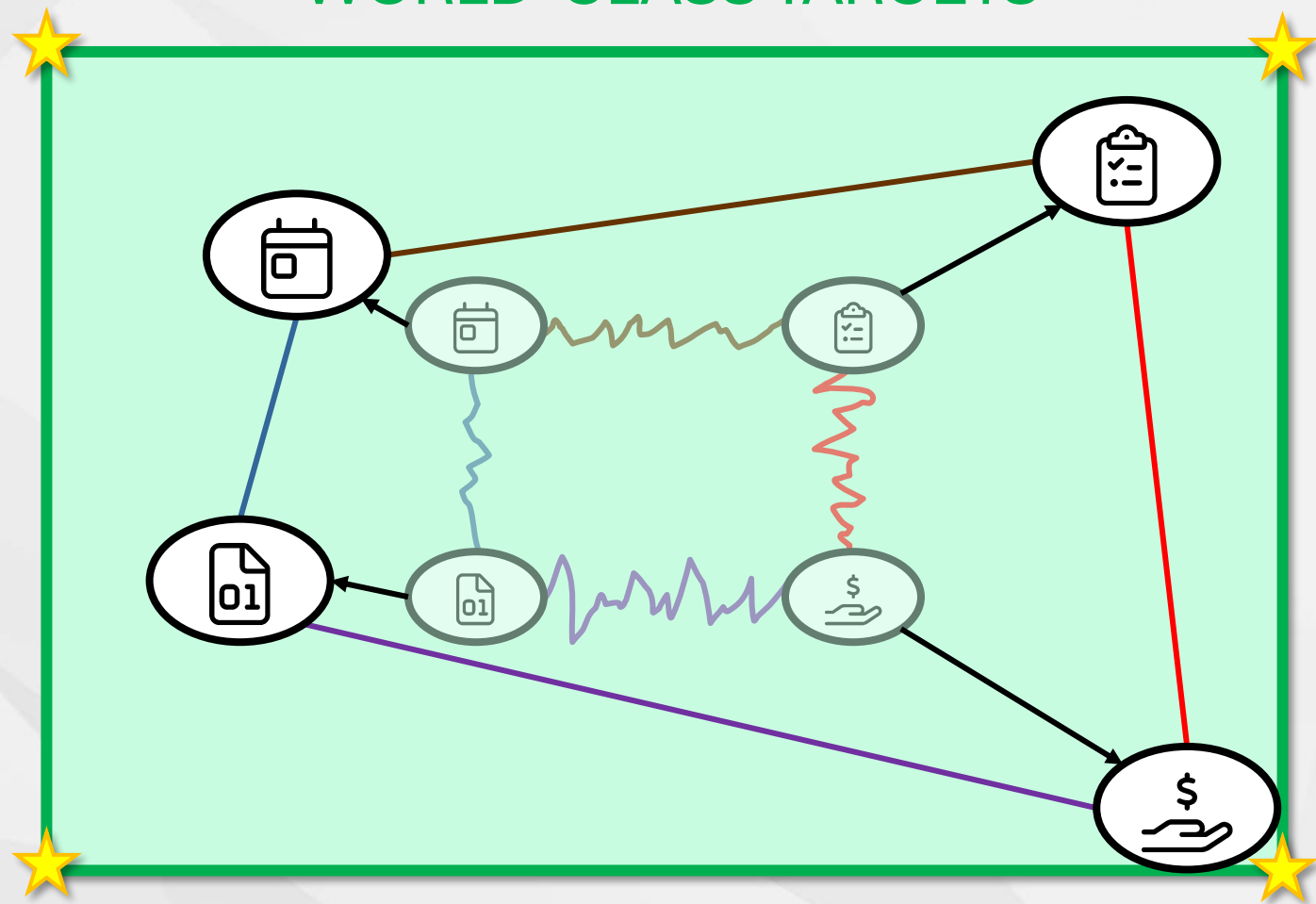


Coding

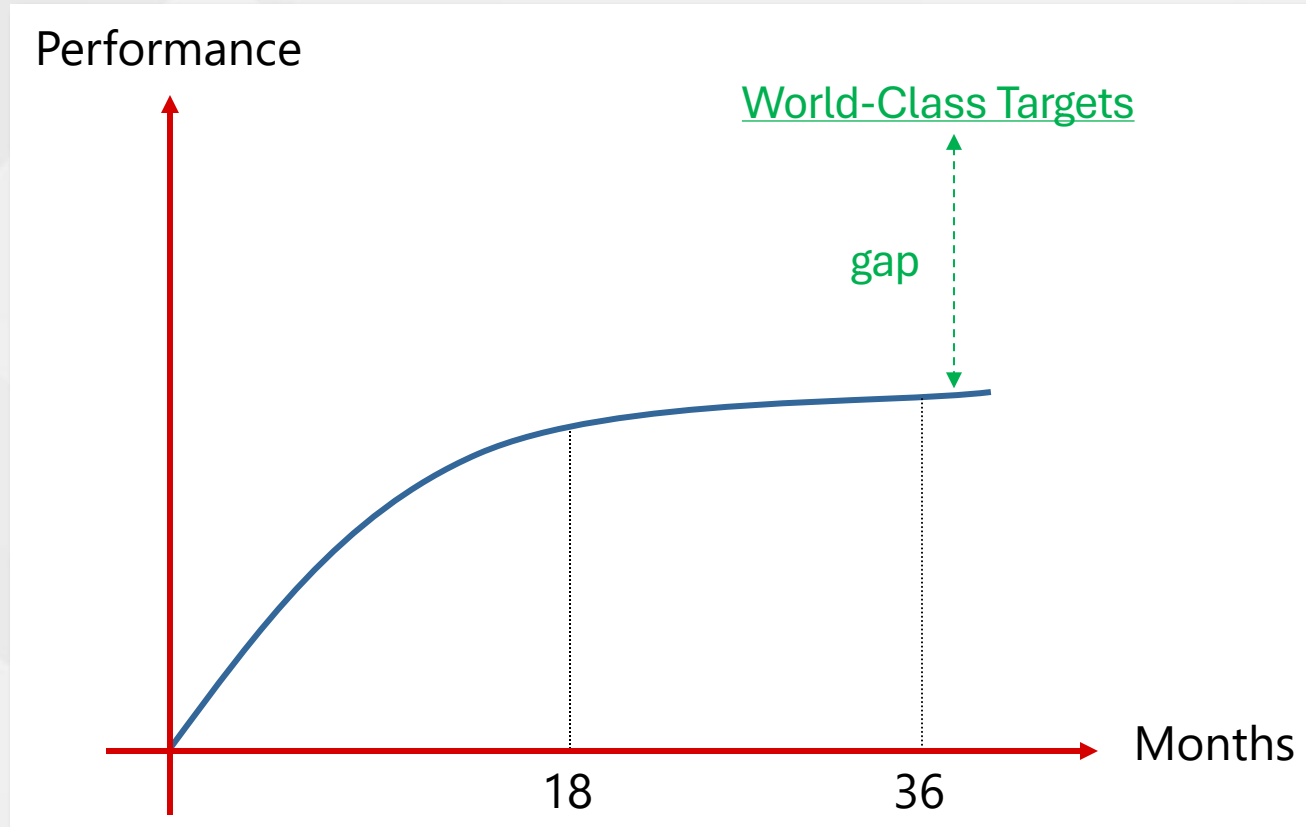
x3

Organizational Capacity

WORLD-CLASS TARGETS

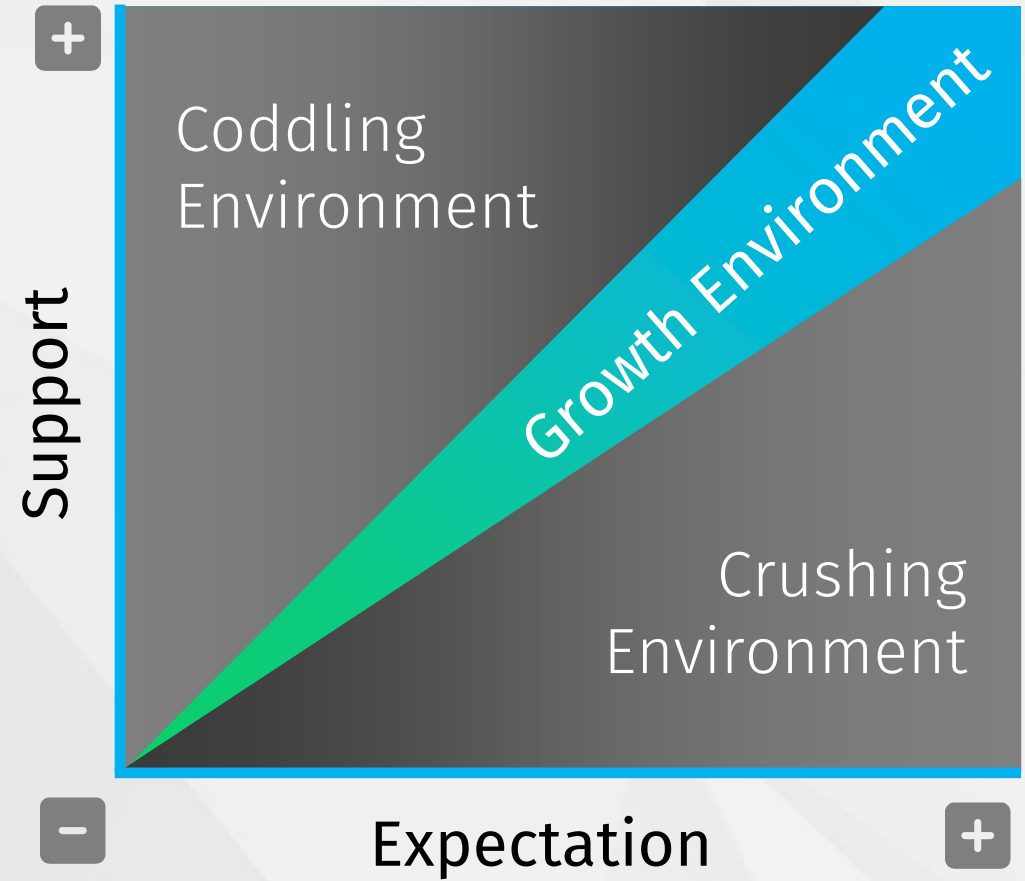
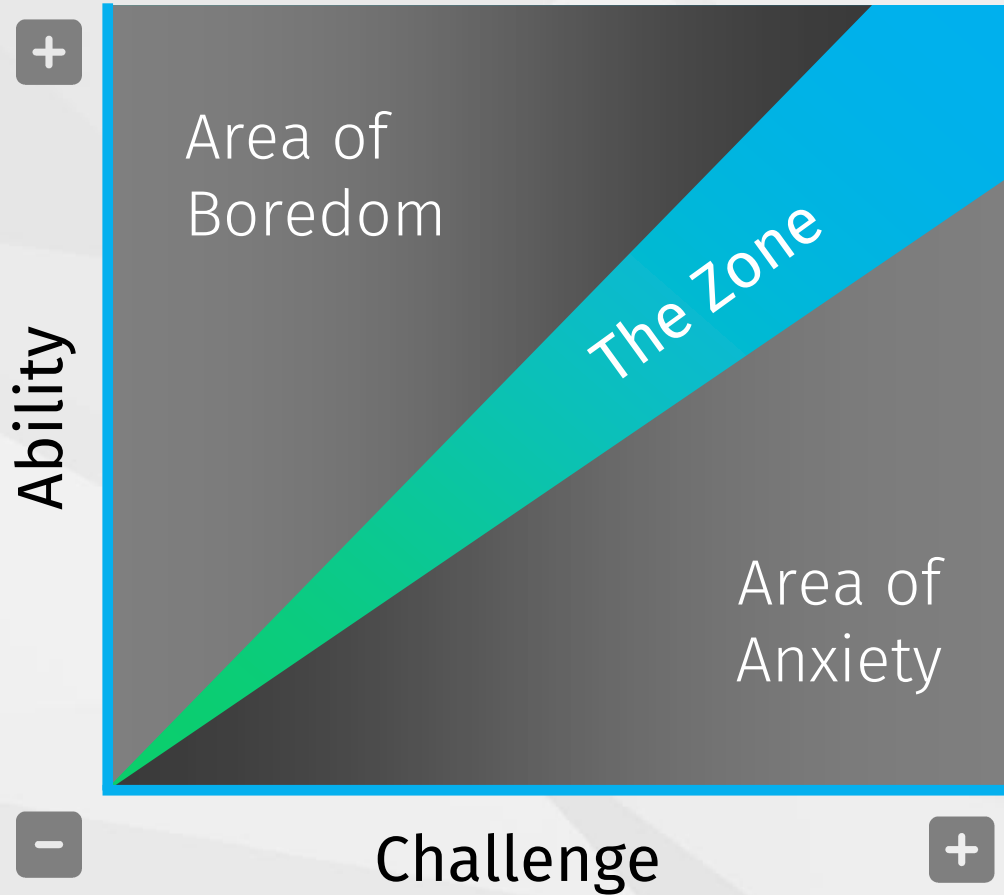


Reaching a Plateau Before Getting to the Targets

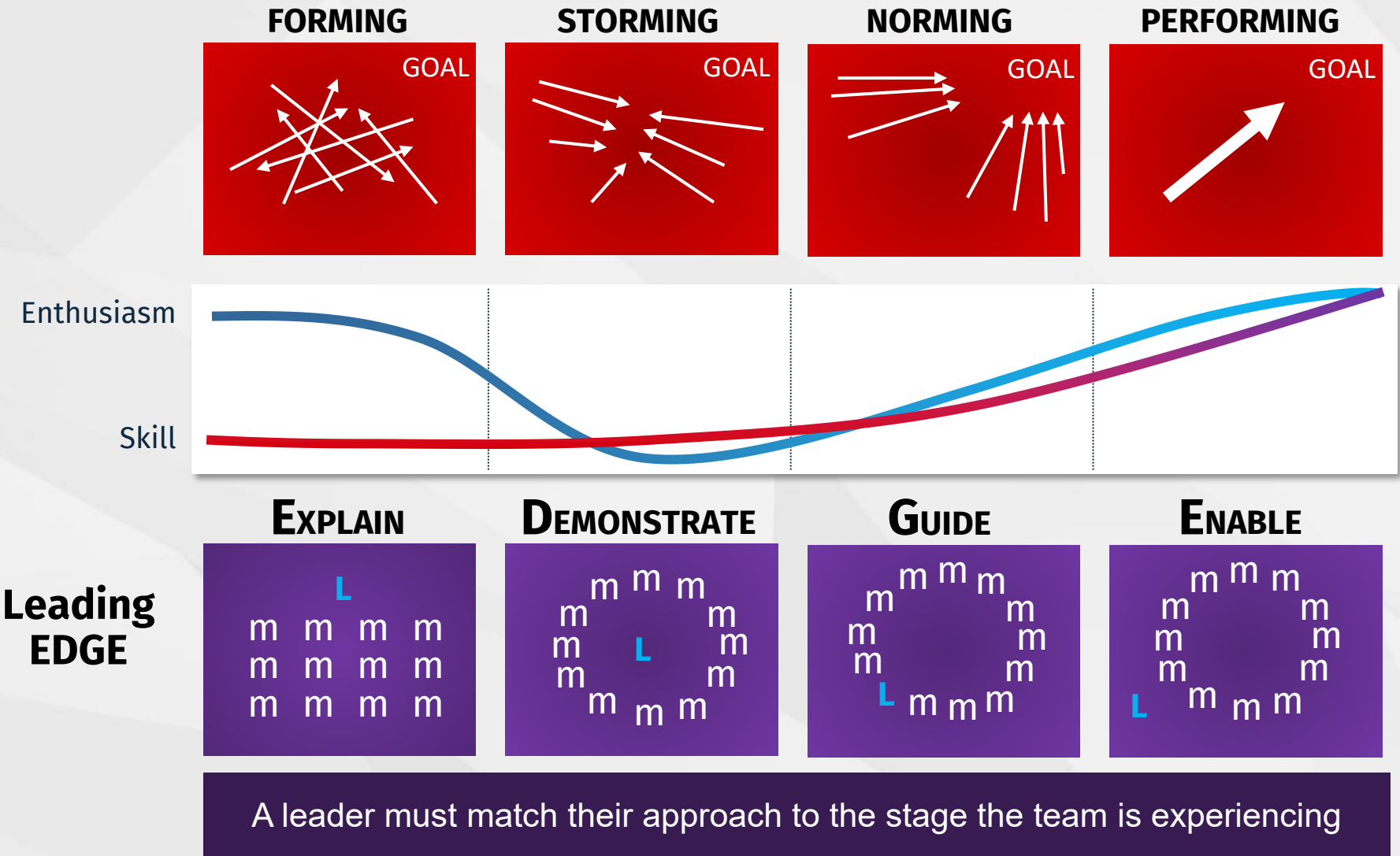


Running faster and faster
to stay in the same place

Finding the Zone



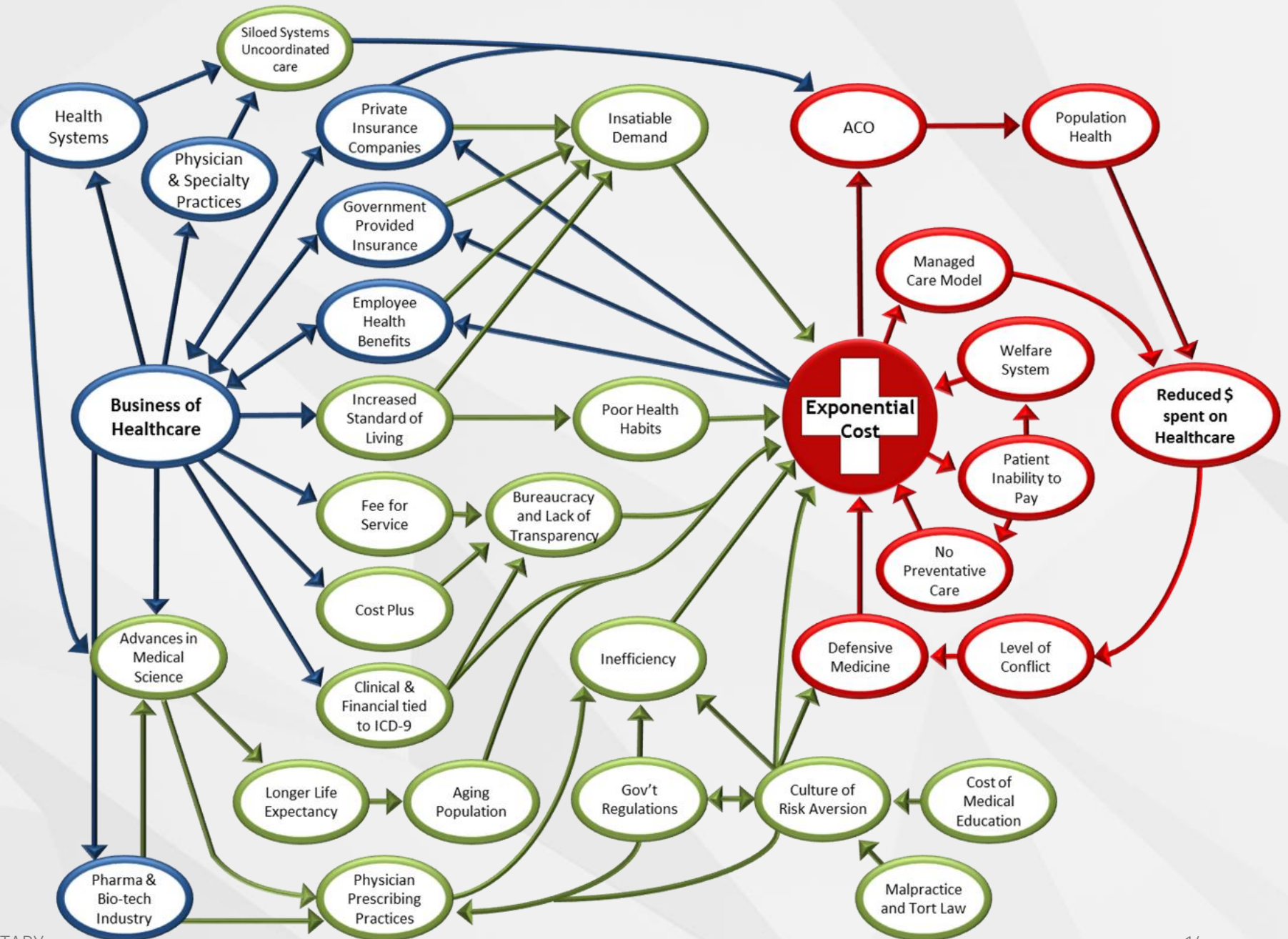
Managing Teams Through Change



Three Keys to Tackling Change in Healthcare



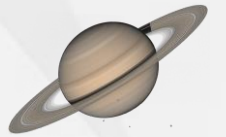
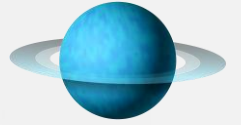
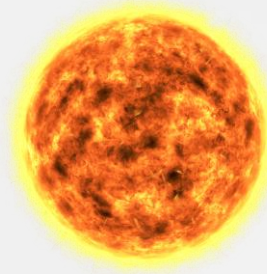
#1 Managing the Mess



#2 Managing the Data

World healthcare systems create 50 Petabytes of data per year. That's **25 Trillion pages** of typed data...every year. ¹

97%
of it is unused.



312 Ft

1M
PAGES

US Eagle Plaza –
Albuquerque
(351 ft.)



80 Miles

1B
PAGES

67,866 Miles

1T
PAGES



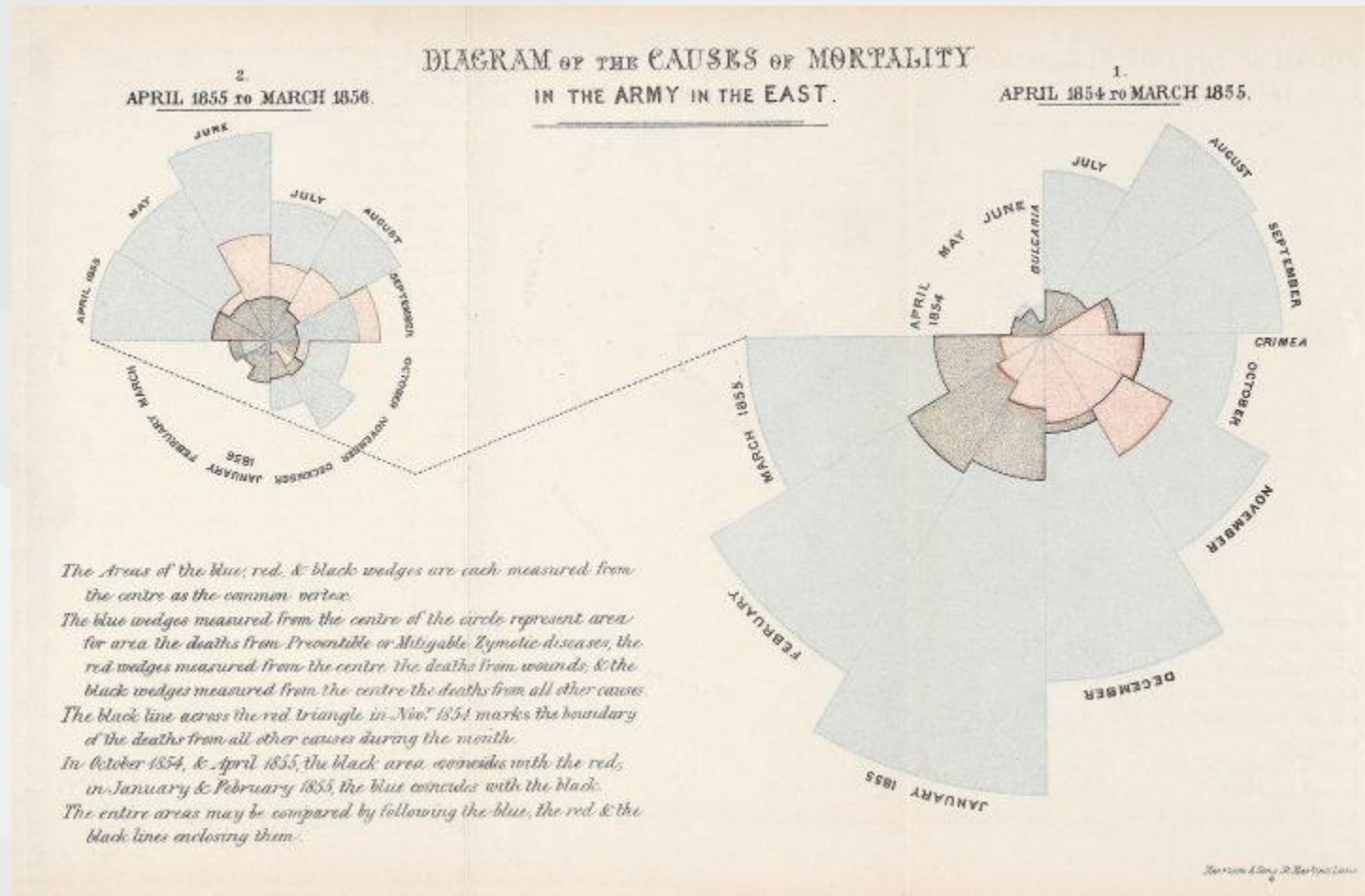
1.69M Miles

25T
PAGES

#3 Knowing How to Use the Data



Soldier Mortality in the Crimean War



During the Crimean War (1853-1856), Florence Nightingale observed the poor sanitary conditions in military hospitals and the high mortality rates among soldiers. She meticulously collected data on the causes of death and used statistical analysis to demonstrate that more soldiers were dying from preventable diseases than from battle wounds. Her findings led to significant reforms in hospital sanitation practices, ultimately reducing the mortality rate from 42% to 2%.

Notes on Matters Affecting the Health, Efficiency and Hospital Administration of the British Army
~Florence Nightingale

Curiosity = Opportunity

Optimizing the Hawthorn Works

Inside the Hawthorne Works, more than 40,000 people designed, assembled and tested a wide variety of switchboards, cable and wire harnesses, relays, switching systems, and other state-of-the-art telecommunications equipment.

Researchers noticed that no matter what changes were made—whether the lighting was increased or decreased—worker productivity improved. They concluded that the productivity boost was not necessarily due to the physical changes in the environment, but rather because the workers knew they were being observed and, as a result, modified their behavior.



Hawthorn Works, Cicero, Illinois

What You Track Improves

PERCEPTION

The Facts

- Everyone knows it is more dangerous to fly than it is to drive.

The Takeaway

- Flying is dangerous

REALITY

Lifetime fatality odds

- Driving 1:98
- Flying 1:7,178

Data Desert = Misunderstanding

PERCEPTION

The Facts

- Rural areas have fewer doctors and less deaths.

The Takeaway

- Employ fewer doctors and less people will die.

REALITY

- Doctors save lives.

Data Correlation $\neq$ Causation

Who's in the Driver's Seat

The Secret Power of Journey Mapping

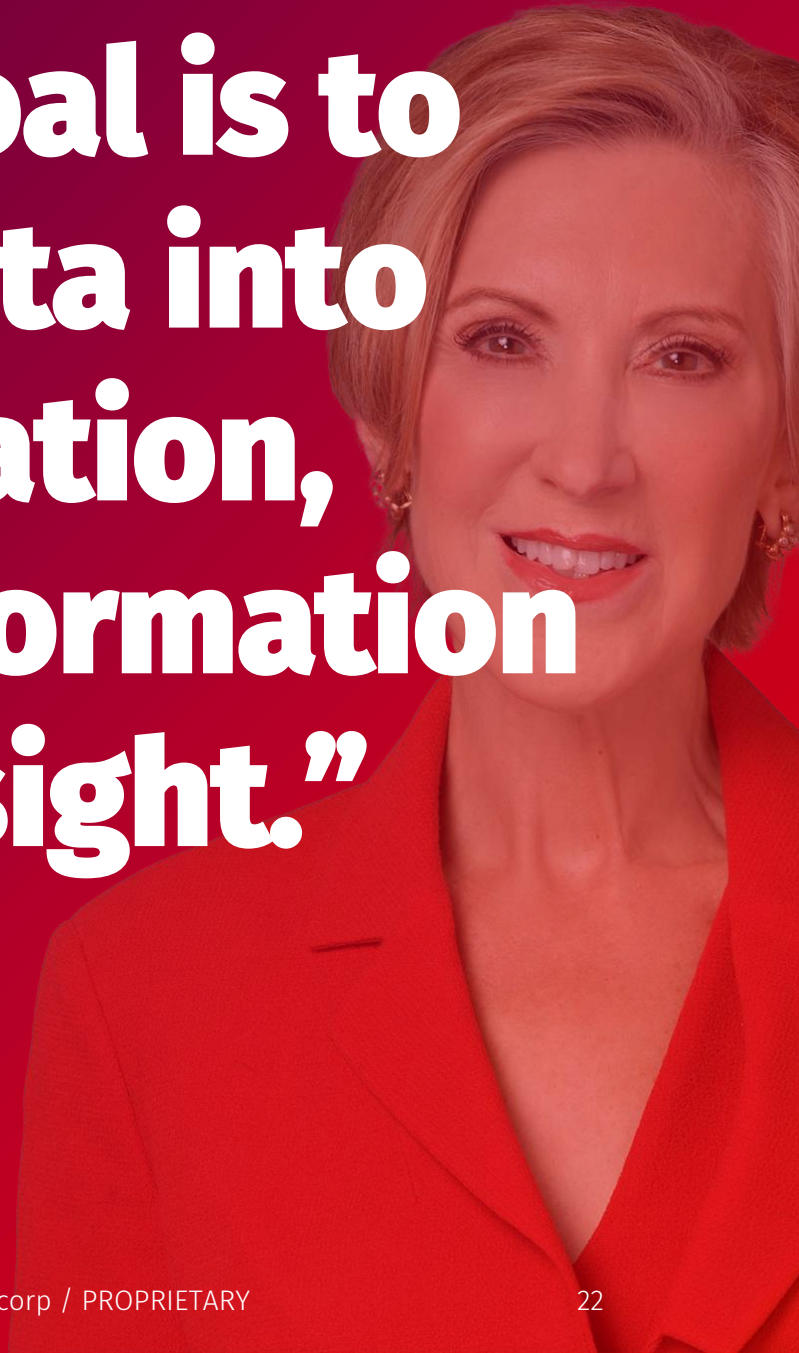


Healthcare as a Business

- Understanding the key drivers of our business is essential to mapping a path forward.

“The goal is to turn data into information, and information into insight.”

~Carly Fiorina
Past CEO - HP



Ford vs. GM

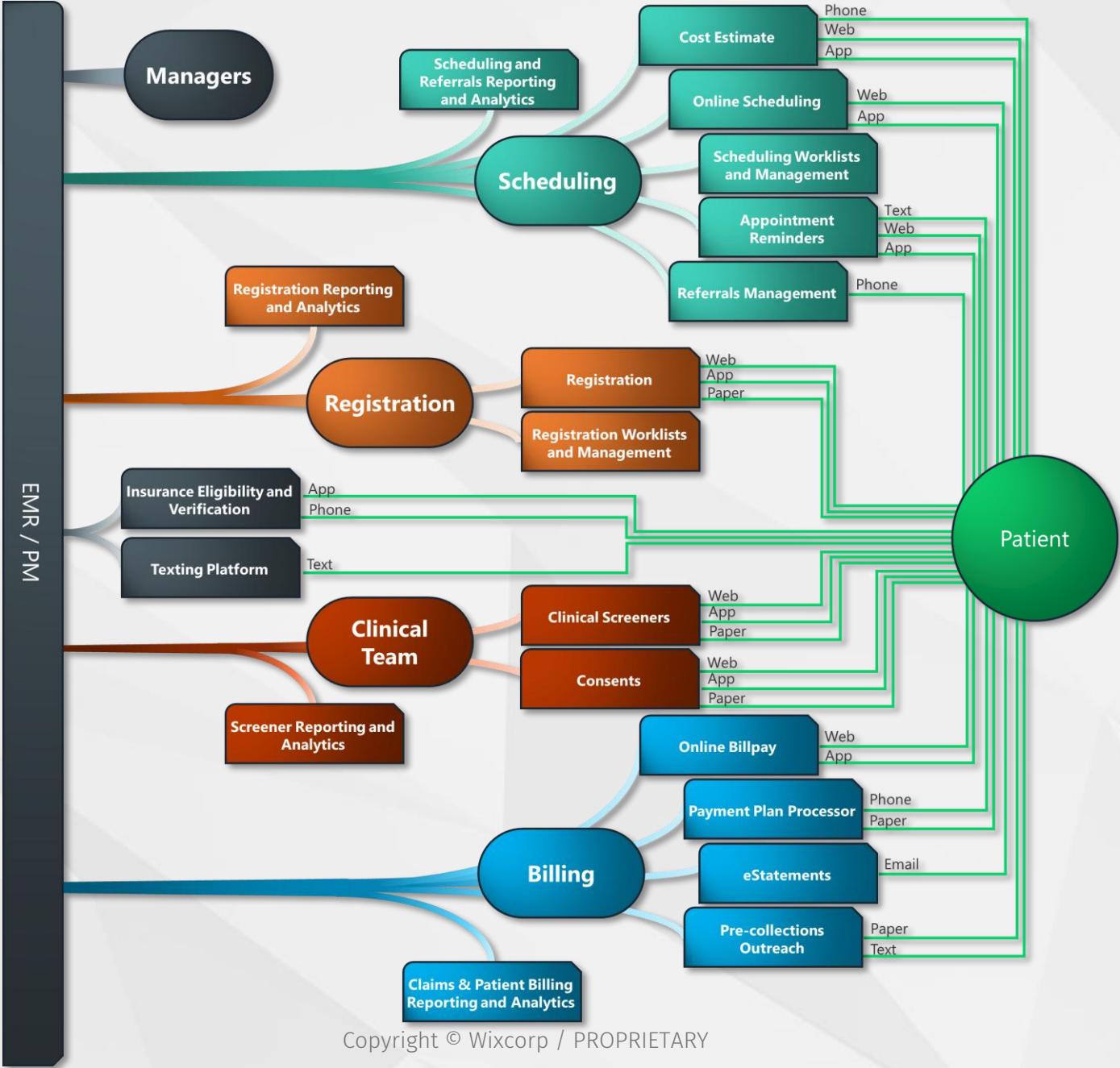


Company Driven

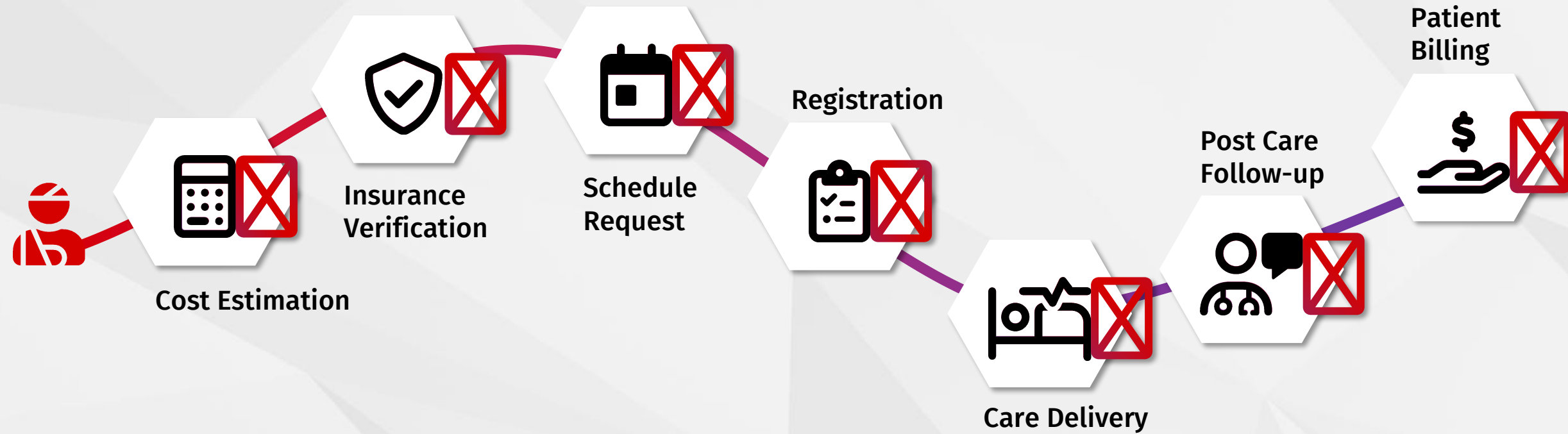
Business Model

Customer Driven

EMR-Driven Healthcare



Patient-Driven Healthcare



Patient Journey Mapping

Understanding How Your Patients Experience Their Care



Customer Experience Industry Overview

Customer Experience (CX)

is the perception that customers have of an organization - one that is formed based on all interactions across all touchpoints, people, and technology over time.

CX Management

is the ongoing process of building a customer-driven organization. It includes practices that provide a deep understanding of customers and providing seamless, exceptional experiences across all aspects of the customer journey.

Customer Journey Mapping

is the process of understanding what it's like to be the customer of an organization step by step as they interact with people, processes, and technologies.

Managing the Chaos

[Customer journey maps] are a framework for leaders to use to guide the direction of the business and drive accountability. It enables them to hold people accountable for improving customers' lives and uniting independent silo scorecards.

Every leader I have worked with and every leadership team I have coached have asked for simple language to galvanize people around customer-driven growth. ***The customer journey provides that talk track.***

~Jeanne Bliss

Founder & CEO – Customer Bliss

Journey Mapping Process Overview

1



Customer Experience Mission Statement

Develop a CX Mission Statement

Define data and performance goals

2



Gather Research

Collect available X and O data

Customer touchpoint mapping

3



Map the Journey

Journey mapping session

Experience the journey

Create the map

4



Actions to Optimize the Journey

Create blueprint

Insert the map into decision-making processes

Information Gathering

People

- Who is doing the work?
- Is it an individual or group?
- Are they fully trained (lots of veterans or rookies)?
- Is there a high turnover in that role?

Business Process

- What are the steps to complete the work?
- Is it manual or automated, digital or paper?
- Are there quality control measures in place?
- Is it consistent or highly variable?

Technology

3rd Party Vender

- What software / platforms / devices are used in the process?
- Are they on-site or cloud-based?
- Do you manage them, or is it a 3rd-party?
- Is the integration robust and consistent; is the data reliable?

User's Emotion

- What do your patients/employees think about the process?
 - Look for emotions like delighted, happy, confused, frustrated, and upset
 - Red, Yellow, and Green scales or a happy/sad rating can be helpful as well

Gaps / Opportunities

- What tools / processes / services are currently missing?
- Are there opportunities to simplify or streamline?

Journey Map Session

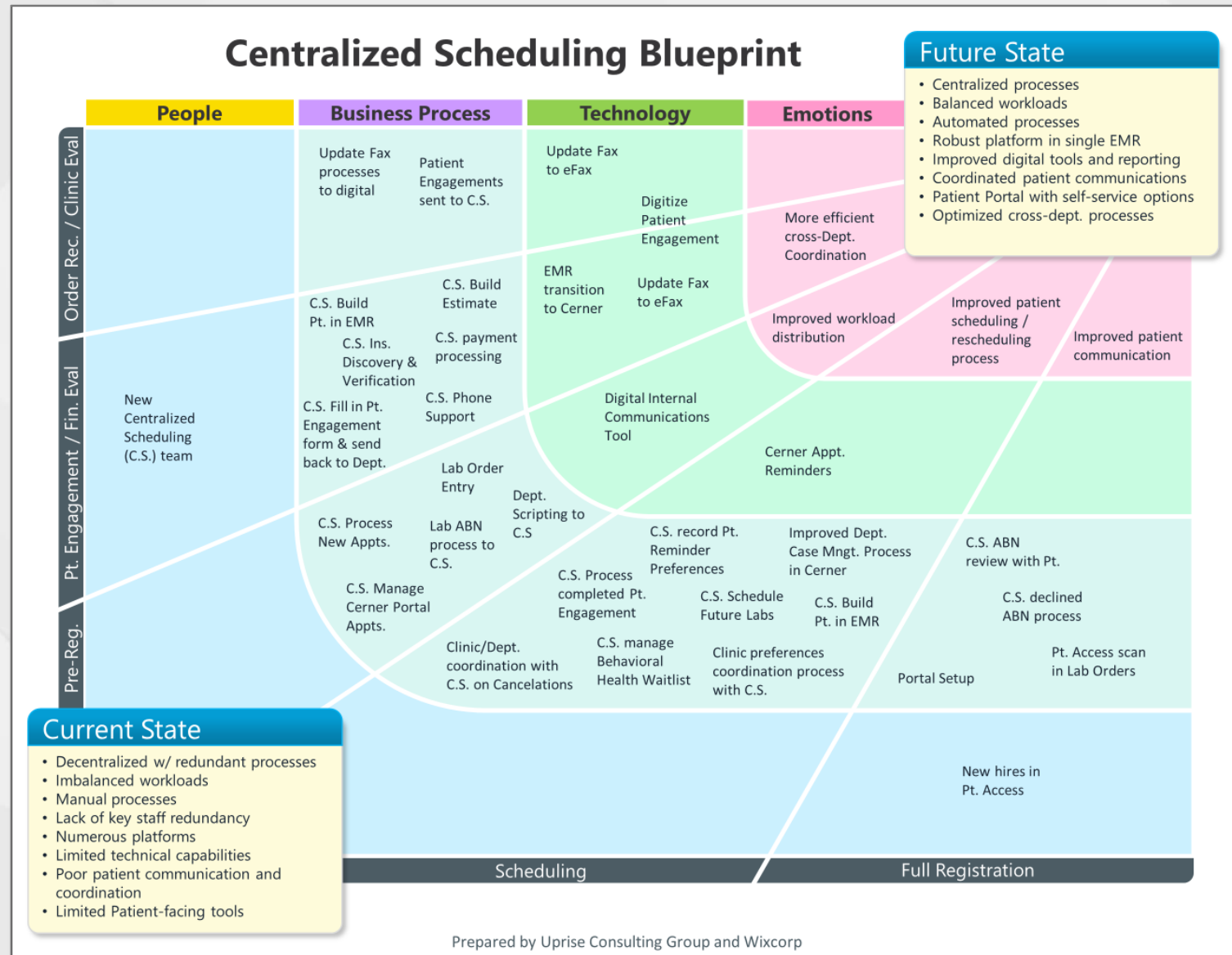
Patient Billing



Scheduling



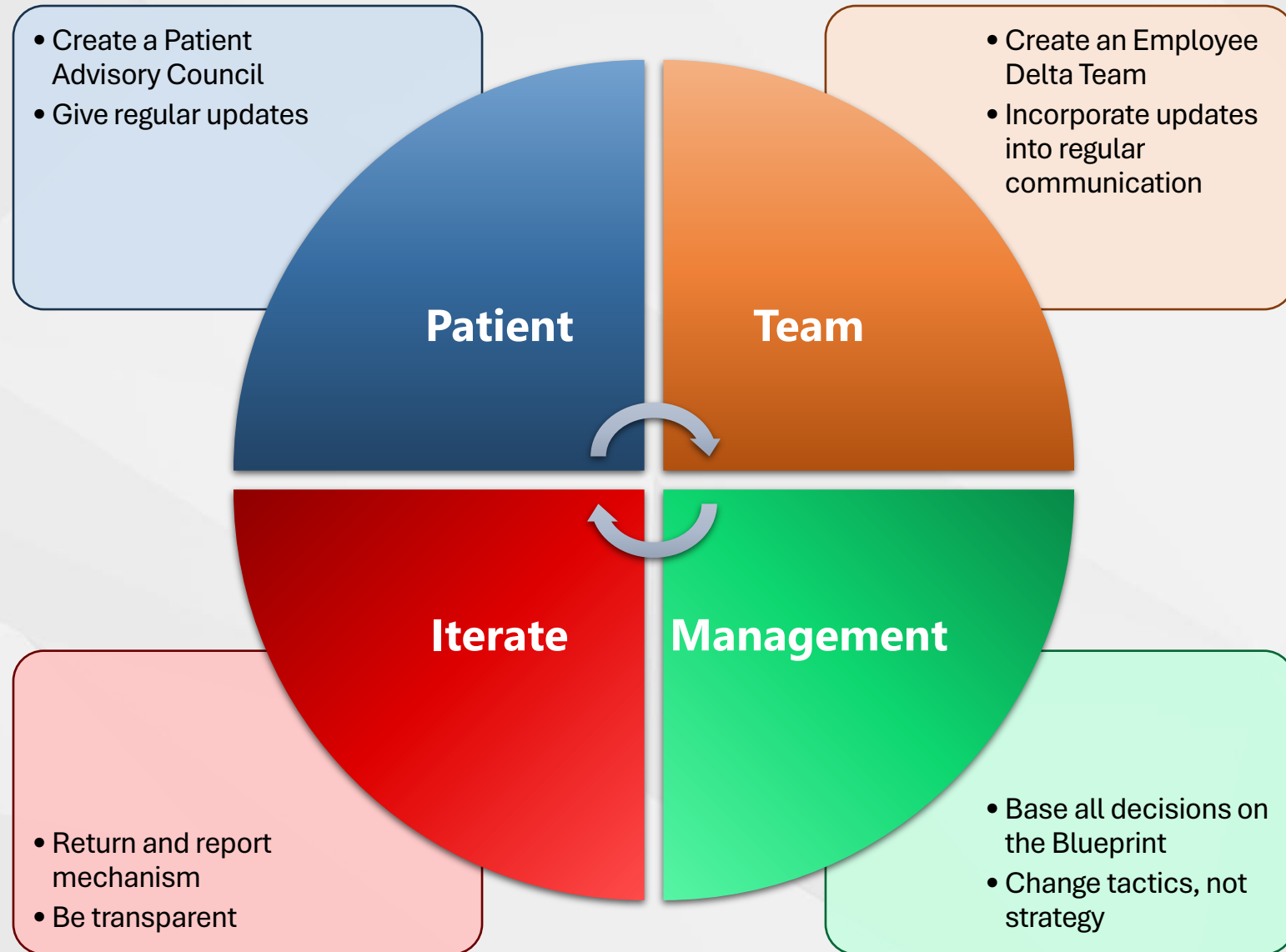
Analysis and Blueprint



Prepared by Uprise Consulting Group and Wixcorp

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Get to Work!



Patient Financial Journey Map



Managing the Chaos

1. CX Mission Statement
2. Gather Information
3. **Patient Journey Map**
4. Create Blueprint

“It's a dangerous business, Frodo, going out your door. You step onto the road, and if you don't keep your feet, there's no telling where you might be swept off to.”

Gandolf the Grey
Guardian of the West

Scheduling

People

Who's involved?

-

Business Process

What processes need to happen?

-

Technology

3rd Party Vender

What systems are used?

-

User's Emotion

😊 / ☹️

-

Gaps / Opportunities

How can we help?

-

Registration

People

Who's involved?

-

Business Process

What processes need to happen?

-

Technology

3rd Party Vender

What systems are used?

-

User's Emotion

😊 / ☹️

-

Gaps / Opportunities

How can we help?

-

Billing

People

Who's involved?

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Business Process

What processes need to happen?

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Technology

3rd Party Vender

What systems are used?

-

User's Emotion

😊 / 😞

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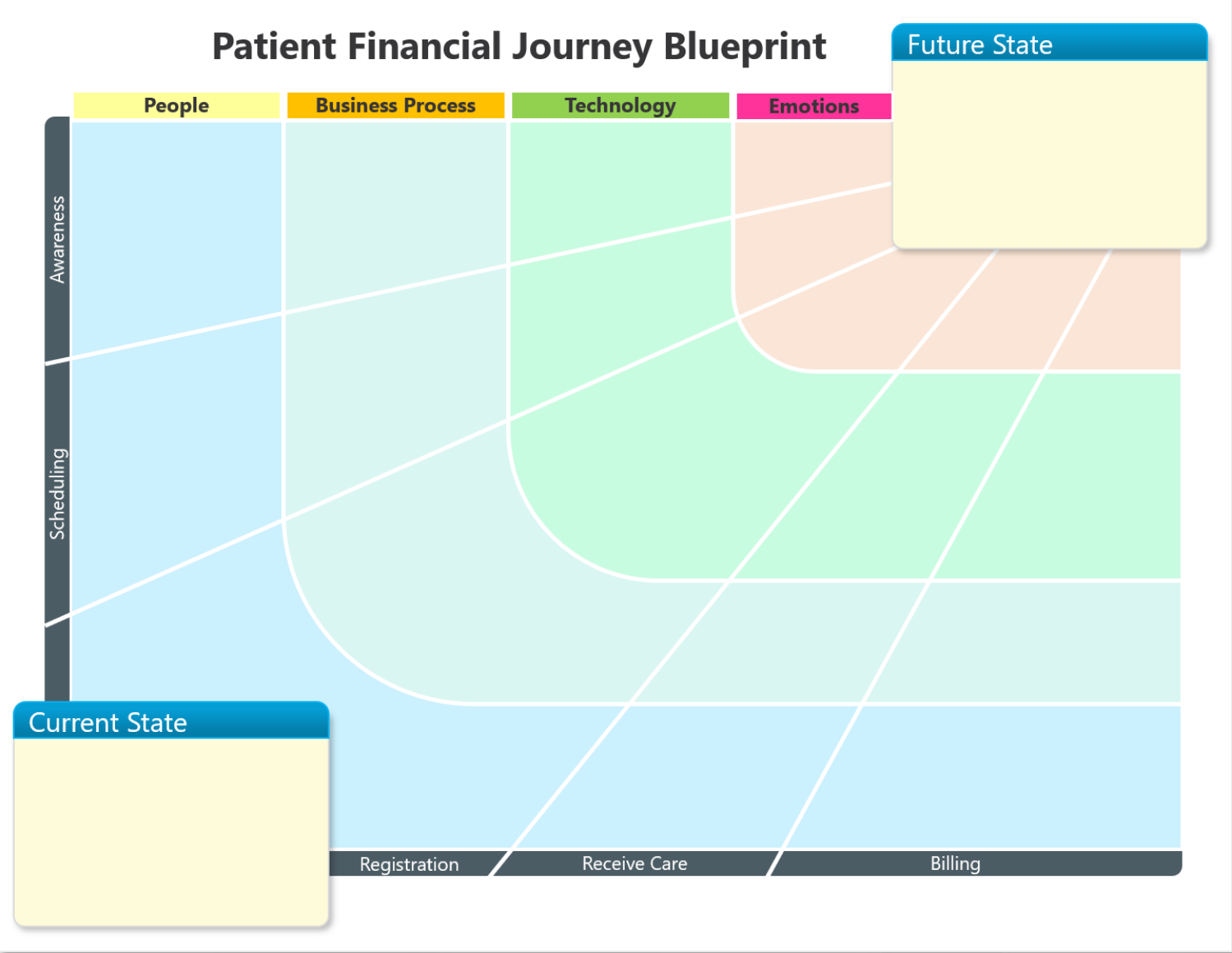
Gaps / Opportunities

How can we help?

-



Analysis and Blueprint



Change is Impossible... until it isn't.

"Records are meant to be broken."

~Sir Richard Branson

1-Mile Run

World Record 1- Mile Runs

1913 – 4:14.4

1923 – 4:10.4

1933 – 4:07.6

1943 – 4:02.6

“Physiologically impossible for a human to run a sub 4-minute mile.”



Roger Bannister

3:59.4

May 6th, 1954

1-Mile Run

Within 46 days,
Roger's record was
beaten **22 times**.



Roger Bannister

3:59.4

May 6th, 1954



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Thank You