

## **SESSION INFORMATION**

**Submission ID:** 547609577  
**Submitted by:** Stanford Health Care  
**Topic Category:** Clinical Informatics and Clinician Engagement  
**Sub-Topic:** Workflow Optimization  
**Format/Level:** 60 Minute Lecture, Intermediate  
**Target Audiences:** CIO, CTO, IT Professional, Management Engineer and Process Improvement Prof.

**Session Title:** Round It Like You Mean IT

### **Brief Session Description:**

Rounding is a time honored tradition in health care. In many ways, “Going to Gemba” is more powerful and purposeful in health care than it is in other industries as it often involves encountering patients. We all know trust and care make a tremendous difference for the patient experience. But did you know these same traits can be leveraged to boost IT customer satisfaction and positively impact employee engagement? This session highlights best practices for rounding beyond patients and demonstrates rounding processes, expectations, and techniques that IT departments must design to focus, fix, and follow-up the most challenging EMR and other IT related clinician demands to deliver a premium IT experience.

### **Learning Objectives:**

- Recognize the purpose of rounding for IT Services and role it plays in building loyalty and credibility
- Formulate a value creating rounding process with the right balance of empathy and follow-through
- Leverage rounding techniques to boost user satisfaction, build trust and relationships, and deliver a premium experience
- Understand ways to enhance tracking and follow up of incidents, enhancement requests, and workflow issues

## **CONTENT DETAILS**

**\*\*Please describe the TOPIC/ISSUE that will be presented and how it was identified.**

“Rounding” or “Going to the Gemba” should be a significant strategic imperative for every organization’s IT Services department. Establishing a robust rounding initiative is about building loyalty by providing premium IT experiences to clinicians who use IT systems and consume other IT related services. Rounding is one of the many things that keeps us constantly focused in our quest to provide a premium experience and helps us remember our purpose. It helps us maintain the heart-to-head connection. When we round, we observe and we see through the lens of our clinical peers what they see – their struggles and their triumphs – and understand how in our current IT roles could we impact a positive and tangible change to make care delivery more efficient and effective. Progressive IT organizations expect all employees to perform regular rounds to engage with customers on the hospital floor in order to gain insight into experience that IT is delivering with EMR and non-EMR applications. The job of the employees is to communicate and to continue to optimize the system and to listen and to learn and see how the system is being used and make necessary adjustments. By incorporating empathy training, novel personalization techniques, accountability best practices, and incident capture and management tools into rounding workflows, organizations can enhance customer engagement and satisfaction, maximize staff time, and pinpoint opportunities for customer service improvement, all contributing to significant improvement to customer engagement NPS scores. In this session, we hope to share industry best practices, lessons learned, and pitfalls to avoid for formulating a value creating rounding process that can help build a highly productive and service-oriented IT department.

**\*\*Please describe the **APPROACH(ES)** used to address the topic/issue.**  
**#NAME?**

**\*\*Please describe the **CHALLENGES/BARRIERS** faced.**

Inadequate or incomplete rounding training for IT employees may create confusion, leading to diminished satisfaction and customer experience. In absence of a prescriptive framework and appropriate tools, IT users may not maximize the opportunity of utilizing clinician time and performing effective rounds with open-ended questions, observational review tactics etc. Ineffective communication during rounds can harm IT credibility due to lack of demonstration of accountability and service recovery.

**\*\*Please describe the **CONCLUSION/OUTCOMES ACHIEVED**.**

Outcomes: -- Higher service quality and NPS scores -- Enhanced reputation and credibility for the IT department -- Faster resolution of incidents and workflow related requests

**\*\*Please describe the **RECOMMENDATION(S)** you would offer.**

By incorporating empathy training, novel personalization techniques, accountability best practices, and incident capture and management tools into rounding workflows, organizations can enhance customer engagement and satisfaction, maximize staff time, and pinpoint opportunities for customer service improvement, all contributing to significant improvement to customer engagement NPS scores. Tools to support recommendations: Empathy curve framework for interviewing Rounding process guide, checklist, and script template Tools for personalization and follow-up Incident management approaches for EMR and non-EMR related issues and requests

**\*\*The **HIMSS IT Value Suite** is a robust library of value-focused, evidence based examples of value using the HIMSS IT Value STEPS that benefits patients, healthcare providers and communities. Describe how your topic demonstrates the various stages of STEPS (where applicable) and include metrics to support the value your organization received:**

S=Satisfaction, T=Treatment/Clinical, E=Electronic Information/Data, P=Patient Engagement/Population Management

S=Savings

**STEP 1:** Satisfaction  
**STEP 2:**  
**STEP 3:**  
**STEP 4:**  
**STEP 5:**

**STEPS Description:** Satisfaction: --Higher service quality and NPS scores --Enhanced reputation and credibility for the IT department --Faster resolution of incidents and workflow related requests

**\*\*If submitting for an Essential Conversation session, please list details on how you plan on facilitating this session. (Note: this is not a panel session or a lecture session). If not submitting for an Essential Conversation session, please continue to next question.**

NA

**\*\*If submitting for a roundtable discussion session, please list details on how you would facilitate a group discussion with approximately 200 attendees. (Note: this is not a panel session or a lecture session). If not submitting for a roundtable session, please continue to next question.**

NA

## **SPEAKER DETAILS**

**\*\*Primary Speaker Role:** Primary Speaker

**\*\*Speaker Information:**

Santosh Mohan, CPHIMS, MMCi  
Management Fellow, Office of the CIO  
Stanford Health Care  
Mountain View, CA

**\*\*Speaker Worksite:** Academic Medical Center

**\*\*Speaker Bio:** Santosh Mohan is a health care IT industry analyst, researching successful processes and management practices that enable health system transformation. He currently serves as a Management Fellow in the Office of the CIO at Stanford Health Care and as the Chairperson of HIMSS' Innovation committee. Prior to joining Stanford in 2015, Mr. Mohan served as a Senior Consultant at The Advisory Board Company, providing best practice research, strategic advice, and operational insights to health system CIOs on a variety of topics including EMR benefits realization, IT performance management, and new IT capabilities for embracing health care reform. Prior to the Advisory Board, Santosh spent nearly six years at Cerner Corporation, building technology and execution into business and clinical strategies to enhance care workflows and improve patient outcomes. His subsequent provider-related consulting engagements focused on ACO strategy and mHealth. Santosh earned a master's degree in business management and clinical informatics from Duke University's Fuqua School of Business, where he received the leadership excellence award and was also named a Fuqua Scholar. He is a Certified Professional in Healthcare Information & Management Systems (CPHIMS) and holds a bachelor's degree in engineering and bioinformatics from VIT University (India).

**\*\*Speaker at HIMSS16:** Yes

**\*\*If so, in what venue:** General Education Sessions

**\*\*Speaker at past HIMSS conferences:** 4+

**\*\*Speaking Experience:** Panelist: Approaches to Combating the Patient Portal Sprawl, American Medical Informatics Association iHealth 2016 Conference, May 6, 2016 in Minneapolis, MN Speaker: Staffing Strategies for the Highly Productive Health Care Organization, Becker's Hospital Review 7th Annual Meeting, April 2016 in Chicago, IL Guest Speaker: Staffing Strategies for the Highly Productive IT Organization, Mount Sinai Health System Quarterly IT Leadership Meeting, April 2016 in New York, NY Panelist: Patient Engagement and Patient Experience, HIMSS NorCal 4th Annual Patient Engagement Summit, April 2016 in Palo Alto, CA Speaker: Staffing Strategies for the Highly Productive IT Department to Navigate Changing Workforce Dynamics, Health Information and Management Systems Society (HIMSS) 2016 Conference, February 2016 in Las Vegas, NV Roundtable Facilitator: Too Many Patient Portals – What Can You Do About It?, HIMSS 2016 Conference, February 2016 in Las Vegas, NV Panelist: Portal Me: Providers' Perspectives on Secure Messaging and PGHD for Care Coordination, HIMSS 2016 Conference Pre-conference Symposium, February 2016 in Las Vegas, NV Moderator: Spurring Innovation in a Highly Regulated Environment, HIMSS 2016 Conference Pre-conference Symposium, February 2016 in Las Vegas, NV Speaker: Health Care Boot Camp, Stanford ITS Academy, Fall 2015 in Palo Alto, CA Speaker: Health IT Trends Supporting the Advancement of Leadership, Leadership Essentials Institute at University of Alabama – Birmingham, June 2015 in Birmingham, AL Speaker: Patient Flow Value Stream, HIMSS 2015 Conference, April 2015 in Chicago, IL Panelist: Lean Enabled Startups, HIMSS 2015 Conference, April 2015 in Chicago, IL Speaker: IT Performance Management – Mastering the Balancing Act, HIMSS 2015 Pre-conference Symposium, April 2015 in Chicago, IL Speaker: The Year 2020: Envisioning a Health IT Supported Pathway Towards Clinical Excellence and Innovation, Leadership Essentials Institute at Banner Health, February 2015 in Phoenix, AZ

**\*\*Time in field:** 6 - 10 years

**\*\*Speaker will provide up to two pieces of content (i.e., a blog post, pod cast, twitter chat, or other type of content) leading up to conference that will promote the session to a broader audience:** Yes

**\*\*Speaker will comply with deadlines:** Yes