



Managing Remote Workspaces: Flexing to the “New Normal”

September 24, 2020



Vision

To realize the full health potential of every human, everywhere.

Mission

Reform the global health ecosystem through the power of information and technology.

Welcome

Dr. Ash Goel, MD, MBA

Ash is the Chief Information Officer at Bronson Healthcare Group.

Key Interest Areas:

- Digital transformation
- Strategic planning
- Technology innovation



Meghan Cole, MPA, CHFP

Meghan is an IT Director at Bronson Healthcare Group with 17+ years of healthcare experience.

Key Interest Areas:

- Data driven business strategy
- Predictive data models in healthcare
- Digital evolution of healthcare
- Talent development & lifestyle design



Workspaces: Flexing to the “new normal”



Key Topics

What you'll gain:

Shared knowledge and practical advice to improve your modern team environment.



Staying Engaged & Connected

Learn how to manage team expectations in a time of great change and creating space for relationships, connection & trust in flexible workspaces.



Performance Insights

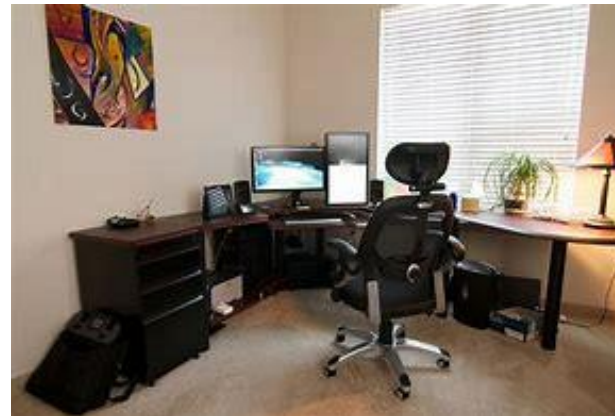
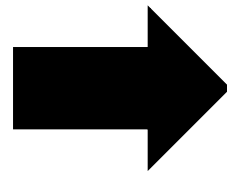
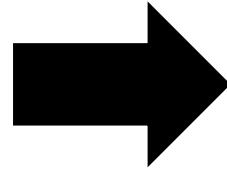
Understand the challenges of ensuring performance excellence and business continuity in a changing world. Setting expectations to optimize outcomes.



Adaptation & Flexibility

Creating the imperative for giving up legacy structures that don't always serve us. Learning to recognize what is working, what is not and positioning teams for success through change.

Welcome to work. What's changed?



Is this just about location?

No.

This is about subtle (and not so subtle) changes to our workspaces that introduce new benefits and challenges. **Flexible workspaces are tools, situations, and new expectations.**



Work life timeline...before & after



Next...



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Staying Engaged and Connected

Adapting our response to the current environment

- Incident Command

| Pre-COVID | Post-COVID |
|---------------------------------|---------------------------------|
| In person “war room style” | Virtual “rooms” |
| White board driven | Electronic huddle board |
| Conference calls until resolved | Frequent “check in” video calls |



Staying Engaged and Connected

IT Incident Command “Huddle Board”

BoardChartsSchedule

Filter (0)Group by Bucket

ITIC Data (Meghan)

+ Add task

ICCC Data Requests

FM Former member

BMG Leadership: Chat Bot

Meghan Cole

Show completed 26

ITIC Epic: IP & Clinical Specialties (Todd)

+ Add task

Covid Testing Updates

08/287/7

KC

WMED COVID Point of Care testing

1/3

KC

Show completed 69

ITIC Epic: Amb & Rev Cycle (Katie)

+ Add task

Service lines reopening

1/4

Patient Self-tracking Ticket: Incident-603888

Request from K College to provide a self-monitoring tool to students that they are tracking related to COVID. They would like students to be able to record daily temps and symptoms.

06/12

Chris Pieratt

ITIC Infrastructure (Craig)

+ Add task

Infrastructure surge plan

04/023

Karl D. Lewis

Show completed 32

ITIC WFH, Network-Telecom-InfoSec (Rob)

+ Add task

Return To Work - Inventory Plan

Robert Turner

Virtual Signature/Remote Witnessing

Offer technology support for virtual witnessing process

Robert Turner

Show completed 17



Staying Engaged and Connected

IT Incident Command “Chat”

- Real time information flow
- Keeps thread of information
- Allows for questions/comments

The screenshot displays a Microsoft Teams chat window for a channel named 'General'. The interface includes a top navigation bar with tabs for 'General', 'Posts', 'Files', 'Planning', 'Wiki', 'IT IC OneNote', 'IT Sharepoint Site', 'eICS', 'Daily Hardware Invent...', 'ITIC Daily Metrics', and a plus sign for more options. The chat history shows several messages:

- Brian D. Wright** (5/20 4:50 PM): "The Inbox is empty. No phone calls that i'm aware of. No voicemails. No work from home requests." (1 reply)
- May 21, 2020** (date separator)
- Kelley Peterson** (5/21 4:57 PM): "1 phone call that was an oops. No emails. All good for the night. For those that are off tomorrow, enjoy your long weekend!" (1 thumbs up)
- May 29, 2020** (date separator)
- Chris Pieratt** (5/29 10:25 AM): "ProTip: How to add a subject to conversation" (link icon). Content: "Ambulatory If you are wanting to start a new conversation inside of channel, click the Format icon and enter something in the 'Add a Subject' line to make it easy to identify what that conversation is about." (1 reply)
- Chris Pieratt** (5/29 10:29 AM): "ProTip: Add a conversation to multiple channels" (link icon). Content: "If you are wanting to add a conversation across several teams, click the 'Format' button and then choose 'Post in multiple channels'. You can then post a message to any channel that you are allowed to post in. From this setting you can also change your conversation to an Announcement or modify who can reply to the message." (1 reply)
- June 1, 2020** (date separator)
- Meghan Cole** (6/1 8:06 AM): "Good morning all. Welcome to June! Melissa & I will be covering the System IC planning call this morning on behalf of IT. Any IT updates or upcoming activities that should be noted?" (1 thumbs up)
- June 27, 2020** (date separator)

Staying Engaged and Connected

- **Team building done different.**



Staying Engaged and Connected-What is working for us...

1. Frequency matters!
 - Consider more frequent (but shorter) meetings
 - Use multiple communication modes to get the message through
2. Things are different.
 - Acknowledge & make space for less distinct home/work boundaries
 - Use technology, try new things, its okay if its not perfect
3. Build trust
 - Be creative in making time for team building outside of “response mode”
 - Carve out time to connect 1:1



Staying Engaged and Connected-On the horizon

Future (3-5 year considerations)

- Fluid work hours: Expand beyond the “9 to 5”
- Prepare teams for open flow of information
- Relationship building from a distance
- Less work/home boundary



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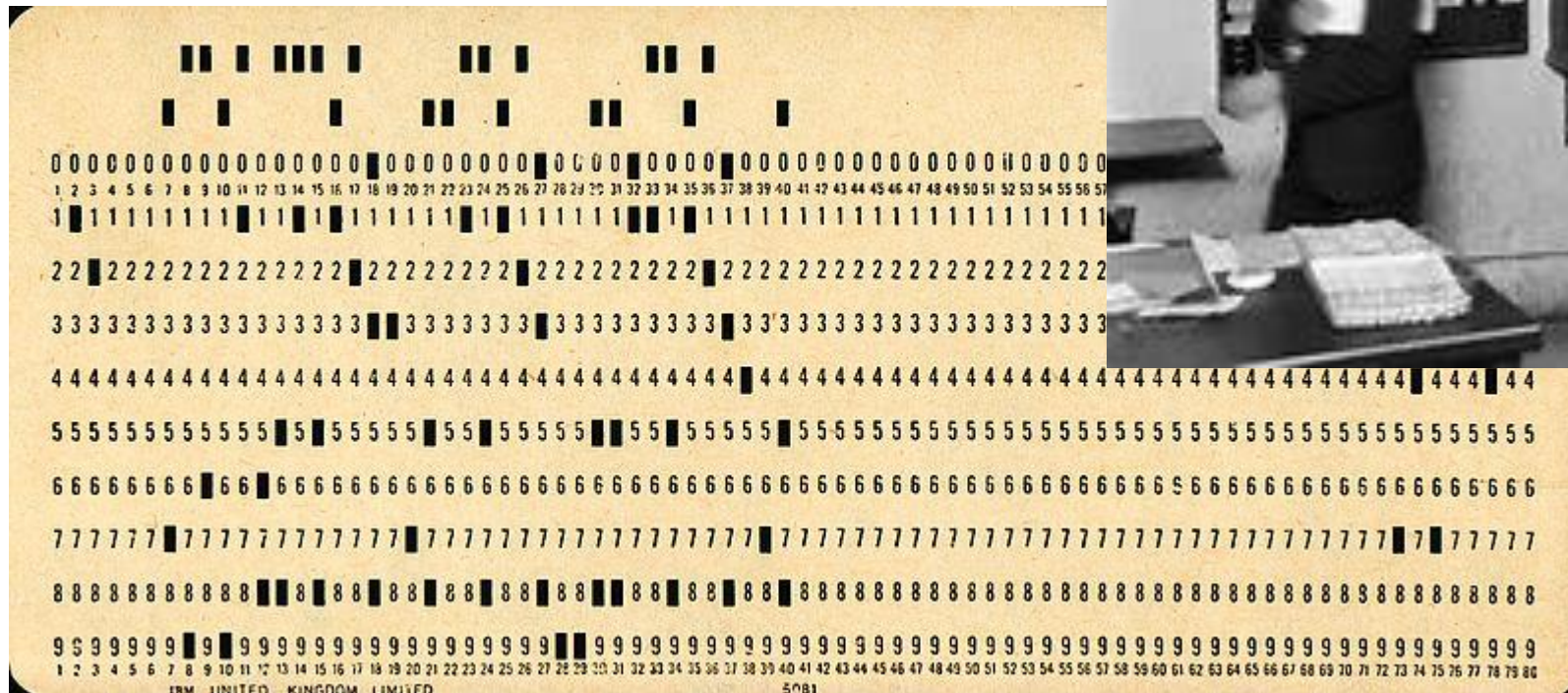


Adaptation & Flexibility

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Performance Insights

“Punching the clock” & data to measure value.

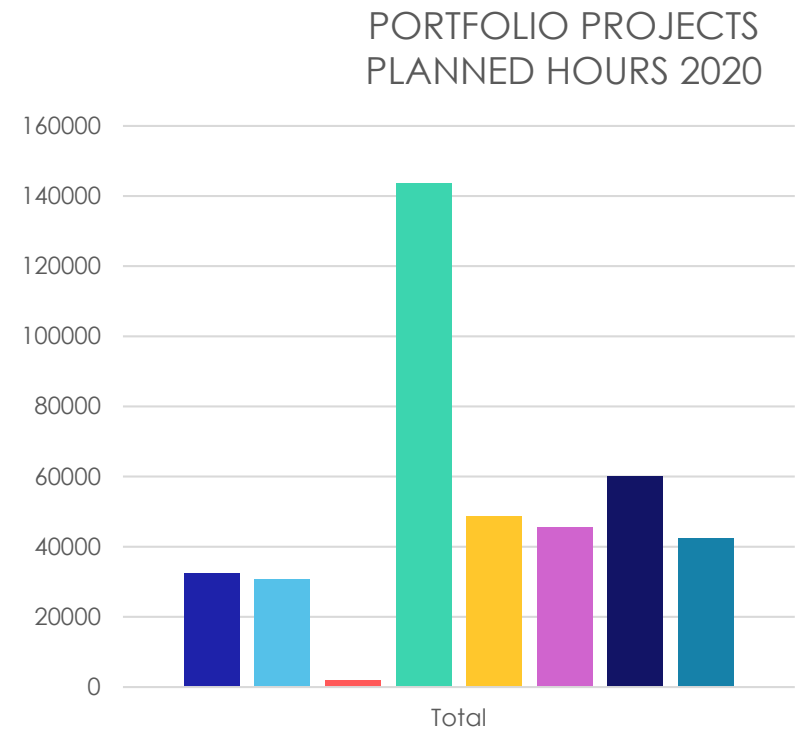
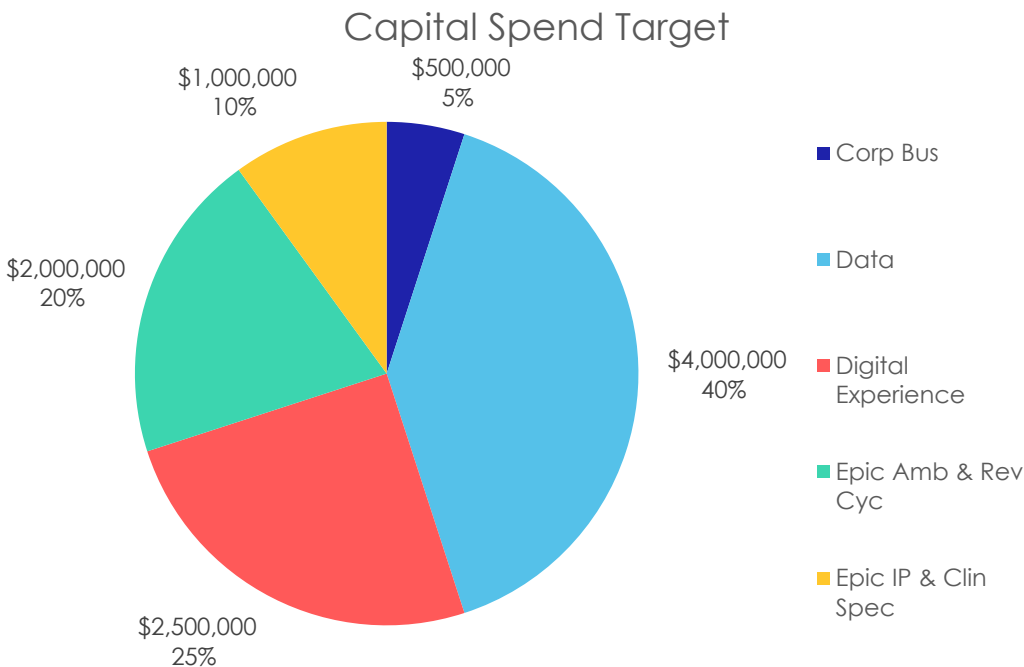


Performance Insights

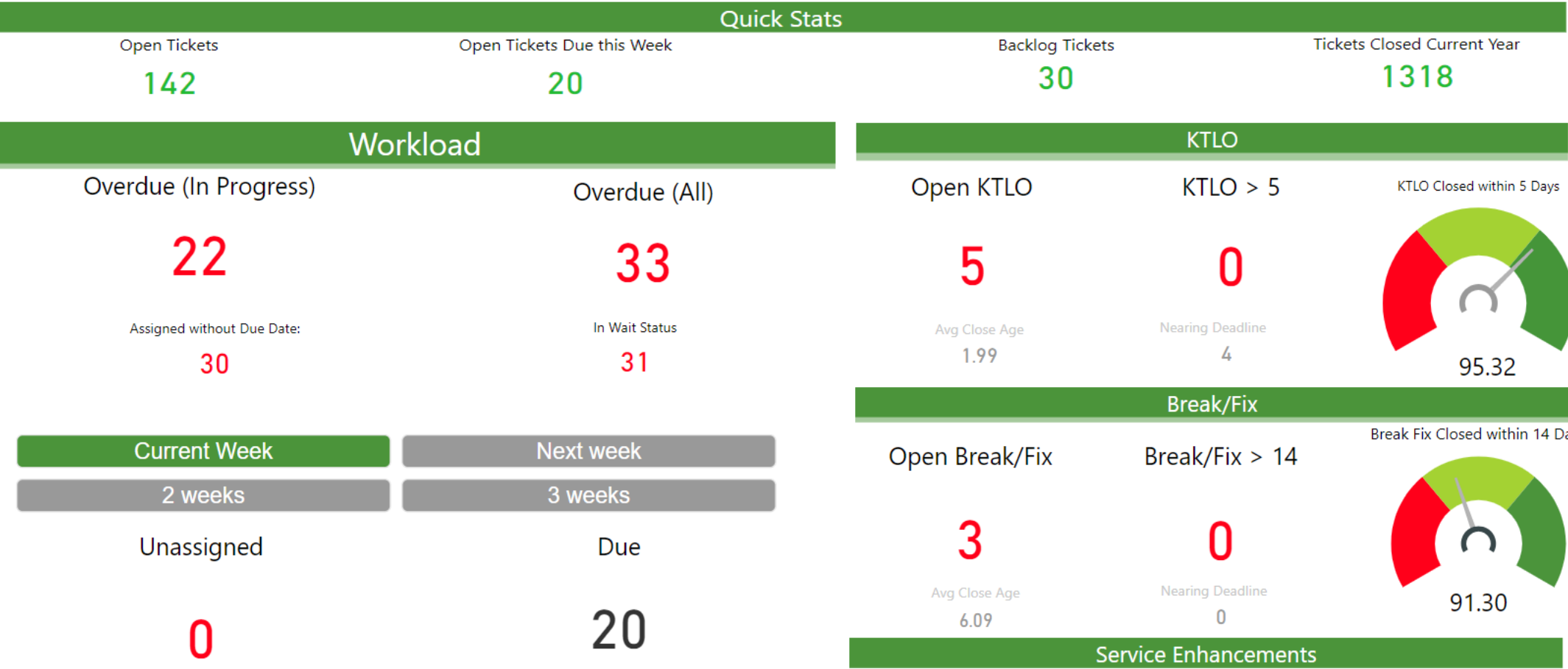
Who did it better?



Performance Insights

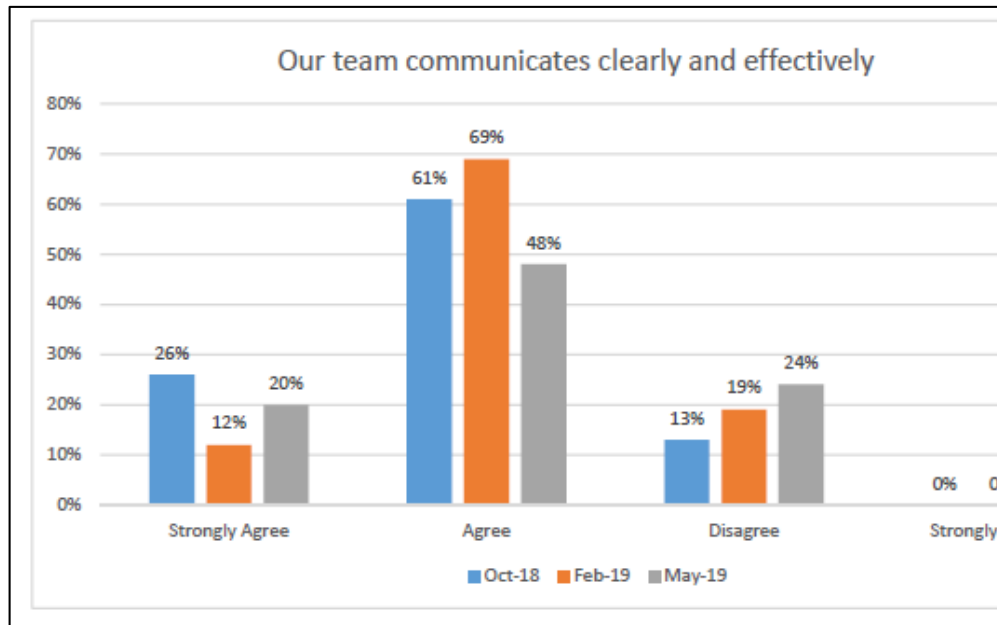
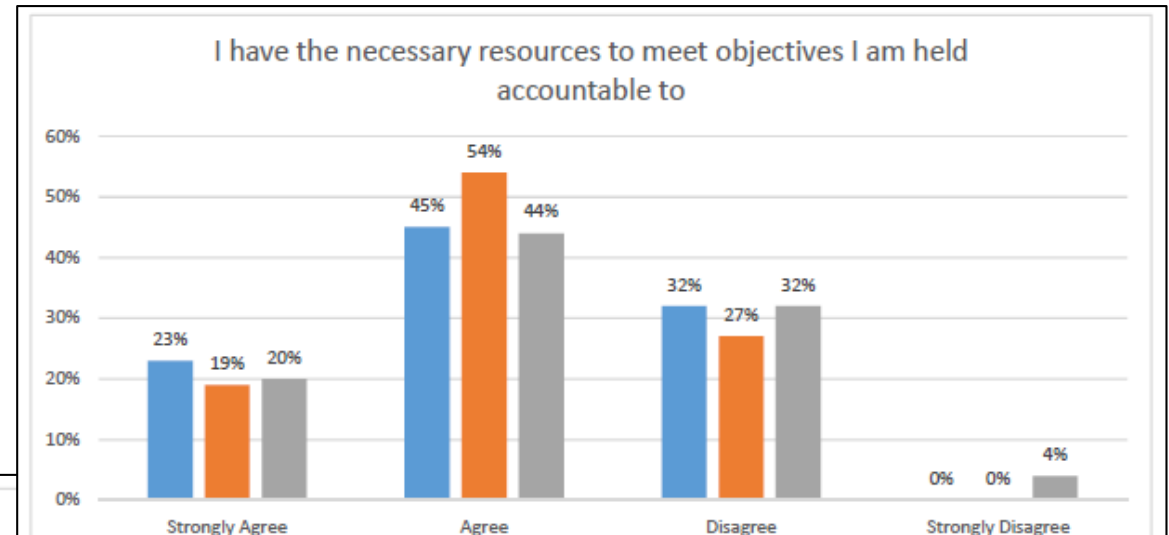


Performance Insights



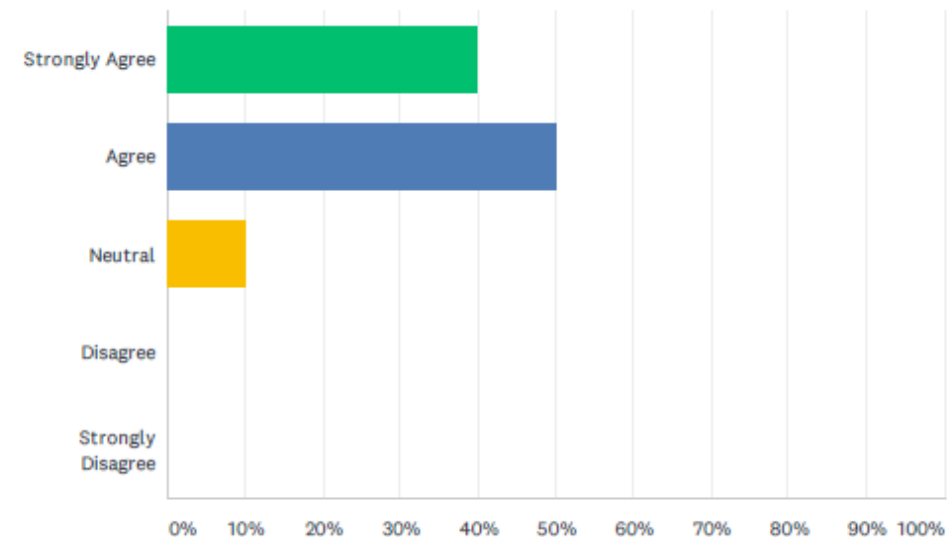
Performance Insights

Staff engagement & feedback as a listening post.



Q1 I can see a clear link between my work and the company's goals and objectives.

Answered: 20 Skipped: 0



Performance Insights-What is working for us...

1. Where are we going?
 - Focus on meaningful outcomes
 - Use benchmarks to motivate
2. Make it a habit!
 - Make performance metrics part of every meeting to establish the habit
3. Use pictures
 - Make it visual, pictures stick with people
4. Revisit often
 - Adjust when they no longer serve their purpose
 - Have listening posts for feedback



Performance Insights-On the horizon

Future (3-5 year considerations)

- Clear connections to business outcomes
- Holacracy influenced cultures & performance measures
- Incentive based models
- Maturing process to connect day to day transactions to build toward future roadmaps.



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Adaptation & Flexibility



Bronson Leader survey:

- Glad we started before pandemic
- Improved job satisfaction
- Introduced new challenges for the team to overcome together

Adaption & Flexibility

- Lead & coordinate discussions with HR partners & staff on reasonable expectations for guidelines & policies.

IT Department Policies & Practices

IT Flexplace Policy

EFFECTIVE: xx-xx-xx

REVIEWED: xx-xx-xx

REVISED:

PURPOSE

Bronson IT Department provides eligible employees and departments with an alternative to the traditional work setting. The IT Department is committed to helping employees face the demands of juggling work, family, and life-related issues by flexible work arrangements. These arrangements provide employees with increased flexibility with their work schedule while allowing Bronson to maintain a progressive and productive work environment. The purpose of this policy is to establish guidelines and expectations associated with a flexible workplace.

RESPONSIBILITY

Flexplace options are privileges and are at full discretion of IT leadership. Department managers will work with their directors to review positions and department needs to determine if a flexible worker arrangement is appropriate. Department directors/managers are responsible for ongoing oversight of flexible worker arrangements for employees within their department. All flexplace arrangements must be arranged in advance and approved by department leadership.

Flexplace Arrangement Options:

Flextime: An employee works a set number of hours per week, but there is flexibility in

Adaptation & Flexibility-What is working for us...

1. Experiment the “old school way”
 - Use the PDSA cycle to try new things
2. Blaze a new trail ahead.
 - Create new policies & guidelines to set expectations
 - Prepare your teams by piloting new approaches
3. Work together.
 - Ask your staff! They will tell you what is working and more importantly, what isn't.
 - Partner with HR, staff, customers to redefine collaboration and identify gaps.
4. One size doesn't fit all.
 - Options are what people really want.
 - Research workplace trends to stay innovative



Adaptation & Flexibility-On the horizon

Future (3-5 year considerations)

- “My ideal workspace” – ability to choose where to physically work
- Better internet & infrastructure to support virtual interactions
- Ability to choose tools of choice (teams/zoom/webex) or even in person vs. virtual, equipment (screens/phone/headphones).
- Flexible schedules/organized to accommodate different ways to connect (increased modes of communication).
- Boundaries of “on work” vs. “off work” time management



Wrap up

What we know:

- There is no going back.
- There is no magic 8 ball.
- There is no such thing as normal.



Questions?



Thank you.

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