

CVForward

Empowering leaders. Transforming practice.

A man with grey hair and glasses, wearing a blue shirt and a patterned tie, holds a white marker. He is looking intently at a screen. A woman with dark hair and glasses, wearing a blue blazer, is also looking at the screen and smiling slightly. The background is a bright, out-of-focus office environment.

**CHANGE
MANAGEMENT IN THE
CV SERVICE LINE**

TABLE OF CONTENTS

- 1** About CVForward
- 2** 4 Steps to Embracing Disruption in the CVSL
- 5** 5 Simple Actions to Improving Patient Experience
- 9** The Value of an LAAC Coordinator



THE ONLY CONSTANT IS CHANGE

As every service line faces greater demand to deliver value-based care, your CV service line may be feeling pressure to perform at a higher level. But with so many forces at work, how can you prepare for the future while managing the expectations of today?

Whether it be tips for you, your team, or your service line, CVForward is dedicated to one thing: delivering actionable knowledge that you can put into practice today.



4 STEPS TO EMBRACING DISRUPTION IN THE CVSL



Guest Contributor:
Scott Garavet, MBA
*Vice President of
Cardiovascular, Spine
and Orthopedics
Systems for Thedacare*

Despite its negative connotation, disruption is at the heart of innovation and advancement. As technology and protocols for cardiac care continue to evolve, it's important to make sure your team and facility don't fall behind. However, bringing about change can sometimes be met with pushback. Read on to discover the 4 steps to encouraging your team to embrace disruption.

1 Determine the type and level of disruption

Each new idea that is brought to the forefront comes with a degree of disruption. Will it require modifications to process, a significant capital investment, training workshops, and/or additional staff?

It's important to identify exactly what you need and recognize the level of investment from both a time and effort perspective.

Scales of Disruption

Minimal Disruption

Introduction of new scopes/catheters: small initial investment for equipment, training for team

Moderate Disruption

Electronic medical record system upgrades: One time investment in infrastructure, widespread training for integration, process alterations, IT support

Substantial Disruption

Launching a PCI Center of Excellence or TAVR Program: Comprehensive training, facility modifications, staffing requirements, cross-team collaboration

2 Identify and incorporate key stakeholders

Just as it's important to know what resources are needed, it's equally important to know whose support you'll need. The priorities of a cath lab director will likely differ from those of a CMO or a nurse manager, and your approach should be tailored accordingly. By identifying key stakeholders early and keeping the lines of communication open, you can include them in the process to avoid potential barriers along the way.

As you begin implementing your plan, gather input from stakeholders and other decision makers. Gain perspective from a variety of team members including those in the C-suite all the way through to physicians and clinicians. Make it a priority to understand their hesitations and expectations and also remain open-minded to new ideas or suggestions. Having the right support and collaborating closely with other team members can make or break your efforts.

3 Recognize early adopters

There will always be clear leaders and laggards within teams—those who embrace forward thinking and those who hesitate to mess with the status quo.

Early adopters have the ability to champion your cause and gain the support of other team members. Identify and empower them to lead the discussion.



How to Recruit Key Stakeholders

C-suite: demonstrate the strategic value and long-term benefit

IT: highlight opportunity for collaboration and streamlined efforts

Medical director: present scientific proof and data as rationale for change

Physicians: emphasize long-term benefits and potential impact on outcomes

Nurse manager: explain specific workload and process impact, as well as patient implications

CVSL clinicians: describe new training procedures and implementation processes

4 Stay ahead of the game

The key to not falling behind when it comes to new technology is proactive planning. Due to the ever changing healthcare landscape, it's imperative for cardiovascular service line (CVSL) leaders to work together to forecast and plan accordingly for the future.

One way to do this is creating a document that maps out the next 5-10 years for your organization. Consider what new technologies are on the horizon and how you would incorporate them into your practice. Identify potential opportunities or barriers for each and determine what resources would be needed for implementation.

Industry conventions and trade shows provide a sneak peek into the future and can help you determine what new trends and innovations are most critical for the success of your team. Use the living document your leadership team compiles as a road map to make smart short- and long-term investments to gradually implement change.

A fresh perspective on change

Embracing disruption ultimately comes down to a shift in mindset—it's not about causing waves and creating problems, it's an opportunity to grow and improve. The more open a team is to new ideas, the more opportunities there are to self-reflect and ensure you're working in the most effective manner.

As healthcare and technology continue to change, help your team remain at the forefront by asking yourself what you can do to embrace innovation and empower disruption.





5 SIMPLE ACTIONS TO IMPROVING PATIENT EXPERIENCE

Patients want to feel like they are getting the best care available each time they step foot into your cardiovascular facility. How can you go above and beyond varying expectations that patients may require? Discover how these 5 simple actions can help improve the patient experience and create further value to your cardiovascular services.



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Guest Contributor:
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Think "patient first"

This is a concept that many institutions adopt but few perfect. It may seem difficult, but when patients and their families walk into any healthcare facility, they want to feel secure in the care they're about to receive. They want to feel important. They want to know that healthcare professionals and their staff are focused on giving them the highest quality of care available, both during and after their visit.

While delivering an exceptional patient experience isn't always easy, it is highly important. Today's changing healthcare landscape demands high value and high patient satisfaction scores for any CV service line to succeed. So, what can you do to ensure the patient experience and CV service line are in a class of their own?

Below, learn 5 simple actions that can help your service line provide an exceptional patient experience.

1 Create a patient-centric culture

It's one thing to think "patient first," but it's another to put these thoughts into action. That's why it's important to create a patient-centric culture. This culture needs to be adopted across the entire CV service line, no matter what role.

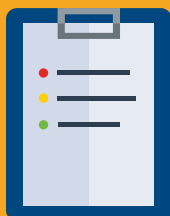
Start by putting yourself in your patient's shoes. What level of service would you expect? What are some things that would make you feel like you're in good hands during each visit? Why would you come back if you needed to?

Once you've answered these questions, it starts with you. Embody what you want staff members to emulate. Each day, live the values that will elevate the patient experience. Empower every staff member to think about how they can impact all patients that walk through the doors of your facility.



Culture is what people do when nobody's watching."

Kevin C. "Casey" Nolan
Managing Director
Navigant Consulting, Inc.



Simple actions you can take today

Lead by example—embrace the patients-centric culture in your daily work

Provide recognition and appreciation of a job well done through conversation, email, or even personalized handwritten notes

Create a monthly reward recognizing an employee who lives the patient-centric culture

2 Invest in your staff

In order to deliver a seamless patient experience, it's important to support staff members with the appropriate tools and resources. This can be anything from skills training to team-building exercises. Investing in the development of staff members shows dedication to their success. Your dedication and willingness to invest in staff will only help further their commitment to providing excellent care for all patients served.

Simple actions you can take today

Arrange training and education sessions for staff members that help develop quality skills needed to improve the patient experience

Challenge employees with new opportunities so they can demonstrate their full potential

Constantly engage staff members and show them how their daily hard work contributes to your CV service line's success

3 Focus on personalization

Never overlook the simple things. Even the smallest action can make a big impact on how a patient perceives their experience. Whether it's spending a few extra minutes getting to know them or empathizing with their current state of health—minor adjustments in care can make all the difference.



Simple actions you can take today

Listen, then take action

Spend a few extra minutes getting to know each patient

Empathize with their current state of health

When a patient knows their voice is heard and action is taken, they may feel more:

Engaged in their care or treatment plan

Empowered to take necessary steps to improve their health

Satisfied in the care they received

4 Reinforce the patient experience with timely follow-up

Patients can have the best experience, but if you neglect to check in on them and ask how they are doing afterward, they may still give negative satisfaction scores. Missing this opportunity to extend the patient experience beyond the walls of your institution can compromise the experience you worked so hard for. This is why following up is key. After each visit, it's important to work diligently to maintain the excellent reputation you've built.



Simple actions you can take today

Ensure a follow-up system is in place for teams to call patients

Personalize each call with a message specific to the treatment the patient received

Be available if the patient does have additional questions regarding their treatment

5 Get direct feedback

In addition to surveys patients receive after their visit, it's critical to get direct feedback from them before they leave your facility. This feedback can provide an opportunity to gauge how the patient experience is, and more importantly, how it can improve. Go beyond asking standard questions like, "How was your visit today?" Ask direct questions that will get a more informative response and help the patient experience grow.

Simple actions you can take today

To evolve the patient experience, ask patients questions that will bring insights, like:

What is one thing you would change about your experience at our facility today?

Would you recommend us to others? Please explain why or why not.

Did staff members make you feel important during your appointment?

Did staff members listen carefully to you and answer any questions you may have had?

Evolve your patient experience, evolve your CV service line

Providing an excellent patient experience in healthcare goes deeper than just quality treatment. A seamless patient experience requires hard work and dedication, but these simple actions can transform your CV service line. So, build a patient-centric culture, invest in your staff, put the patient first at all points of care, and watch your top-notch patient experience unfold.



“

We're all on the same team, so the question really becomes, can we as an institution put the patient first?"

Scott Garavet, MBA

Vice President, Cardiovascular, Spine, and Orthopedics Systems for ThedaCare



THE VALUE OF AN LAAC COORDINATOR



Guest Contributor:
Ruth Fisher

*Vice President of
Heart and Vascular Services
Henry Ford Health Systems*

Left atrial appendage closure (LAAC) and patients with non-valvular atrial fibrillation (NVAf) saw a milestone in 2015: Boston Scientific's WATCHMAN™ was approved by the FDA, and CV service lines in the United States began offering patients an alternative to blood thinning drugs to manage these patients' stroke risk.

As a new therapy, there are many aspects of establishing a successful LAAC program that warrant the engagement of a coordinator. These include:

- Manage documentation of patient understanding and elective consent, which is mandatory by CMS
- Data entry into CMS registry
- CMS or insurance pre-authorization and claims
- Coordination of echocardiographer, anesthesiologist, implantor, and hybrid or cath lab
- Pre-screening and follow-up appointments for patient selection and post-procedure care
- Communication with referring office

To ensure accuracy, efficiency, and best-in-class patient care, there is increasing need for LAAC coordinators as the portfolio of structural heart therapies grows. Some institutions are finding success in creating the specific role of an LAAC coordinator.

Ruth Fisher, Vice President of Heart and Vascular Services at Henry Ford Health Systems, found that the LAAC coordinator role has been pivotal in creating a highly-regarded LAAC program. In their case, they have folded the LAAC coordinator role into part of the responsibility of 3 staff members that coordinate procedures. However, in the future, they believe they will be able to establish a full-time employee dedicated exclusively to this role.

For any CV service line leader considering the prospect of establishing an LAAC coordinator in their institution, Ruth provides some well-informed advice.

What are the qualities of an ideal LAAC coordinator?

- Registered Nurse
- 4-year bachelor's degree
- Cardiology background
- Customer-service orientation (the LAAC coordinator spends a great amount of time with patients and referring physicians)
- Experienced multi-tasker
- Good prioritization skills
- Strong critical thinking skills

Ruth also recommends candidates who are already established at the hiring institution. Leveraging established relationships can help ease the transition into this new role.



Considering the idea of an LAAC Coordinator?

1. Gather input from peers and other CV service line administrators

"I think it helps when you get a couple of flavors of how people do it. These coordinator jobs are different from hospital to hospital."

2. Take the time to find the right person

"You want to make sure to get someone with experience in cardiology and in complex patient care. There's so much to learn, so get an RN who is highly seasoned."

3. Support them

"You have to give that person both administrative and physician support. It's a difficult job and you want that person to succeed."

Presenting the idea to management?

- Start with your strategic plan and estimate how much growth in LAAC you can expect
- Lay out how many hours are needed based on all the requirements for LAAC. Define what percentage of an FTE (full-time employee) the LAAC coordinator role will require
- Call out that the LAAC coordinator is a specialized role, and show that it is not something that you already have with your existing staff
- Be sure to demonstrate the financial case. Show the ROI based on the investment, plus the additional potential for increased referrals
- Emphasize the potential of the LAAC coordinator to expedite care, impact outcomes, smooth over pain-points, and increase patient satisfaction



Upper management wants to see how you're going to create growth."

Ruth Fisher

Vice President
Heart and Vascular Services
Henry Ford Health Systems

Making an impact on the team

At the Henry Ford Health System, the LAAC coordinator is the “center of the wheel” and has had an impact on the larger medical team.

LAAC requires teamwork between the imager, implanter, referring physician, and the entire cath lab team. A good LAAC coordinator improves teamwork among all stakeholders, increases the level of comfort among different disciplines, and helps create faster facilitation.

Making an impact on the patient

The LAAC coordinator is a role that involves a great amount of patient contact and management. Ruth has seen the LAAC coordinator make a major impact on the patient experience. In one particular case, the patient took the time to express their gratitude:

“We had an 80-year-old patient who had the procedure and now his wife says he won’t stay home because of his active golf schedule. That’s the kind of feedback we love to hear!”

CVForward—helping propel your CV service line into the future

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