

Supplement to

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FEATURE

GE HealthCare reveals findings of the "Reimagining Better HealthCare 2023" study

Managing supply chain unity through crisis amid flexible working environment

LISTINGS

Administrative Products & Services

Capital Equipment

Infection Prevention

Medical/Surgical Equipment & Supplies

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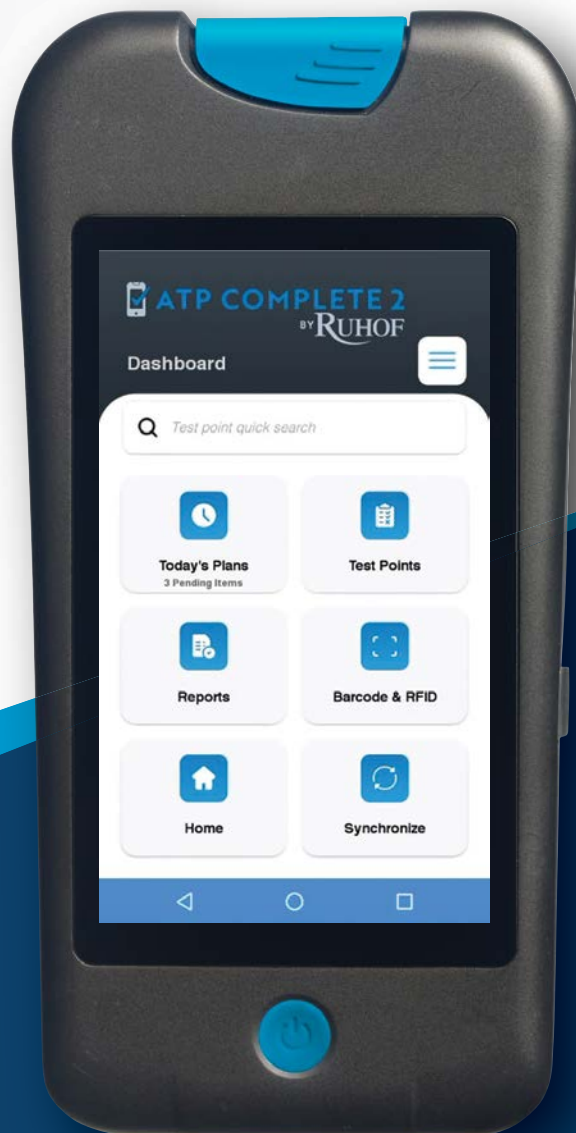
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GE HealthCare Study Reveals Barriers in Healthcare

Q&A with Mathias Goyen, CMO EMEA, shares solutions to overcoming existing challenges.

by Brenda Silva

As an industry self-check, the “Reimagining Better Health 2023” study was designed to take the pulse of the healthcare industry, and examine barriers and obstacles that still may exist. The study was conducted between August and October of 2022, and included responses from clinicians, patients, and patient advocates located in eight countries in North and South America, Europe, and the Asia-Pacific region.

Mathias Goyen, Prof. Dr. med., chief medical officer EMEA at GE HealthCare, shared the findings of the study with Healthcare Purchasing News via email, and offered insight on how imagining better health can be achieved with better communication and feedback throughout the healthcare industry.

Q What was the driving factor behind the survey, and is it conducted annually?

As a newly independent company, GE HealthCare commissioned the “Reimagining Better Health 2023” study in service of the healthcare industry. Problem-solving starts with listening and understanding, and insight into the patient and clinician experience is critical to collectively reimagining healthcare. We shared the findings to provoke discussion, collaboration, and action across all stakeholders. It is not an annual study.

Questions relating to technology solutions addressed respondents’ general perception and experience with technology within their facilities and made no reference to any specific solutions or vendors.

Any references in the study to technology are inclusive of the entire spectrum of medical technology, such as medical devices, software solutions, electronic patient records, and other digital workflow solutions.

Q Was there a top healthcare concern in common across the countries and people surveyed, and if so, what was it (i.e. staff shortages, AI/technology concerns, supply chain challenges, etc.)?

Overwhelmingly, clinicians and patients have a shared vision: a healthcare experience that is more human and flexible, focused on the needs of patients and clinicians alike. And, while the goal is clear, the study revealed challenges to achieving this experience include distrust in artificial intelligence (AI), low technological interoperability across the healthcare system, workforce burn-out, fragmented care collaboration, and accessibility to care.

An illustration of the tension that comes with progress is that 60% of clinicians think it is very important to use advanced technology and make basic clinician tasks more efficient; however, only 45% of clinicians say AI—a technology that has

the potential to transform big data into usable data and help automate tasks—is ready for medical use. In the United States, that number drops to only 29%.

Since I am a radiologist, I often use the example of radiology. AI technologies are now taking over many of the administrative tasks for radiologists, giving them time and energy to focus on the parts of their job that can’t be left to technology—for example, applying their experience and training to thoroughly analyze complex cases and take the steps needed to create better patient outcomes. In this respect, AI has the potential to help rehumanize healthcare by giving the radiologist an opportunity to get out of the darkroom and connect with the patient. AI also helps support radiologists to create more defined imaging reports, which can be used to make more informed clinical decisions with diagnostic confidence.

Q When it comes to “reimagining” healthcare, what role could the results of the survey play moving forward?

The “Reimagining Better Health 2023” study defines a clear goal for the future of healthcare—a more human and flexible healthcare system. It is a call to action across the healthcare industry to transform these insights into a path forward and collectively build a bridge to this desired future state. Within GE HealthCare, the study serves as an important reminder to maintain a vigilance on innovating in service of patients and clinicians who face healthcare challenges every day. Firsthand insights are critical to gaining a deeper understanding of systemic problems and devising sustainable solutions.

Q Among the trends that were noted in survey results, which one do you think will have the greatest influence—and potential benefit—for the future of the healthcare industry?

The future of healthcare is human and flexible care backed by digital solutions, and this touches all the trends identified in the study. We have an opportunity to create precision care that leverages a patient’s unique data via multi-modal sources to determine the most appropriate course of treatment and deliver the best possible outcome. Then, leveraging AI to help synthesize the data, generate insights, and identify relationships that weren’t seen before—while also helping hospitals use resources more efficiently.

As a radiologist, I’m most excited for the widespread adoption of AI to act as an intelligent assistant in the radiologists’ workflow and automating repetitive and tedious tasks, so radiologists can focus their time on providing a narrower differential diagnosis.

Q With the barriers in healthcare that need to be addressed, which one could have the most detrimental effect on the healthcare industry if not overcome, and why?

Each barrier is critical in its own right and they are closely connected. As the study reveals, people, processes and technology must work in harmony. When any of these face barriers, it can have repercussions across the greater healthcare ecosystem.

For instance, 43% of patients do not feel heard by clinicians, and just over half of clinicians don’t feel they have enough time and resources to care for both patients and patients’ families. At the same time, 40% of clinicians have yet to be convinced that medical technology enhances their clinical workflow and promotes efficiency, and 55% say AI technology, in general, is not ready for medical use.

AI and other digital technologies can automate administrative tasks and help synthesize data for clinicians. Addressing the trust barrier has the potential to have a meaningful impact on other barriers, such as allowing physicians to spend more time with patients, perhaps ultimately leading to patients feeling heard and alleviating the time burden that clinicians reported.

Q From the choices of: better patient relationships, enhanced technology, or more streamlined workflows, which offers the potential to have the greatest impact on healthcare in the next five years, and why?

To achieve a human and flexible healthcare experience, we must collectively work to address each of barriers identified in the study. That said, technology has the potential to aid in driving change across many of the problems disrupting the system. This is why I say the future of healthcare is human and flexible care backed by digital solutions.

At GE HealthCare, we’re working to unlock the potential of AI to help drive operational and clinical efficiencies from reducing scan times, to helping with administrative tasks, and increasing diagnostic confidence. Our Command Center, for instance, connects, integrates, and analyzes data across healthcare systems to improve hospital patient flow and quality. And, Critical Care Suite 2.0, an AI solution embedded within a mobile x-ray system, helps enable faster clinical decision making, helps improve triage decision making and can help improve outcomes. These are just two examples of the ways we, as a healthcare industry, can leverage technology to problem-solve. **HPN**

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Managing supply chain unity through crisis amid flexible working environment

Here's how to blend in-house, hybrid, work-from-home options successfully

by Kate Polczynski

Geisinger Health is an integrated delivery network in northeastern Pennsylvania. I began my career there almost two decades ago and have been fortunate to be surrounded by amazing colleagues, coaches, and mentors along the way.

When I joined the Supply Chain department in the early 2000s, everyone knew everyone. If I didn't know how to do a task, I stuck my head over the cubicle wall and asked for help. You learned by listening to others and jumped in to help if you overheard the challenges of the day. You knew who to contact to help move things forward—who will bring what dish during the celebration potlucks—and how to manage people's personalities and work styles. DISC (*Dominance, Influence, Steadiness, Conscientiousness* – an acronym for personality profiling to help improve communication, productivity, and teamwork) assessments were posted on the cubicle wall so as you engaged with a colleague, you knew what to expect. We spent more time together with our work family than we did at home—with people from the community you lived in.

It wasn't often that I left the corporate office prior to my management roles. On an exciting day, you could walk down the hall to talk with Accounts Payable about an invoice mismatch. Or better yet, you receive a call from the mystery voice in Receiving about an overshipment. Visiting customers in the hospital or attending a meeting “on campus” felt like a big day out, and donating \$1 to support the Children's Miracle Network allowed you to dress down on Fridays, which felt like a treat from the traditional business attire.

Most of my career has been spent in the Strategic Sourcing and Procurement pillars of Supply Chain. As I ventured to a manager, and then up, my focus and

strategy were centric to my area. I focused on savings targets, contract compliance and RFPs. My team had distinct KPIs and performance measurements which were reported independent of others. No one worked remotely outside of managing email while traveling. Somehow across the many teams within Supply Chain we got it all done, and during challenges, you could walk down the hall to the corner offices and together we would figure things out.

Screeching halt to normalcy

And then 2020 happened. We received notice that we had to move everyone home within 48 hours for “two weeks.” The team banded together and did IT assessments, checked connection speeds, worked through questions about phones, desks, and chairs, but we did it. Every morning we would check in—How are you doing? What's new your way? “Stay safe” was the tagline at the end of every meeting.

Two weeks became a month ... then two ... then more and the team began to adapt to their new working environment. As each day passed, making this hybrid work, a REAL thing started to fill people's minds.

During the pandemic, our team's dependence upon each other was felt more than ever before. Everyone chipped in to help, regardless of title, role, or responsibility. Our mindset was: do what was necessary, and do what needed to be done for the patient and the community. Every critical order was treated with the utmost care. Receiving knew “full tracking” and “time of arrival” for each package containing PPE. We crossed each other's lanes A LOT in a way we never had before. To stay connected we established daily huddles—both within our teams, but also within leadership. There was increased communication



across all areas—the teams felt as though they were fighting the same fight, and doing whatever was needed to solve the problem of the day.

Just getting it done

As professionals in this sector, we know healthcare thrives on protocols and Supply Chain thrives on predictability. During the pandemic, we left behind any feeling of this. This experience we were having wasn't an unthought-of thing. In 2015, Gen. Stanley McChrystal stated in *Stanley McChrystal, Team of Teams: New Rules of Engagement for a Complex World*, “Today's rapidly changing world, marked by increased speed ... means that organizations everywhere are now facing dizzying challenges, [...]. These issues can be solved only by creating sustained organizational adaptability through the establishment of a team of teams.”

This concept never felt truer than during those initial response months and it remains true today.

The physical distance between team members has only increased as the pandemic served as a catalyst in transforming where and how we work. Many organizations have successfully transitioned staff

away from traditional office work to a virtual world.

This fundamental shift has had many perceived benefits, such as higher staff satisfaction, opportunities for expanded recruitment candidate pools from anywhere across the globe, and flexibility for much of our workforce to work anywhere. But it wasn't without mixed reviews. The organization had fully embraced this hybrid work model, and the challenge for leadership now was to adapt to the new way we did our work.

Not all Supply Chain roles can transition to a remote or hybrid environment,

lacking the personalization people were used to having. We also struggled with implied, or perceived, inflection within these communications. As a leadership team, we tackled this head-on and encouraged everyone to "assume best intentions". We also encouraged a three-strike approach—if it requires more than three back-and-forth exchanges to gain clarity, staff were encouraged to pick up the phone and connect personally.

As if these changes were not enough to manage, these changes amplified prior challenges within the Supply Chain team of creating connectivity and alignment

our onboarding training materials, which required a refresh in this new world.

I'm again inspired by Gen. Stanley McChrystal with the quote, "Purpose affirms trust, trust affirms purpose, and together they forge individuals into a working team."

I believe our Supply Chain professionals are highly driven by their purpose in supporting our patients and communities. But I'd offer that having defined PROCESS helps to create the TRUST needed in a highly complex work environment. It sounds simple to say, "let's change from this product to that," but the number of

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B I L I T Y

which created dynamics I have affectionally referred to this as "the haves and have-nots." As leaders, we had to remind everyone in the supply chain team of why we are here—to support the patients and community we are so privileged to serve. Like many other organizations, we experienced impact during "The Great Resignation."

During this time, we had team members explore other remote work, requiring us to recruit for vacant positions. This opportunity allowed us to pull from a national talent pool. We had great success in recruiting very talented staff who have added great value to the broader team dynamics. As we began allowing for remote work beyond our zip codes, we also faced challenges. For those who worked locally, a quick in-person chat was a car ride away. But for those who were a plane ride away, things like coaching and mentoring, training, and team building had to be handled differently than ever before.

Team dynamics were disrupted and getting to know someone proved difficult during a scheduled 50-minute Microsoft Teams call. What was once a water-cooler chat, or a hallway consult, now became a text message or email communication

amongst staff who work in the hospital and those who are working in the corporate office. Intentional communication, inclusion, and networking when a team member is not geographically close becomes a critical component of fostering a positive team environment. Additionally, thoughtfulness in ensuring an employee feels connected to the organizational and department mission becomes increasingly important for staff who may be states away.

Redefining traditional vs. virtual

We recognized it was important to help reduce potential friction by better defining our roles and processes. It sounds simple, but it was amazing to reflect on how many processes happened because of tribal knowledge sharing. Each leadership team identified key workflows—either individual or cross-functional—and began compiling Standard Operating Procedures. One way to do this is with a RACI Matrix, which outlines process steps and roles with the identification of roles for those Responsible, Accountable, Consulted, and Informed. We were able to quickly create accountability in our process steps in a new way, as well as have

process steps required to do so, and the entire nature of our business, where every element must be perfectly executed to succeed, can be daunting at times.

While healthcare supply chain is often compared to manufacturing when discussing process work, there is an undeniable difference in our mission. We have the privilege and responsibility of ensuring our talented caregivers and colleagues have what they need when supporting members of our community on what is likely some of the most impactful days of their lives. As healthcare supply chain leaders, reminding our teams of this mission and connection to service is more than simply outlining the high-level process flow and how to use the ERP system.

The work of fostering a high-performing and cohesive enterprise Supply Chain is a never-ending task of leaders. The influence of a hybrid work environment on this effort is an increasing consideration. As we focus on preparing our teams for the increasing demands and complexities of the future Supply Chain, creating cross-pillar experiences with a team-based approach to defining success can help a healthcare enterprise achieve its mission and vision.[HPN](#)

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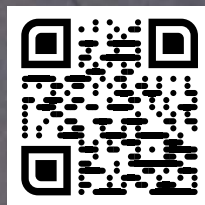


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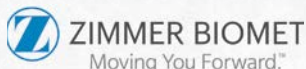
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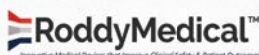
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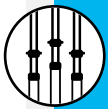


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