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Digital Transformation: Uniting the Full Continuum of Care



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Conflict of Interest

Michael Skaff, COO, Jewish Senior Living Group (JSLG)

Ginna Baik, Senior Care Strategist, CDW Healthcare

Have no real or apparent conflicts of interest to report.



Agenda

- Digital Transformation: What and Why
- Aspects of a Digital Transformation
- A Digital Transformation Plan: Goals, Benefits and Challenges
- JSLG Case Study: Developing the Digital Transformation
- JSLG Tools and Spaces
- JSLG Considerations, Challenges and Outcomes
- Rightsizing the Journey for Your Organization



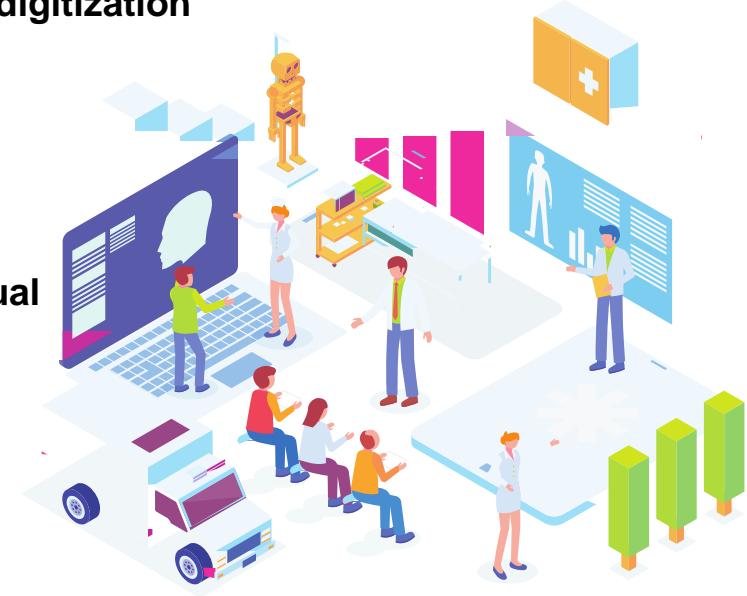
Learning Objectives

- Analyze the current healthcare landscape in terms of acceptance and readiness to accept new digital tools from a patient and provider perspective
- Define components for a unified digital transformation that encompasses physical and virtual spaces to create a streamlined experience, as demonstrated by JSLG's journey
- Consider how organizations may best implement a digital transformation strategy tailored to their unique patient and community needs
- Respond to potential concerns about implementing a full digital transformation, including ways to maintain current care while evolving systems and forming strategic partnerships



Digital Transformation: Level-setting the Conversation

- 51% of healthcare professionals believe **digitization** is transforming the healthcare industry¹
- Digital technologies:
 - Unify the **patient experience**
 - Exist in the **physical** and the **virtual**
 - Focus on the **individual**
 - Join **disparate elements**²



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1. Source: [McKinsey & Company](#)
2. Source: [Enginess](#)

Make the Connection: Digital Transformation and Quality of Care and Life

- Healthcare is shifting to **value-based care**
- **80%** of adults 55+ believe technology will be key to advances in medicine
 - However, **35%** of seniors feel their health plans do not use technology to improve access, information or care and want more tech-enabled solutions¹
- **Outcomes**
 - Generating social integration – the biggest predictor of longevity²
 - Developing a community through technology
 - Creating a personalized experience
 - Improving population health³



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1. Source: [Toluna](#)
2. Source: [Association for Psychological Science](#)
3. Source: [Enginess](#)

Considerations Before Beginning

- Is your **leadership** ready to lead the charge?
- Are your tools and solutions **accessible**?
- Do you have the **budget** for this project?
- What role do you want **partnerships** to play?
- Do you have **contingency plans** for when things don't go as planned?
- How will you **measure success**?

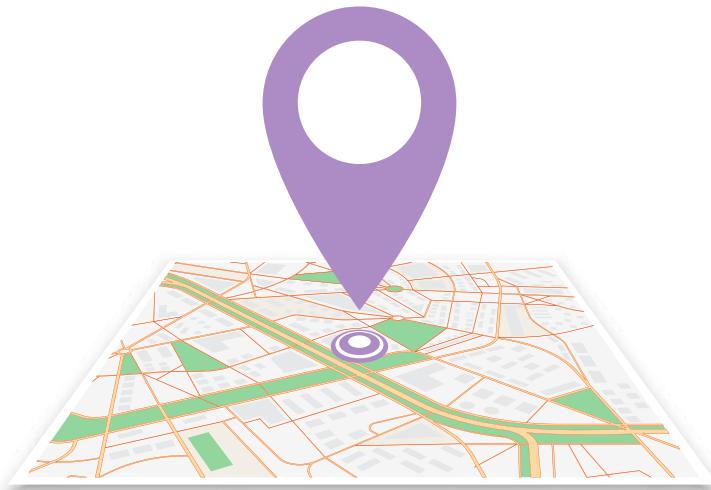


Crossing the Digital Divide

- Organizations must connect **IT transformation** with **business transformation**
- Requires an **enterprise-wide focus**



Implementation: Physical and Virtual Integrate Seamlessly



- Tools are not individual – they create a **streamlined process**
- They act as the **building blocks** of the full experience
- A **platform approach** is key
- Organizations need a **roadmap** and a **strong foundation**

Digital Solutions & Endless Possibilities

- Wearables to track vitals
- Personal emergency response systems
- IoT wayfinding
- Telehealth
- “Smart” rooms
- Virtual assistance
- Remote monitoring
- Voice-controlled devices
- Robotics
- Machine learning
- Artificial intelligence
- Digital signage



Confronting Inevitable Challenges



Organizational

- Maintaining a high level of care while evolving



Budgets

- Demonstrating a visible ROI



Accessibility and buy-in

- End-users must be interested



Sustaining momentum and focus

- **54%** of C-level healthcare executives have a digital transformation pilot underway, but only **32%** have completed digitalization plans in some areas¹



Welcome to the Jewish Senior Living Group (JSLG)

- JSLG's **San Francisco Campus for Jewish Living** (SFCJL)
- **Nine-acre campus** that provides on-site and off-site opportunities for enhanced living
- **Serving varied needs:**
 - Skilled nursing
 - Post-acute rehab
 - Assisted living
 - Long-term and memory care
 - At-home services



Time for (Big) Change

- The **patients** we see are changing
- The **delivery** of and approach to healthcare is changing
- **In-home care** is crucial to addressing aging populations
 - Holistic experience in home and on campus
- SFCJL's portfolio of services must be **unified** to meet patient needs

**These changes require a fuller analysis
of the complete continuum of care**



Defining the Vision

SFCJL will be a fully integrated community hub, empowered by technology to deliver the right services to the right people at the right time in a simplified way.



Activations and Elements



- **Microcosm of a city** – integration of all life aspects
 - Food
 - Health
 - Fitness
 - Transportation
 - Home
- **At-home care**
- **Human element** of care – improved via digital enhancements
- **Economic stability** and **competitive differentiation**

The Digital Transformation Begins

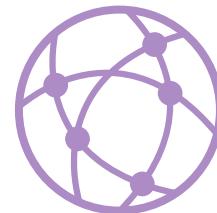
- Technology is embedded in the space and available virtually
- **Greatly increases the number of** patients, residents and community members served
- The project includes:
 - 190 **brand-new residences**
 - Updates to SFCJL's **current facilities**
 - Byer Square
 - Home care



Building a Strong Foundation: Considering IT at Every Step



The basics:
Cabling
infrastructure;
Wi-Fi



Robust networks: To
connect the physical
and the virtual



**Sensors and
connections:** Built into
the walls of the space

The Learning Laboratory: Tools Implemented and Spaces Transformed

- **Frank Residences** – a model senior smart home
 - Unified communications systems
 - Wearables
 - IoT devices
- **Customer relationship management tools**
- **Resident Safety**-focused devices
- **Unified communications tools**



The Heart of SFCJL: Byer Square

- A **community interface** that unites the campus and beyond
- Encourages life-long learning/interacting with technology
- **Full continuum of services**, including:
 - Integrative healthcare clinic
 - Wellness programs
 - Care navigation/caregiver support
 - Retail services
 - Spa
 - Café
 - Fitness center
 - Auditorium/event space



SFCJL Key Stakeholders



- **Other healthcare organizations**
 - Collaboration over competition
 - Ultimate goal is to advance the state of care
- **Public-private partnerships**
 - Financial resources
 - Population health
- **Technology partners**
 - Expert voice to tackle complexities
- **Value-aligned teams**
 - Working toward the same vision

Facing Challenges at Every Turn

- The right technology in the right place at the right time
 - Due diligence on all implementations
- **Financial** constraints
 - Partnerships
 - Long-term planning
- **Maintaining care** during transitions
 - Staged approach
- **Accessibility**
 - Educational training
- **Prioritizing** across the organization
 - Considered top to bottom



Where We Are and Where We're Going

- Improved **social integration**
- A **fully developed community**
- **Processes enhanced** – not taken over by – technology
- Improved **care navigation**
 - Complementary services
 - Care coordination
 - Care delivery



SFCJL's Challenge Are not Unique

- Digital transformation is an **iterative cycle**
- **Small to medium-size organizations** are able to pivot
- **Nontraditional approach** is key to innovation
- The transformation must continue in SFCJL's **existing framework**



Rightsizing Digital Transformation for Your Organization

- Develop a **person-centered approach** that addresses problems from a patient/customer service standpoint
- Learn the **limitations** of an organization's existing process
- Focus on **research and development**
- Develop **partnerships** to share and maximize ideas and practices
- Deliver **small wins** up-front



Questions

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