Challenge the way ASCs are run today and envision an innovative tomorrow
introduction

On November 11th at the OOSS Symposium 2017, nearly a hundred attendees convened at the Hilton Riverside Complex in New Orleans to hear Elizabeth Nelson, a pioneering researcher in biomedical engineering and author of The Healthy Office Revolution, speak about pragmatic and cost-justified approaches for creating innovative ophthalmic ASC environments through a critical review of people, process, and place. She also spoke about the dangers of an unhealthy work environment (e.g., little access to fresh air, light, and nature, poor posture and lack of physical activity, and too much caffeine and sugar)—and how these risks contribute to employee burnout.

Ms. Nelson’s keynote speech was followed directly by an interactive panel discussion with industry leaders to identify the most common innovation roadblocks that ASCs face. These panel findings are summarized on page three.

When the panel adjourned, Eckert Wordell and Tekna led approximately 60 attendees with diverse backgrounds (administrators, managers, surgeons, surgeon owners, consultants, etc.) through a workshop designed to help better envision the ASC of the future. This document summarizes workshop learnings in order to prompt further exploration of ASC innovation.
Burnout — can be difficult to recognize because feelings ebb and flow. One day, staff dream of leaving their job and becoming baristas, while another day they feel immense job fulfillment and satisfaction.

Complexity — our jobs are hard for a variety of reasons, but the key is finding balance and recognizing that challenges are ok to talk about.

Coworkers — as we spend more waking hours at work than at home, our peers can make or break job satisfaction. ASC owners should actively involve themselves with the center and staff needs. A happy and productive support staff can reduce stress levels, making it easier for everyone to relax at the end of the day.

Focusing exclusively on patient satisfaction — with reimbursements top-of-mind, we often lose sight of employee satisfaction by only addressing patient needs, yet employee and patient satisfaction are related. Employee’s health and happiness in the work environment directly impacts a patient’s experience through their interactions. Furthermore, as millennials (our next ASC leaders) join the workforce, their demand for better work/life balance will carry more influence in attracting and retaining top talent.

Trust & recognition — as leaders, we need to create an environment that encourages participation and engagement, i.e., let younger staff bring ideas and take ownership in making healthier, happier environments.

Culture change / turnover — we often see dysfunction and lack of employee engagement with surgeon or management changes, or when a center has multiple surgeons with different management styles.

Disruption & intrusion from new financial partners — a desire for innovation and autonomy were key factors that helped launch the ASC business model. When financial partners with different backgrounds enter the business, our experiential knowledge that brought us to the model in the first place may be less influential.

Apathetic leadership — when we have managers and physicians who don’t have empathy for their staff, it’s nearly impossible to instill it. But as leaders, if we choose to make a better work environment, because we want to be happier and we want our teams to be happier, we can find success by addressing the core issues in a systematic way.

Return on investment — can be difficult to measure. If an ASC invests heavily to create a healthy workflow, but doesn’t address other pressing concerns, a return on investment may not even be evident. Retaining happy employees, though, can have great ROI as replacing employees is costly.
materials and activities overview

Using the "people, place, and process" framework outlined in Elizabeth Nelson’s session, we developed a set of workshop materials to guide participants through the process of assessing their current ASC and imagining innovative solutions to the challenges faced.

Today’s agenda

1. Welcome, Introductions & Agenda
2. Identify Field of Vision Building Blocks
3. Activity 1: Assess & Remagine Your Business
4. Define Innovation & Innovation Segments
5. Activity 2: Build an Ideal Solution & Address Likely Challenges
6. Interactive Learning Opportunity
With an ecosystem approach to exploring areas of investment, we identified the functional building blocks that work together in creating the overall experience of your ASC.

After dividing into groups, participants selected target investment areas listed under the building block columns (in the adjacent worksheet) that they would like to address in their ASC vision. The word cloud diagram below summarizes the most popular target areas chosen (indicated by proportional word size).

**KEY FINDING**

- Communication is essential in driving efficiencies and building a bridge between stakeholders to realize goals and build empathy.
**self assessment activity**

Why these areas need investment and what kinds of hurdles might occur in the process.

**KEY FINDING**
- Trust is an overarching theme that is equally important to patients and staff.

<table>
<thead>
<tr>
<th>From the patient perspective, trust signifies:</th>
<th>From the staff perspective, trust signifies:</th>
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<tbody>
<tr>
<td>◄ Measurable efficiency</td>
<td>◄ Clear growth path</td>
</tr>
<tr>
<td>◄ Quality experience</td>
<td>◄ Engagement and empowerment</td>
</tr>
<tr>
<td>◄ Atmosphere and technology</td>
<td>◄ Staff experience (e.g., work/life balance)</td>
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<tr>
<td>◄ Education and awareness</td>
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Innovation isn’t always about technology. In “the seven innovation segments” handout below (click here to download a digital copy), we shared several real-world examples of companies who found groundbreaking success by thinking differently about evolving their businesses. Building upon the previous self-assessment activity and inspired by these success stories, the groups started developing their own ideal solutions.
opportunities / priorities

Coming together in one final group for an interactive learning and sharing moment, we identified high-priority areas that would have the most impact.

- Empowering staff, improving everyone’s ability to communicate
- Providing better work/life balance
- Improved reimbursement scheduling
- Creating smoother workflows for both staff and patients
- Enhancing aesthetics with a limited budget
- Welcoming patients and their guests as family
- Providing amenities
- Boosting overall patient satisfaction
- Facilitating communication with patient and family
- Easier-to-use scheduling systems

KEY FINDINGS

The teams’ diverse perspectives enabled the following aha moments:

- Effective and clear communication is imperative, both internally (staff and operations) and throughout the patient experience.
- Enhancing patient and caregiver education should be a primary focus.
potential solutions

At the end of the workshop, groups took what they learned and crafted a vision for innovative changes they’d like to see.

1. Analyze data & act
   - **goal**: increase use of electronic information and infographics to educate staff and promote better outcomes
   - **key technologies**: improve sharing and access to EMRs (electronic medical records)
   - **who benefits**: patients, staff, MDs, guests
   - **challenges**: staff attitudes and burnout, difficulty of learning a new system, time and capital to implement
   - **what makes this new**: ensuring physicians have access to EMRs and easily understood infographics will drive success and allow for better-informed decisions
   - **innovation segments**: technological + experiential + systematic

2. Build flexible workspaces
   - **goal**: design a flexible workspace to accommodate various situations
   - **key technologies**: portable devices (computers, tablets, etc.), movable walls, easily transportable furniture
   - **who benefits**: patients, surgeons, staff
   - **challenges**: costs of implementation (although might reduce costs overall)
   - **what makes this new**: creating an adaptable space keeps overhead costs low when building modifications are needed
   - **innovation segments**: architectural + perceptual + experiential + systematic

3. Develop educational videos
   - **goal**: concentrate on communication, quality, and safety to facilitate trust between patients, physicians and employees
   - **key technologies**: tablets, TVs, etc.
   - **who benefits**: patients (increased engagement), caregivers, and staff
   - **challenges**: costs of technology, videos accessibility, ensuring patient viewing
   - **what makes this new**: creating videos for both patients and staff brings unity to the group, allowing all to participate in the care continuum
   - **innovation segments**: technological + experiential + entrepreneurial + systematic

4. Be a place people want to visit
   - **goal**: become a trusted and comfortable destination for care
   - **key technologies**: SMS system, online educational hub, telecommunication
   - **who benefits**: patients with increased engagement and knowledge about the center and their care; patients have a more personal connection to the center
   - **challenges**: cost of a human resource to do and maintain, cost of systems/programs
   - **what makes this new**: focuses on a friendly, personal side of medicine, provides avenue for patient education and greater communication
   - **innovation segments**: technological, experiential, systematic, sustaining
For more than thirty years, OOSS has grown up with, advocated for and provided critical advocacy, network and educational support for the entire ophthalmic ASC community. As the only professional society addressing the unique interests of this maturing community, OOSS communicates regularly with over 1,000 ophthalmic-only centers and another 500 multispecialty centers with an ophthalmic focus. Of those, more than 500 centers engage regularly with OOSS, supporting advocacy endeavors, contributing industry intelligence, and participating in educational programs. At the heart of OOSS, are our members – our pioneers and our innovators. These people achieve incredible results every day, ensuring exceptional surgical experiences for patients and surgeons alike, and manage profitable enterprises that afford value. Learn more at www.ooss.org.

Eckert Wordell is an architecture, interior design, and engineering firm composed of a team of exceptionally talented people who focus on responsible design, building strong relationships with our clients, and enhancing our community. Our core values unite our team and guide our work, allowing us to care about and be committed to the success of our firm, our clients, and each other.

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We believe that every project is unique. Every building has different requirements, and each deserves an individual approach to capture the essence of its specific circumstances. Therefore, we respond to the priorities and goals of our clients to create a building that meets their needs and reflects their mission and vision.

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We are a full service product development firm and medical device manufacturer that helps customers create and deliver meaningful solutions. Our unique combination of capabilities moves products and strategies from innovation through realization.

Our research team specializes in:
• Focus groups
• User research
• Usability testing
• Market analysis
• Workshop facilitation

We believe that understanding users and responding to human needs is the most effective way to inspire great ideas. By pairing user research with market analysis, we identify effective solutions that are both desirable and viable. Our methodologies are tailored to specific project needs, ranging from upfront ethnographic observations and user interviews, to usability testing throughout the product development process. The best part? We take those learnings and help build your business strategy through innovation workshops, concept generation brainstorms, and human-centered design tools.

Learn more at www.teknateam.com.