

The Post-Pandemic Healthcare System: A Leadership Perspective

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Abstract

This project addresses:

- ✓ Key challenges facing healthcare leaders
- ✓ Developing trends surrounding COVID-19
- ✓ Healthcare leaders' perspectives across multiple sectors

This project presents:

- ✓ The management of challenges evoked by the pandemic
- ✓ Positive pandemic impacts to the healthcare delivery system
- ✓ Negative pandemic impacts to the healthcare delivery system

Introduction

Project Goal:

Obtain perspectives on how healthcare leaders have navigated key challenges faced during a national pandemic to better prepare for the delivery of healthcare in the future.

Main Points:

- Gain an understanding from a leader's viewpoint, the effect of the pandemic on healthcare delivery.
- Identify from a leader's perspective, the direction and outlook for the future of healthcare in the United States.
- Record the interviews with permission of each leader in video format that can be used in the healthcare administration program.

Participants



Methods

Project Questions:

How are healthcare leaders navigating challenges of the COVID-19 pandemic? What strategies are expected to transition following the pandemic?

Selected participants who are:

- Leaders in their organization
- Represent different healthcare systems and types of facilities
- Work in areas highly affected by the pandemic

Established Interview questions centered on five key areas:

- Technology
- Cost Containment/Reimbursement
- Labor Force
- Population Health
- Healthcare Reform

Interview Process:

- Contacted leaders and scheduled a 30-minute interview
- Obtained informed consent prior to each interview
- A standard in depth 15 question interview script was utilized for all participants
- Conducted and recorded each interview
- Created a summary document of key points to each question using my notes and the recorded videos
- Developed a comparison of similar responses from each of the leaders to identify alignment of viewpoints of all leaders
- Identified individual perspectives of each leader

Results

Individual viewpoints:

Technology: Technology entering the healthcare market will cause more challenges at a faster pace - Dr. Craven

Cost containment/Reimbursement: Pay reduction: All leaders, providers, and some departments - Mr. Cathey and Dr. Craven

Labor force: Quality of care being sacrificed - Mr. Townsend

Population Health: Needs improvement for stronger partnership between insurance companies - Mr. Cathey

Healthcare Reform: Private pay organization with month-to-month payments that does not accept Medicare or Medicaid - Mrs. Bourgeois

Similar Viewpoints:

Technology: Telehealth works for certain specialties but not all. Integration of face-to-face and telehealth visits.

Cost Containment/Reimbursement: Loss of volume resulted in loss in revenue. Limited emergency room and surgery volumes.

Labor Force: Reassignment and flexing of staff. Employee burnout and stress. Incentivized employees.

Population Health: Focus on integration of preventative medicine and care.

Healthcare Reform: Insurance concerns. Leap to telemedicine following the pandemic.

Conclusion

Results varied based on perspective of the leader, size of the organization, and area for which the participant was responsible.

The COVID-19 pandemic has:

- Shown the significant value of telehealth
- Transitioned from Fee-based to Value-based fees
- Highlighted the high costs of care, affecting some of the most vulnerable populations
- Transformed nearly all areas of healthcare
- Proven the resiliency of the healthcare labor force

What I learned from this project:

- ✓ Importance of maintaining adequate staffing levels
- ✓ Need to focus on preventative care
- ✓ Telemedicine allowed for continuity of care without risk of exposure
- ✓ Healthcare systems found ways to reduce costs without compromising care
- ✓ Need for flexibility, resilience, and preparedness
- ✓ Importance of focusing on healthier lifestyles

Franciscan Values Observed

Service
Reverence and Love for All of Life
Joyfulness of Spirit
Humility
Justice