



About Next Wave Connect

Next Wave Connect is a network of healthcare-specific communities where professionals can collaborate instantly with peers and industry experts across the country, transforming the way healthcare professionals solve problems and make decisions through the power of social collaboration.

Next Wave Connect is healthcare's only information marketplace, bringing together industry experts and fostering collaborative, virtual healthcare communities.

Stay Informed. Build relationships. Get answers.









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How is Social Collaboration Transforming Healthcare?

The healthcare industry is constantly evolving and demanding that healthcare professionals find new and innovative ways to solve complex challenges. At any given time, there could be hundreds of hospitals across the country that are all working to solve the very same

6 Nurses and doctors don't operate on an island.

issues. This problem-solving process is expensive, and it's much more efficient to implement an existing solution rather than create one from scratch.

Collaboration empowers us all

Social collaboration empowers healthcare professionals. It gives them the ability to crowdsource information and find the solutions to the problems they are facing. This saves times and ultimately money. Healthcare consumers and regulatory bodies are demanding more efficient, high quality care. Reimbursement models are shifting from fee-for-service to value-based care. It is imperative that dollars be saved in as many ways as possible. We must find as many efficiencies as we can.

Social collaboration transforms the industry

Healthcare is being transformed through social collaboration by bringing the same people together to solve the same problems. Being able to network with people like you that are facing the same issues is no longer a nice-to-have. It is a must have. A common saying in healthcare is "Nurses and doctors don't operate on an island." They work together to provide the best care possible for the patient.

Collaboration happens inside hospital walls every day. Social collaboration is breaking down the barriers of those walls and allowing healthcare organizations everywhere to learn best practices from one another to improve the quality and efficiency across the industry.



Ivo Nelson
CEO & Chairman,
Next Wave Health

Ivo is a strategic advisor to several healthcare technology companies currently held by Next Wave Health. He is an investor who served on the boards of Encore Health Resources, HealthPost, and Health Care DataWorks, and he is an advisor to MedSynergies and SCI Solutions. While not dreaming up new solutions for healthcare, Ivo, surrounded by family, lives on a small lake in the Sam Houston National Forest, Texas.

Catalyzing Transformational Change

Rather than question, "How is social collaboration transforming healthcare," we need to be asking: "How can social collaboration effectively catalyze rapid, transformational change in our dysfunctional healthcare system?

Social media can be leveraged to begin to pull back the veil on healthcare.

Increase transparency to foster change

The obvious strength of social media is its ability to disseminate information with extraordinary rapidity across highly diverse audiences. If we assume that one of the great limiting factors for change in healthcare is a lack of transparency, then perhaps social media can be leveraged to begin to pull back the veil on healthcare.

There are organizations pursuing such a strategy including Angie's List, which aggregates patient reviews of physicians and publishes them on the web. The problem, of course, is that consumers do a very poor job of evaluating the clinical competency of providers, and thus base their observations primarily on "high-touch" variables. Further-

more, the platform does not allow for interaction with those providing reviews...and thus it is a one-way conversation.

But what if there was an unbiased enterprise (presumably non-profit) that allowed consumers to enter structured or guided information regarding their interaction with healthcare providers that went beyond superficial observations, then cleansed the data, and aggregated it in a fashion that gave it utility to a broad audience? And what if this data formed the foundation for social collaboration regarding provider selection? In other words, you could see aggregated data, as well as converse with people who were willing to speak about their experiences.

Evaluate the clinical experience

I'm not envisioning questions that merely probe satisfaction with such variables as provider communication, but rather questions that begin to unmask the clinical experience, including:

- Did your procedure go as planned (Y/N)? If not, please explain.
- Were you given a complete explanation as to the nature of your treatment, as well as potential adverse effects?
- Were subsequent, unplanned treatments (or hospitalizations)
 required within 30 days of your initial treatment?
- Did you experience an infection as a direct result of your treatment?

- Were the costs of your treatment fully explained to you?
- Would you recommend this facility for the type of treatment you underwent?

After 30 years of observing the glacial pace of change within health-care, I'm convinced that it will take consumers, empowered with the "right" information, to drive transformational change in healthcare—and we should be providing them with the appropriate tools accompanied by venues for meaningful social collaboration.

John Leifer

Author & Healthcare Executive, the Leifer Group

John Leifer is the author of "The Myths of Modern Medicine: The Alarming Truth About American Health Care" (Rowman & Littlefield, 2014) and "After You Hear It's Cancer: A Guide to Navigating the Difficult Journey Ahead" (R&L, July 2015). John has spent more than 30 years as a senior healthcare executive, consultant, academician and writer. Visit: www.leiferreport.com for more information.

Building Inter-Organizational Loose Ties

Social networking through online media is transforming healthcare by facilitating inter-organizational network ties. Networks within organizations can be very dense, with many close ties, in which the same people interact with each other repeatedly. Dense networks with close

Network theory: weak ties across dense networks lead to innovation spread.

ties reinforce internal cultural norms, shaped strongly by local history and conditions. Information circulating within such networks can get stale and unimaginative. Speech can resemble internal code, opaque to non-network members, such as patients and new employees. Problems are perceived as unique and often intractable, because the only solutions imaginable are those that everyone within the dense and close network already have dismissed.

Ties across dense networks

Network theory shows that creating weak ties across dense networks leads to innovation spread. Best practices emerge as individuals introduce into their local networks ideas and practices they have observed elsewhere.

In the past, weak-tie creation and cross-network learning could only occur through slow-moving mechanisms affecting relatively few individuals. New employees could introduce practices from prior employers, but in established organizations, new employees are a small percentage of the workforce at any one time. Employees attending industry conferences and training events learn of new ideas and practices, and can establish ties with other attendees. But these events are costly, so only a small percentage of an organization's personnel attend, and the events occur infrequently. Advanced professionals often establish close relationships with fellow students during extensive training periods, which persist after they disperse to positions at different organizations and sites. But the informational



content they exchange may be limited to professional interests they share, and transformation requires more.

Ties within new inter-networks

Online media breaks down these barriers. New inter-network loose ties can emerge quickly, simply by joining a discussion group. They can emerge at little or no cost. Online groups emerge from shared interests, which can cross professional boundaries. The media thus quickly and easily introduces many new opportunities for information to be shared, innovations to spread, and best practices to emerge.

These are only opportunities, however. The content that can be exchanged through online media is limited. It is a good way to share useful facts, such as salary schedules, organizational charts, satisfaction with vendors, smart forms, and job function ratios. Discussion forums can introduce new ideas and shape opinions. But online media is not a good mechanism for probing into the dynamics of uniquely local complex adaptive systems, rich in contextual opportunities and constraints, and this probing is required for local transformation to take place.

Online media thus creates more opportunities for more people to establish inter-organizational ties. The power occurs when they visit each other, and over hours or days, observe, debate, study, learn, and thus gain insight into how to transform the unique complex adaptive system within which they reside.



Yiscah Bracha
Healthcare Data & Analytics
Consultant, ONC

Yiscah has over 20 years of experience in healthcare analytics, business intelligence, and data warehousing. Her background is diverse, including experience in quality, process improvement, evidence-based decision support, and research as a biostatistician. She is currently working with the Office of National Coordination for Health Information Technologies.

Driving Change with Intentionally-Designed Collaboration

Most organizational models are still largely based on hierarchical models from railroads and the military. They're geared towards efficiency to support one business model. Change and learning comes

Healthcare is at an inflection point where only one thing is certain: the speed of change.

slowly and in awkward steps. However, healthcare must now address wickedly complex problems that involve new patient driven behaviors, shifts in business models from fee for service to quality outcomes, and technology that empowers people and communities in unpredictable ways. Dr. Donald Berwick, who oversaw Medicare & Medicaid) states it bluntly: "Healthcare is broken...We have set up a delivery system that is fragmented, unsafe, not patient-centered, full of waste, and unreliable. Despite the best efforts of the workforce, we built it wrong. It isn't built for modern times."

Transformational change is required

Healthcare is at an inflection point where only one thing is certain: the speed of change and depth of complexity will continue to increase over time. The result? No organization (private or non-profit) on their

own, no matter how much money or resources they have, will be able to shift with the rate of change and increasing complexity required to transform at the speed required by the marketplace.

Healthcare needs transformational change: the ability to shift an organization's DNA, its business model, and the very reason why people are engaged to do work that matters. How can this kind of transformation happen? Social collaboration is the necessary catalyst to trigger sustainable (innovation) change.

Organizational social architects lead change

Roger Martin, dean of University of Toronto's Rotman School of Management, contends, "leaders and strategizers of the future are social architects of meaning." That is, for transformational change strategy to work, we need organizational social architects. We need to create intentionally designed networks of people that enable participants to compare experiences, learn together, and keep track of information they all need to solve problems better than any single organization alone.

Social architects purposefully create social innovation as an act of intentional design. Further, there is now strong evidence to show organizations that intentionally design social and sustainable innovation get results: "Design-Driven Companies outperform the S&P Index by 228% over the last 10 years." Those design driven companies demonstrated that the role of design as a social lever for driving organiza-



tional change has never been more critical. Delivering more patient/customer experiences that link parts of an organization that were never previously connected often requires a design-led rethinking of the organization to shift from departments and services to systems and collaborative learning. Social architects will be the linchpins for successful transformation, forging connections across internal and

external stakeholder audiences, finding and fitting complementary talents, and enabling goal-directed collaboration.

At the end of the day, organizations will need to have the collaborative muscle to use social innovation as a lever for change (and find a way to grow this capability internally). Perhaps Kevin Kelly, former editor of Wired magazine, said it best: "Even great ideas can't exist in a vacuum. You need to bring the right people to the right ideas to ensure their proper care and feeding."

Pete Wendel

User Experience Manager, Walgreens Personalization & CRM team

Pete leads organizations through evidence based design leadership that delivers a return on investment via a return on behavior. His team/s create intentionally designed systems to empower people across diverse groups to translate behavioral needs of target audiences into connected products, designs, and services. Co-founder of the hybrid-business model, The Difference Collaborative and Principal of PDW Consulting, LLC. Find him on LinkedIN.

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- l. Dr. Donald Berwick (who oversaw Medicare & Medicaid) as quoted by Richard Anderson
- 2. Playing To Win: How Strategy Really Works, Roger Martin.
- 3. HBR / DMI Design Blog, March 10, 2014.

Applying Crowdsourcing to Security and Privacy Issues

Crowdsourcing is becoming common and is an excellent way to leverage information and expertise across a broad spectrum of geographies, training, experience, knowledge bases, perspective, and history. It allows the knowledge of the many to be applied to

Early detection of nefarious actions can allow us to better prepare and thwart attacks.

the problems of the one. Social collaboration is an excellent form of crowdsourcing where challenges that may seem unique to an individual or organization can be quickly shared with many others, allowing the crowds to provide proven solutions in nanoseconds.

Increased complexity and breadth

Social collaboration becomes more important as the complexity and breadth of problems increase. Healthcare, with its numerous clinical, operational, financial, regulatory, workflow, research, and technology issues clearly has a wide breadth of challenges that seemingly increase on a daily basis. The complexity of these problems may ex-

ceed any other industry. Healthcare decisions can literally mean the difference between life and death.

Indeed the challenges of healthcare are huge; however, fortunately, they are being addressed by many of the finest and best trained professionals in the world. Organizations are bringing these professionals together to collaborate and build on the ideas and solutions of others to apply them in healthcare. Never before in history has the knowledge of the masses been made so available to solve the problems of individuals.

Information system security and privacy issues

Today, significant attention and focus is being placed on information



system security and privacy. Because the value of healthcare records significantly eclipse that of financial data, cyber criminals have become focused on attacking healthcare organizations. In reaction to these attacks, healthcare organizations are facing increased regulations and often times, significant penalties. The bad guys are getting smarter and the technology they are using is more sophisticated.

Social collaboration is serving as a great tool to help organizations better understand and source solutions to address the increased security attacks on healthcare information systems. Through effective social collaboration with many industry experts, early detection of nefarious actions can allow healthcare organizations to better prepare and thwart these constant attacks.

The value of the collective increases directly with the complexity and breadth of the problems and challenges we face. This depends upon the rule of numbers—the more participating in social collaboration, the more valuable it is.

No time before in history has the healthcare industry had more challenges and complexity as today; however, no time before in history have so many professionals been focused on these problems. With increased access to technologies that enable social collaboration our ability to thrive in this challenging environment has never been stronger.

Marc Probst

CIO & VP, Intermountain Healthcare

In addition to serving at Intermountain

Healthcare, Marc has been appointed to serve on the
Federal Healthcare Information Technology (HIT) Policy Committee
which is assisting in developing HIT Policy for the U.S. Government.
He has been a leader in information technology and healthcare
services for the past 30 years. Prior to Intermountain, Marc was a
Partner with two large professional service organizations: Deloitte
Consulting and Ernst & Young.

Helping to Navigate the New Healthcare Landscape

When a random picture taken of a boy on a poverty-stricken street in Brownsville, New York triggers 51 thousand people to donate \$1.5 million to send underprivileged kids just like him to Harvard, it's clear how social collaboration can unlock opportunities, break down barriers, make the impossible seem possible, and shine light on dark areas. But can social collaboration bring the same possibilities to healthcare? Absolutely!

Tackle a mountain range of challenges

In our rapidly changing healthcare landscape, there's not just a mountain of challenges. No, no—healthcare boasts entire mountain ranges of challenges. With problems such as getting doctors to go digital, the shift of rewarding value over volume, attaining true



interoperability, incorporating mobile health devices into the care continuum, and engaging and empowering patients to manage their health, there is certainly no shortage of problems to solve—which is why we need to work together.

There's something
beautiful about the modern
healthcare landscape—
it's new territory.

In my opinion, there's something beautiful about the modern health-care landscape. It's new territory. And the only way to make it through is by joining forces. Of course, we can't all work in the same region, the same city, or for the same organization, but we can certainly work toward the same goals.

Social collaboration has a very important role in transforming healthcare. It gives professionals a place to share their experiences, insights, and resources and a place to put their unique skill sets toward causes they believe in.

Cooperation, competition, and courage

The success of a social (online) collaboration depends on people to self-select, to cooperate, and at the same time to compete. It banks on courageous, natural-born leaders, willing to share their unique talents and dare to fail ... and continue to persevere.

Banding together and working diligently will eventually lead to the other side of this great transformation where we and future generations will benefit from our tenacity by having health information accessible when and where it is needed.

Joy Rios

Health IT Consultant,

Ask Joy Health IT Consulting

Joy Rios is a subject matter expert and health I consultant focusing on Meaningful Use, EHR proficiency, and PQRS. She has a unique talent for taking convoluted materials such as government incentive programs and distilling them down to the applicable information that healthcare professionals need to succeed. Learn more about Joy's contributions to health IT by visiting her website at www.askjoy.net.

Supporting Communities of Practice

Communities of practice are the basic building blocks of a social learning system because they are the social 'containers' of the competencies and knowledge that make up such a system. Social media

Since the beginning of history, human beings have formed communities that share practices and learning.

provides rich, robust platforms for communities of practice by both broadening the reach of the participants and by increasing the speed at which information and learning can be shared.

What is social collaboration?

Per Wikipedia, social collaboration refers to processes that help multiple people interact and share information to achieve any common goal. Such processes find their 'natural' environment on the Internet, where collaboration and social dissemination of information are made easier by current innovations. Social collaboration is group-centric versus social networking which is more individual-centric.

What are communities of practice?

Etienne Wenger summarizes communities of practice as "groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly." Communities of practice emphasize learning or the acquisition of knowledge from the group. They also allow for networking on a one-to-one level or a one-to-many basis.

Communities of practice are not new. Since the beginning of history, human beings have formed communities that share cultural practices reflecting their collective learning: from a tribe around a cave fire, to a medieval guild, to a group of nurses in a ward, to a street gang, to a community of engineers interested in brake design. Participating in these communities of practice is essential to our learning. It is at the very core of what makes us human beings capable of meaningful knowing.

According to Wenger, communities of practice should look at the following elements: events, leadership, connectivity, membership, projects, and artifacts. Good social media platforms provide all six of these key elements. Uniting a good community of practice on a robust social media platforms boosts the benefits of both. United, they have the power to transform healthcare. Here are just a few examples:

- They unite and empower our consumers the patients
- · They unite healthcare researchers from all over the world

- They facilitate learning and access to resources across the country and around the world by caregivers, patients, and loved ones
- Patients with chronic diseases can share experiences and make their diseases more manageable
- · Consumers can seek out providers and potential treatments
- Consumers can seek out information on ways to maintain their health
- Consumers can access provider and payer information more readily

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Wenger, Etienne and Snyder, William (2000) 'Communities of Practice? The Organiza tional Frontier', Harvard Business Review January_February.



Dr. Jean Ann Larson

Management Consultant, Jean Ann Larson & Associates

Jean Ann has over 25 years of experience leading organizational and professional transformations. She has served as an internal process engineer, VP of Clinical Quality & Safety, and Chief Learning Officer, founding an award-winning corporate university. She is editor of "Management Engineering: A Guide to Best Practices for Industrial Engineers in Health Care." Her most recent book is "Organizational and Process Reengineering: Approaches for Health Care Transformation."

Allowing Each of Us to Be Contributors and Influencers

Social collaboration is transforming the landscape of healthcare. Silos are disappearing, and new communities are springing up daily. Social media encourages collaboration and links technology, knowledge, and people in new ways. As a result, healthcare is becoming value-based, transparent, and accountable.

Connections based on interests

Social media connects users with lightning speed through multiple venues. You no longer need gas, to block time, and a meeting room to connect. Individuals and groups previously separated by walls and distance can connect and form communities around healthcare topics. Even people from competing organizations and differing socioeconomic backgrounds can connect over common interests.

Everyone has a voice

Social media is a great equalizer, where anyone can be an influencer, and everyone has a voice. Everyone contributes. Providers contribute. Researchers contribute. Patients contribute.

Individuals who live with a certain disease are considered experts in their own right by virtue of their lived experience. Their contributions via social media are valuable to others who share the same disease and seek information. Likewise, as soon as new healthcare information is published, everyone can contribute to the discussion through multiple social outlets.

Collaboration from connections

Connection leads to collaboration, which means coming together to achieve a goal, work on a project, or share ideas and experiences. Patients, employees, and providers all need to share best practices.

Alone we can do so little; together we can do so much. – Helen Keller

Best practice itself is a collaborative function between science and expert consensus that relies in part on social media to disseminate information. In-depth discussions via social media lead to partnerships and collaborations on research projects, publications, health-care outreach projects, and more.

As an example, educators and policy makers across organizations can collaborate on meeting regulatory requirements such as the National Patient Safety Goal of achieving clinical alarm safety through social media list serves and discussion forums.



Collaboration software further enhances the ability to connect and share between individuals and enterprises.

Informed patients and providers

As a result of instant access to limitless information, patients are better informed, more articulate, and expect value-based care. Informed patients communicate with their providers, changing the traditional provider:patient model. Providers and patients communicate and partner on wellness goals with mutual respect. Social media adds a new dimension to healthcare communication. The Mayo Clinic is a leading example of using social media to influence and inform a large audience.

Increased accountability and transparency

On an individual level, FitBit is an example of people setting, tracking, and sharing activity goals socially, reflecting a new transparency and accountability.

Insurance companies understand that patient engagement and accountability increase through the use of patient portals and mobile technology. Engaged patients do better than non-engaged patients. On a corporate level, healthcare providers publicly post score cards for comparison by the public.

Social collaboration is transforming healthcare in new and exciting ways, many of which remain to be seen, because people are ingenious and technology is unstoppable. Stay tuned.

Beth Hawkes, MSN, RN-BC, HACP

Nurse & Blogger

Providing Better Platforms for Discourse

Recently, I found a letter I wrote to the New York Times in 1998 that I sent but was never published. I remember the feeling of disappointment at the time because it was a great letter and I enjoyed writing it.

Social media has created a platform where nurses can be heard.

The letter in question addressed a fourth grade science project that sought to disprove the validity of Therapeutic Touch and was written in the April 1998 edition of Jama (Journal of the American Medical Association). It was reviewed April 1, 1998 by the New York Times.

Old ways of starting discourse and discussion

The New York Times stated that seeking to disprove or debunk at the onset of any scientific experiment is not the way of pure science. And the 9 year old fourth grader at the onset of her project set out to do just that.

The article was entitled: "A Child's Paper Poses a Medical Challenge," written in response to the JAMA article, "A Close Look At Therapeutic Touch." My letter addressed the JAMA article itself. At the time, I

served an indigent population as a Nurse Practitioner in York, Pennsylvania. I practiced one form of energy healing, as taught by Leonard Laskow, author of "Healing With Love," in my practice without the permission or knowledge of the attending physician.

The JAMA article made it obvious for all to see the appalling polarity that continues to exist between doctors and nurses. The article was indeed about Therapeutic Touch yet the undertone of scorn the editor/writer (Steven Barrett, MD) had for nurses showed me and my colleagues how doctors still believe that nurses are their hand-maidens.

Almost twenty years later, these attitudes still exist but are changing.

Nursing at its heart has always been one of healer and healing. Our education is holistic in nature, teaching compassion and non-judgment. Many physicians are proponents of energy healing called by various names. I doubt, as the conclusion of the JAMA article suggests, that the "claims of Therapeutic Touch are groundless and that further professional use is unjustified."

Beyond letters to the editor

Fast forward to 2015. Nowadays, I don't have to depend on a letter to the editor, which may or may not be published, to get my point of view before a wider audience. I can interview doctors and nurses on Google Hangouts and turn those hangouts into podcasts. I can blog my perspective and drive traffic to my writings via Twitter, Face-

book, and Google Plus.

More and more nurses are writing books. We use our books as backbone for public speaking and online or offline course work. Opportunities to meet and collaborate with thought leaders in medicine are facilitated through social media channels. Social media has created a world where we can reach out and contact almost anyone we choose to partner with, and in the process, create a platform where nurses can finally be heard—This is what we've been waiting for.



Kate Loving Shenk, RN, BSN Nurse & Blogger

Kate has worked by the bedside full time for three decades in women's health. She is an author, radio show host and daily blogger and podcaster. Her main passion is to bring death out of the closet in American society, but tending to animals and gardens often suffices just fine. Connect with her at http://kateloving-shenk.com/PRAYERpodcast.

Shifting the Flow and Volume of Information

We live in an age built upon harnessing information and knowledge to build the competitive edge. And this information is becoming very decentralized and distributed, making it harder to manage. Social networks and media are adept at handling such information models. The 'uberization' of the concept of 'curbside' consults to the information age. To get past the paralysis induced by overwhelming information expansion in healthcare, creating networks that are based on analytical algorithms that connect providers to information databases are imperative.

Thought leaders in healthcare needs to take charge of the flow of information...

service industries to sift through information is not only a likely business strategy, but almost inevitable. Healthcare is also transforming in this era of overwhelming information availability. And providers have to be at the leading edge of this change to retain their ability to give the best possible care to their patients.

Strong networks based on analytical algorithms

With the technology industry creating new apps every day, it is important for thought leaders in healthcare to take charge of this flow of information and point it to the right direction. Every single physician or nurse will tell you they face questions on a daily basis that stumps them completely. More often than not, a quick source of information is either 'Dr. Google' or a tried and tested 'curbside' consult with a colleague. Social collaboration is the crowdsourcing model for intellectual horsepower which extends

Collaboration loops

Project Watson is developing "WatsonPaths" which is a cognitive learning model that creates a collaboration loop between providers, clinical guidelines, medical journals and other sources of information in real time to solve complex problems. It certainly will take a lot of work to get to the next stage of development. Involving patients in managing their own information, Project OpenNotes – Robert Wood Johnson Foundation, Apple HealthKit, and Google Fit are all going to push towards the benefits that can be had from increasing the information sharing and collaboration that is needed to improve delivery of healthcare at a reduced cost.

Dr. Ash GoelChief Physician Executive

Ash has over 20 years of healthcare leader-ship experience including the last 5 years as CMIO and CIO of a large regional health system where he was responsible for HIT deployment including strategy, planning, process redesign, training, and clinician adoption. He received my medical degree from All India Institute of Medical Sciences, New Delhi and completed internship and residency from West Virginia University, Charleston Division. He also has a Masters in Medical Informatics from Northwestern University.

Eliminating Social Tiers and Geography

I feel that social collaboration is breaking down walls and allowing access to information. It is allowing conversations to occur that never would have happened in the past.

The written word becomes power—not your status, professional title, or perception of power.

Exposure to a diversity of skills

When would I ever be able to engage in a real-time conversation with a nurse or physician halfway around the world? This only occurs in today's social media environment. Not only to do I have access to people, but their knowledge and experiences. Social collaboration allows conversations to occur and exposes us to other thoughts and experiences we might not otherwise be aware.

Just this past weekend a physician posted a very benign question about vasopressors and DNR status on Twitter. Immediately a collegial debate sparked and experiences about DNR orders developed. What transpired was a nurse in another state shared how they have clear orders, yet the original physician had never seen such a form. Where else could this take place than in social media? This is where all social tiers are virtually removed and the written word becomes power—not your status, professional title or perception of power.

The norm, not the exception

I believe social collaboration will continue to transform healthcare as it will facilitate conversations, provide a medium to share successes and failures, and will become the place most will go to seek advice and solutions. As the next generation is raised on social collaboration, it will become the norm and no longer a second thought. Again, access to information and expertise will be the game changer and those that tap into these resources will see the benefits.



Joan Spitrey, RN, MSN, CCRN

Nurse, Blogger, & Adjunct Instructor, University of South Florida

Joan is a clinical nursing instructor, writer and consultant. She loves sharing her experiences with the next generation, who will be caring for us one day! She can be found sharing her passion for nursing at TheNurseTeacher.com and on Twitter @thenurseteacher. When not doing all things nursing, she loves traveling with her family and being on her boat.

Driving to Innovation Not Reinvention

Collaboration is innovation

I believe the place healthcare can be in is tricky, because of its dynamic nature, and the economic, social, and government pressures placed on healthcare professionals every day. One of the biggest steps we all can

Innovation is not just developing a new idea or a way, but also using an existing way better.

take is to truly collaborate with each other so that we stop reinventing the wheel. Innovation is not just developing a new idea or a way, but also using an existing way better.

Social collaboration is a part of our world today

Social networks and media are all around us—locally, nationally, and globally. Social media is no longer limited to individuals or regions, but the world is our oyster, as the saying goes. Access to information instantly is forcing professionals in our industry to be quicker on our feet, streamline our operations, and put a greater premium on quality. The focus on quality and customer satisfaction are new opportunities for collaboration. The



patients now have options, because they are more informed. I can attest to this just from my own, personal experience. How do we stay ahead of this curve and patients' expectations? I think this is one of the more important questions that we will have to answer very quickly.

Curt Kwak, MBA, CHCIO CIO, Proliance Surgeons

As CIO for <u>Proliance Surgeons</u>, Curt oversees 80+ care centers. He earned a M.B.A. and B.S. in Mechanical Engineering at the University of Washington, is a Certified Health CIO from CHIME, and completed a CIO Certification program at the Haas Business School at UC Berkeley. He was the Secretary of the Board for the HIMSS WA Chapter and enjoys giving back to future leaders by volunteering at the <u>UW MSIS</u> mentor program.

Guiding Us Toward More Meaningful Collaboration

Healthcare is in need of more collaboration than ever before, and the challenges that we are facing today require experts to respond with solutions in a quick and concise manner. Most importantly, these experts will need to work with others that are playing in the same sandbox, and

Collaboration is a journey, not a destination, and we still have a long way to go.

the playground is getting bigger by the day. With ACOs and population health, the walls of a healthcare system have expanded dramatically.

Mobile technology and connectivity increase

There has been a marked increase in social collaboration through the utilization of mobile technology. Mobile technology has given us the tools to facilitate collaboration more easily, using video conferencing, group chats, social media, and healthcare apps among many others. This increase in collaboration can help hospitals and communities be more adequately prepared for an epidemic as we recently saw with the Ebola outbreak. This is where the rubber hits the road and the importance of communication and decisions need to be made from key constituents from all over the world.

We have seen a spike in collaboration in the healthcare industry recently, with several key players honing in and emphasizing its importance, such as EHR vendors and social collaboration affiliations like Next Wave Connect and CHIME. These early adopters have paved the way for innovators to reach the masses and for us to use these tools to collaborate without the constraints of time, place, and relationships.

We are on a journey to collaboration

Collaboration is a journey, not a destination, and we still have a long way to go. It is imperative that collaboration tools are within the workflow of the contributor.

It is inefficient to switch tools to collaborate and contribute, and often this is exactly what is required. To move forward as an industry, we must find ways to communicate and collaborate that are more effective and userfriendly.

Sonney Sapra, CHCIO CIO, Tuality Healthcare

Sonney is a seasoned IT Executive in the healthcare industry. As CIO, Sonney oversees the IT strategy and direction for <u>Tuality Healthcare</u>. He serves on many committees and is the recipient of the "Forty under 40" Award by the Portland Business Journal. He loves to spend time with his wife and two children. The whole family has a passion for traveling and exploring new places and cultures.

Building a Virtual Village for Healthcare

Healthcare is an industry built on a community foundation. It involves clinicians, non-clinicians, patients, families, and companies—or a village—to care for one's health. As with most communities, it's the people who determine a community's success and growth. In a healthcare community,

Social engagement represents a shift in how patients and the healthcare community connect.

clinicians consult with peers, care teams communicate with patients, and everyone involved in the care delivery process interacts with one another.

A fundamental shift in the patient and healthcare community

Social engagement tools represent a fundamental shift in how patients and the healthcare community connect. Healthcare social media sites, platforms, and apps are being launched at a rapid pace. These products include peer-to-peer sites specifically for licensed clinical professionals to improved communication between patients and their care team. You can find a tool to fit most social media desires and they are beginning to take hold.

Healthier outcomes, higher consumer satisfaction

Communication and collaboration have always been the backbone of healthcare delivery. Today, specialists can collaborate online about a procedure, method, or approach in a secure setting of peers. Care teams can engage patients and their families at home via video, run diagnostic tests remotely, and remain in constant contact before, during, and after care is delivered. Healthcare professionals can collaborate in private chat sites at work to share their knowledge, provide peer feedback, or even comfort each other after a tragic case.

Together, these tools, platforms, and forums are transforming healthcare collaboration and the results are reflected in improved clinical outcomes and higher satisfaction for one's care.

Eric Demers President & CEO, Accreon

Eric has deep expertise in Healthcare IT and the US healthcare system. He is known for leading software and services organizations, which are continually at the forefront of the healthcare industry. Accreon is a technology and business services firm that has delivered innovative solutions to private and public sector Healthcare and Life Sciences organizations across North America.

Helping Us Move Healthcare Forward Together

Healthcare is changing

And with the advent of innovative technologies, dynamic options in treatment, and a focus on patient-centered care, collaboration among the many stakeholders for solutions to pressing healthcare concerns is an opportunity to ensure similar goals are met and guide the processes that help improve the quality of life.

Social Collaboration Breeds Innovation

Within a short amount of time, social collaboration helps ideas spread like wildfire. And when physicians, nurses, and other healthcare practitioners come together in an online platform to share work towards a



common goal, the result is often an amalgam of solutions that bring about innovative processes and structure based on ideas that have already been tested and proven. The result being something bigger and better than its individual parts.

If everyone is moving forward together, then success takes care of itself. —Henry Ford

Social Collaboration is an Opportunity to Network

Looking for opportunities to collaborate with others in the healthcare industry has proven invaluable for me. Meeting other nurses online, for example, is a networking opportunity that has opened doors to writing opportunities, collaboration at live events, and created a media platform to get my message on various fronts out into the world. It's no different in finding solutions in healthcare. Being present and showcasing your talents to others can give you an opening for your platform. Reach out to others you admire, listen to, and read about

on a daily basis. They may just be the next step in helping you move your agenda forward.

Social Collaboration Builds Individuals and Organizations

Knowledge is power, and sharing that knowledge among organizations online has the ability to bring about powerful changes in the way thought leaders approach their individual challenges. Being open to support from others can help improve your standing in the world and this is key with organizations that don't share a common physical space. Collaborating in an online forum gives individual organizations the exposure they may need to help advance their mission. When others see your challenges, they may want to take part in helping you find the solution. This helping hand can come in the form of workforce, connections, and funding, among other things.

Social Collaboration is the Key to Success

In summary, social collaboration brings about innovation and helps

to build organizations in various ways by allowing individuals and various groups to take advantage of networking opportunities available in an online space. Social collaboration is the key to success; it's just one of the many ways to help bring solutions to everyday challenges in healthcare.

Marsha Battee

Forensic Nurse Examiner, DC Forensic Nurse Examiners

Marsha Battee is a Forensic Nurse Examiner and received her nursing degree from Georgetown University. She is a health writer at NurseGail.com and has appeared as a guest on RNFM Radio. As the Founder of RN Getaways, TheBossyNurse.com, and Wealth and Wellness LIVE, Marsha has entrepreneurial spirit and makes it her mission to help nurses accomplish their goals of business ownership. Find her at @marshabattee or on LinkedIN.

Eliminating the US vs THEM Mindset

As a nurse author and organizational development consultant specializing in communication and collaboration, I see social collaboration transforming healthcare by promoting relationships and tearing down old walls that kept us fragmented, existing in silos, and working from US

see social collaboration promoting relationships and tearing down old walls.

versus THEM mindset. For instance, seasoned nurses and new grads, academic nurse leaders and nurse entrepreneurs, doctors and nurses, and consumers and healthcare professionals are all communicating across a variety of social media platforms.

Create a blog for shared experiences

I can share two examples from my own work that illustrates this point. First, I publish a blog called "Confident Voices in Healthcare," and I am able to reach a growing audience of healthcare professionals, paraprofessionals, and consumers. But more importantly through discussion threads and responses on social media, I am able to invite other professionals to share their expertise and many do. Guestbloggers have

included health risk management, organizational development, and root cause analysis consultants, nurses, doctors, and healthcare executives all write to make healthcare safer, kinder, and more cost-effective.

Amplify diverse skills for education

Second, I currently work with a small group of nurses who are the 'connective amplifiers' for a virtual continuing educational program created by Elizabeth Scala, RN, MSN/MBA that includes 12 nurse leaders, 4 nurse co-hosts, and 8 social media experts. There is much diversity among us in terms of age, nursing specialty, location, ethnicity, and even experience with social media. Yet, we are all nurses, working together, to bring inspiring, engaging, and affordable continuing education to nurses. Both of these examples involve unprecedented collaboration and positive change agency that are not possible without social media!

Beth Boynton, RN, MS

Teacher, Blogger & Author

Beth is an organizational development consultant specializing in communication, collaboration, and medical improv. Her second book, "Successful Nurse Communication: Safe Care, Healthy Workplaces & Rewarding Careers" is due out in Spring 2015 and her blog, Confident Voices in Healthcare draws an audience from around the world. Contact her: beth@ bethboynton.com.

Changing Care Delivery for Clinicians and Patients

Increasingly the delivery of healthcare and the management of health involves teams. These teams can include physicians, nurses, social workers, and pharmacists and they always should include the patient.

Few major

accomplishments are

achieved by an individual

alone—teams are needed.

These teams can span organizational boundaries and include hospitals, physician offices, the patient's family, store-based clinics, and health plans.

Care teams are evolving care delivery

This evolution is based on the recognition that making significant improvements in care delivery and the preservation of health requires that multiple disciplines be brought together to collaborate over time. For example, the replacement of a hip requires the collaboration of surgeons, anesthesiologists, rehabilitation nurses, the patient and their family, and the patient's physician. The management of a chronic

disease may require the collaboration of specialists, social workers, the patient, and nutritionists.

Care teams learn faster with EHRs

Social collaboration can be enabled and materially leveraged by a wide range of information technology tools and applications.

For example, the electronic health record, through interoperability with other EHRs, can provide all members of the team with a comprehensive set of data about the patient. These records can also include team-based care plans that enable all members of the team to view the plan, assign tasks, and develop team documentation. Decision

Patient-centered technologies result in better care plans and monitoring



support logic can remind team members of the need to perform certain tasks.

Patient-centered technologies support health monitoring

Patient-centered technology such as the personal health record and home/work-based devices that enable ongoing monitoring of a person's health status can provide real-time monitoring health status.

This can enable all members of the team to monitor health, determine the effectiveness of care interventions and respond rapidly should the patient's condition deteriorate.

Social media sites that support the formation and vibrancy of communities of individuals with common life situations can enable team members to learn from each other and provide emotional and lifestyle support as needed. Patients can learn how others have dealt with specific situations. Caregivers can learn from patients about the challenges they face in managing their health and the effectiveness of

various interventions. Life sciences companies can learn about possible adverse effects of medications and potential secondary uses of these medications.

Information technology support of social collaboration is, in many ways, in its early stages of maturity. And team-based healthcare and health management is also immature.

John Glaser, PhD
Senior Vice President, Cerner

Dr. Glaser, was the founding Chairman of Col-

lege of Healthcare Information Management Executives (CHIME) and is past President of the Healthcare Information and Management Systems Society. Dr. Glaser was a Senior Advisor, Office of the National Coordinator for Health Information Technology, HHS. Before joining Cerner, John has held positions as CEO, Siemens Health Services and CIO, Partners HealthCare.

Addressing the Social Determinants of Health

Our medical efforts at righting health care inequities between Caucasian and African-American, Hispanic and Asian-Americans have been largely unsuccessful in the United States, resulting in excessive preventable hospitalization, runaway diabetes rates, and \$300 billion in wasted health care dollars annually.

Too often we have tried to retrofit the medical system to fix inequities.

Link population health and community groups

Social determinants of health—food insecurity, substandard education, transportation, housing quality, and poverty—require social collaboration for resolutions. Too often we have tried to retrofit the medical system to fix those inequities instead of creating linkages with groups that approach inequities through community engagement.

Thinking creatively about how to improve health care equity means looking at the core determinants of population health. It also means seeking partnerships with community organizations which can deliver and create behavioral change. Here are two examples:



Creative engagement: Lifestyle change and culinary medicine are important ways to prevent and control chronic disease, but support for those strategies depend deeply on one's immediate environment, access to healthy food choices, time, and space to prepare and store food, a safe place to exercise, and a buddy system. Clinical practice has not provided that support, but some community organizations, such as the YMCA, do, for millions of people.

A safe and open space: Therapeutic gardens and horticulture can help healthcare staff and patients alike lessen stress, and can help specific groups of patients—those with dementia calm themselves and improve cognition, and those with cardiac injury rehabilitate.

Both Alzheimer's and cardiac disease are much more prevalent among African-Americans and Hispanic-Americans than among Caucasians, though all are afflicted.

However, healthcare organizations have generally not been able to create safe and open therapeutic or demonstration clinical garden spaces on their own campuses, and instead, initiatives such as the Therapeutic Landscapes Network and the Chicago Botanic Garden have stepped in.

Evidence-based space and garden design is most successful if it includes early participation by the likely users of the garden, by those who hold and prize the cultural norms of their community. Such a garden has the potential to create and build a powerful sense of community, and promote a sense of adventure and actual healing, informed by the cultures and traditions of the community.

Collaborate effectively

Social collaboration is essential if we are to address the health inequities which prevent our medical care system from becoming a healthcare system. A real healthcare system embraces our potential as a resilient people and empowers each of us to care well for ourselves, our families and our community.

Dr. John La Puma, F.A.C.P.

Co-founder, ChefMD[®] & Director, CHEF Clinic[®]

John La Puma M.D. is a board-certified internist, a professionally trained chef and a designer of clinical gardens. Co-founder of ChefMD® and director of CHEF Clinic®, Dr. La Puma is formerly a Clinical Associate Professor of Medicine at the University of Chicago, and is a NY Times best-selling author twice, for ChefMD's Big Book of Culinary Medicine (Crown, 2008) and RealAge Diet (HarperCollins, 2001). Connect with him online: Twitter, LinkedIn, Face-book, YouTube, <a href="Dr]ohnLaPuma.com.

Making Patients and Providers Stronger Partners

As the planet experiences an energetic shift, the healthcare playing field becomes leveled. Gone are the days of patriarchal medicine where the patient looks up to a provider for answers. In today's world of digital information

Social collaboration introduces transparency and the transfer and dissemination of knowledge.

and advanced technology, patients not only 'know' about their healthcare—they become a central part. With social media, group forums, and online networking, patients, families, and providers can inform each other. Information is no longer shared in a linear fashion as social collaboration introduces transparency and the transfer and dissemination of knowledge.

Knowledge brings about ownership

As a holistic nurse entrepreneur, I view this shift to be mutually beneficial. The patient and family become accountable for their health and this ownership is empowering. The provider can engage the client in wellness practices that invite whole-person healing. Our thoughts, the most valuable asset we have, are transformed when we are able to access information. We can then uplift our health and that of the entire healthcare arena as we learn,

heal, and change. Here's an example: A patient or client may present with a disease. Let's consider the possibility that we aren't 'expert' in that area, and we need more information. Through the power of social collaboration, we can ultimately find powerful information—even from across the globe. Healthcare no longer becomes a process of events where we must go to one person for the answers. We can find the information from a variety of sources. In growing our referral networks, interacting on social media, and learning from those online, we can expand our knowledge well beyond what we ever imagined.

A gift of change

Social collaboration is here to stay, and to me, that is a very good thing.

Albert Einstein said, "Insanity: doing the same thing over and over again and expecting different results." Opening ourselves up to the age of social collaboration is like inviting a gift of change. We can benefit from the expansion that the power of community has to offer.

Elizabeth Scala, MSN/MBA, RN

Holistic Nurse & Entrepreneur

As a keynote speaker, Elizabeth partners with hospitals and nursing schools to transform the field of nursing from the inside out. In Elizabeth's Nurse's Week event, 'The Art of Nursing', she guides nurses to a change in perspective, helping them make the shift needed to better maneuver the challenging realities of being a caregiver. Find out more on Elizabeth's website and get your copy of bestselling, Nursing from Within.

Shaping the Patient and Clinician Experience

I often try to break the complex into simple. To explain how social collaboration is and will transform the healthcare industry is complex. I will look at this from two different perspectives one through the eye of the patient and the other through the eye of the clinician.

By 2018 it is estimated that there will be ~118 Million wearables in active use.

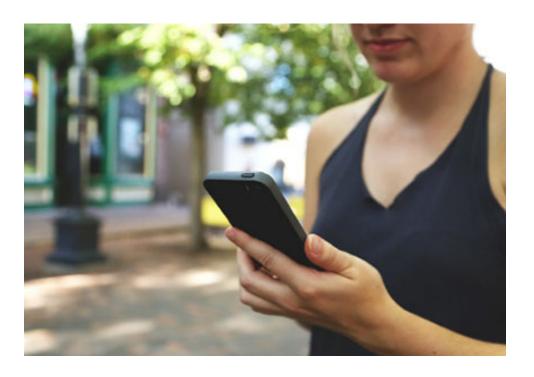
While this won't be a comprehensive analysis of the paradigm shift ahead of us, I hope it will trigger some critical questions on how you may want to change your approach to a patient or colleague.

Through the eyes of the patient

Social collaboration has already transformed the patient and how they receive care. A social support system was once thought of as just your immediate family and close friends has exploded to a web of people with similar conditions located across the world supporting each other from pure knowledge sharing to ongoing emotional support. Social collaboration is transforming the way patients engage with their provider. For example in a recent CDW Healthcare Infographic shows that more than 33% of Americans are using social

media to research health conditions and more than 41% report that their social network influences their choice of healthcare provider. With this increase in access and knowledge many patients are seeking greater access to manage their information independently of their provider.

In between provider visits, patients are becoming much more aware of the behaviors that impact their health. There has been an explosion of wearable technology from companies like FitBit and now the upcoming Apple Watch. Actually, $\sim 52\%$ of the population is interested in purchasing wearable health trackers and by 2018 it is estimated that there will be ~ 118 Million wearables in active use.



But what are we going to do with all that data?

Through the eyes of the clinician

As clinicians I don't believe we are presently equipped to handle this deluge of data headed our way. We need to develop and leverage our technology to parse through the data and help point out trends so we can be directed as to where the diamond in the ruff is. This can only be done with the assistance of large networks of colleagues and the patient's social network.

This is a fascinating time to be at the convergence of medicine and technology.



Dr. Marc Chasin, MMM, CPE, CHCIO

System VP CMIO & CIO,

St. Luke's Health System

Marc is the System Vice President and Chief Information Officer of St. Luke's Health System based in Boise, Idaho. He is a member of many professional organizations including CHIME, HIMSS, and the Association of Medical Directors of Information Systems. Dr. Chasin has served as the Chair of the CareEverywhere Council, one of the largest Health Information Exchanges in the country and most recently appointed Chair of the Trust Framework Workgroup of CareQuality.

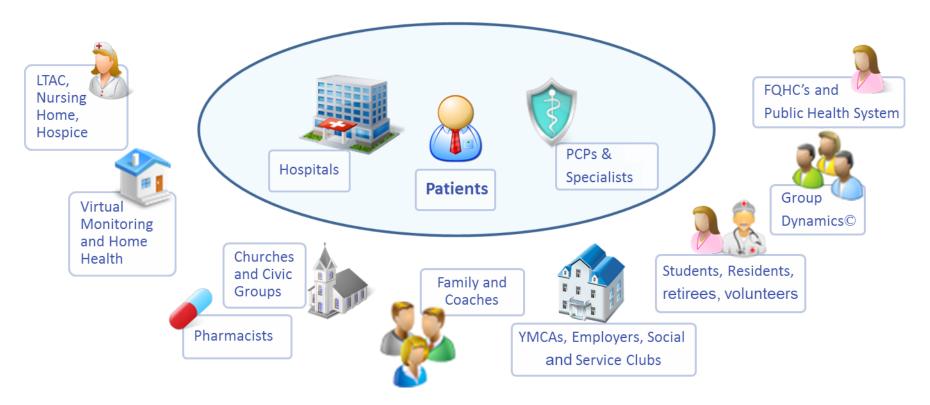
Expanding Our Capacity to Care

If you believe that there is a pending physician and clinical resource shortage (hence a need for additional 'care capacity'); if you believe that costs aren't being substantially reduced under current reforms (hence a need for new business models); and if you believe that our population lacks true 'ownership' of their health status (hence the need for a cultural shift in the way patients relate to their bodies and the healthcare system); then, you see the need for a sea change in the structure and purpose of healthcare delivery.

Develop care circles

To achieve this degree of 'health culture' transformation, we can start

with our communities and their relationships to the healthcare system. Our care systems are currently inhibited by our narrow focus on, and use of, clinical resources—physicians, nurses, and staff. Yet, a wealth of communal resources lie available within our reach, many untapped and most disconnected from the care system. These resources include churches, friends, families, volunteers, civic and service clubs, retail pharmacists, retired clinical workers, etc. If brought to bear and fully integrated into the care of specific patients, the opportunities to expand care capacity, improve outcomes and quality, and create a new 'health culture' are suddenly vastly increased.



In this model, 'Care Circles' are formed around individual patients in conjunction with and under the direction of a patient and his or her physicians. Communal resources are selected based on their close relationship with the patient (friends, church, family) and/or their

Care Circles are formed around patients under the direction of the patient and his or her physicians.

availability within the community (volunteers, neighbors, civic clubs). A 'Social-Clinical Networking' platform is used to integrate these resources, allocate non-clinical tasks, manage patient interaction, and allow for education, collaboration, and accountability for both the patient and his/her Care Circle. This extends the physician's 'reach' into the life of the patient, expanding care capacity and culture change potential without increasing cost. One such web-based software has already been deployed eTransX, Inc. (with which I have NO financial or business relationship).

Use all community sources

With the resources of a community fully tapped for service and integration software turned on, the healthcare system has unlimited possibilities to simultaneously impact capacity, cost, quality and outcomes, and cultural attitudes about the ownership of our health and the care of our bodies. All the insurance in the world won't save our healthcare system—we need a new model. And that model can only take root when social collaboration allows communities to become truly integrated components of the healthcare system.



Pierce Story

Co-founder & Director of Concept

Development, Capacity Strategies Inc.

During his 20+-year healthcare career, Pierce

developed several innovative care and business models to improve health system operations and promote population health outcomes. His most recent books, "Developing a Poly-Chronic Care Network" and "Dynamic Capacity Management for Healthcare," detail innovative approaches to the optimization of the 'Capacity to Care' throughout both hospitals and communities.

Delivering Better, Faster Data for Care Plans

Nurses, doctors, and other healthcare professionals are constantly challenged to meet the ever-changing needs of the public and provide the highest quality care possible. In addition, they are charged with doing this while reducing the exorbitant costs associated with providing quality

papers and experiment in multiple locations to achieve the same goals is no longer the best practice. Through social collaboration, we have access to information that will help us provide higher quality on-going information and education to the industry at significant cost and time savings.

Patients want answers and they want them now!

care. Social collaboration is helping to meet these challenges head on. By being able to network, brainstorm, and provide information in real-time about how a solution was derived, what challenges it met, and how it is succeeding, participants can stop trying to reinvent the wheel and learn from each other.

Patient expectations can be met with data

We live in a society that demands instant gratification. Patients want answers, and they want them now! They want cures that may be years away. Possible treatments can be shared to help improve situations that might otherwise be unknown for years. Data can be collected and implemented into the process of finding cures faster. Social collaboration provides a means to share information quickly and securely, give feedback, and propose changes in real-time. The need to write, edit, publish, and read white

Best practices shared around the world

The best practices developed today can be shared and implemented tomorrow all around the globe. Any tweaks or changes necessitated by factors such as, geographic location, race, age, gender, etc., can also be shared quickly and once again improved outcomes can be expected.

Social collaboration will transform the healthcare industry faster than we may even think and it's a good thing.

Kathy Quan, RN, BSN, PHN

Nurse, Blogger & QI Analyst, Assisted Home Hospice

Kathy has been a nurse for over thirty years. Her focus has been home health and hospice. She is also an award-winning blogger and author (of six books). Kathy owns and writes several blogs and websites for nurses, home health care professionals, and gives advice to those who, like herself, are dealing with aging parents. Check out Kathy's blogs: TheNursingSiteBlog.com and AboutAgingParents.com.

Increasing Communication Between Clinicians and Patients

Innovation excels with faster communication

We live in a fast-paced world, and healthcare is moving even faster. Healthcare professionals face complex challenges everyday that require problem solving, creative solution development, and the like—necessitating information from various sources. Those days of pulling

Social collaboration has burst through HIPAA guidelines to create meaningful communication.

out book after book for research, waiting on email replies, or snail mail responses, has faded. Social collaboration has eliminated wasted time and effort and created an extended wealth of information at our fingertips.

Clinicians are able to coordinate efforts across organizations, cities, states, and the country, connecting with healthcare providers in an extended forum with a wealth of information that may never reach a case study or journal article. When healthcare professionals from

different levels and fields collaborate, innovative results are seen in workflow changes, patient care model changes, new technology, educational opportunities, and more. Being able to collaborate on healthcare issues, concerns, or process improvement planning provides a creative environment that delivers innovative outcomes and often new opportunities. The results are evolving and are phenomenal.

Patient satisfaction grows with participation

Managing the patient's care between providers is challenging. Even when the providers are all within one healthcare organization, the communication gap tends to remain. Patients are a part of the healthcare team as well and should be engaged in the management of their care. The use of patient portals allows the patient to participate easier



in managing their care. Speaking from personal experience, when choosing a primary care provider, the choice between two very highly recommended providers came down to efficient patient portal functionality.

Social collaboration efforts have burst through HIPAA guidelines to create methods meaningful for patients and providers to communicate without picking up a phone. For me, being a caregiver and a wife and being able to communicate with the provider for others without picking up the phone is a life saver and huge satisfier. The practice of telemedicine is removing the geographical and economical barriers for many and providing healthcare to those that may otherwise not be able to receive it.

Social collaboration has become the solution to many healthcare communication gaps and is steadily evolving and transforming healthcare for the better of the patient and the healthcare team.



Melinda Outlaw, RN, BSN, MBA, PMP

Senior Healthcare IT Consultant, Hayes Management Consulting

Melinda is a Senior Consultant at <u>Hayes Management Consulting</u>, delivering consulting services in project management, clinical readiness, and EHR implementations. She has lead teams through full cycle EHR implementations and optimizations in both the Ambulatory and In Patient settings. She has more than 25 years of clinical nursing experience with 9 years in Healthcare IT, holding 5 Epic EHR certifications. Other certifications include PMP and Six Sigma White Belt.

Changing How We Share and Grow Knowledge

Knowledge grows in new structures

In a perfect world, healthcare would grow what it knows through sharing what's wrong and what's right in a social environment; not hampered by traditional structure or lines of communication. Imagine a

In a perfect world,
healthcare would grow
what it knows...in a
social environment.

world of problem solving that worked at warp speed by simply communicating the impact one area is having on another then jointly figuring out the best solution for the system they reside in. Where a referring physician could pick the 'community' that receives her patients and pose a proposal that would benefit both her, the service of the community, and the care her patient receives in the existing system.

Social media serves the system

Social media offers an open arena for discussion, understanding, warning, and connection among professionals trying to provide the best service for their patients. Silos of specialty are important for thorough knowledge of a service, but they need to be porous. In a social setting 35+ Ways Social Collaboration is Transforming Healthcare



designed to do what's best for the patient by doing what's best for the system that serves the patient; ideas, agreements, and changes could multiply improvement across departmental boundaries. Can you imagine what it would be like for the patient to weigh in on the discussion from their point of view?



Duke K. Rohe, BS, FHIMSS

Quality Improvement Education

Consultant, M.D. Anderson Cancer Center

Duke Rohe works at M.D. Anderson Cancer

Center as a Performance Improvement Specialist. Over the past 30 years, he has promoted the improvement of quality in healthcare. He enjoys creating websites rich with tools. Over the past decade he has posted weekly 'Dare to Share' improvement tools and ideas on a listserv for his peers. He coauthored five books on change and quality tools and has delivered presentations galore.

Coordinating Research and Accelerating Application

With declining federal funding for healthcare research and declining revenues from the academic medical centers that also provide significant support, how do we effectively restructure our national system to a self-sustaining medical research platform?

Research has historically been noncollaborative

Medical research has historically been very autonomous and silo-based, spread among multiple institutions who rarely collaborate with one another. In one of my previous academic medical roles, it was thought to be very likely that there were two researchers on campus, working on the exact same problem, who had no knowledge that the other even existed.



Healthcare has experienced a lethal lag time for translational research

It may take as long as one or two decades for original research to be put into routine clinical practice. Thus, the translation of research findings into sustainable improvements in clinical practice and patient outcomes remains a substantial obstacle to improving

Research organizations are one of the entities that sit atop the personal EHR system.

the quality of health care. Add to this the fact that medical literature doubles about every nineteen years, and you have a significant barrier to making the improvements in population health that are being required by the changing healthcare model. This is demonstrated by the fact that only three out of five Americans with chronic conditions received the recommended care or were treated with the prevailing best practices for their conditions.

Social collaboration opportunities in healthcare

In his book, "The Innovator's Prescription", Clay Christensen mentions several potential opportunities for social collaboration to be disruptive in this area. He makes the point that research organizations are one of the important entities that sit atop the personal electronic health record system. Developing a secure application to enable researchers and patients to collaborate could have significant advantages for the acceleration of clinical trials as well as improving the efficacy of that research by giving the researchers a more complete viewpoint of the patient's health and comorbidities that might impact the issue under study. We already see some of this functionality and facilitated networks like Patientslikeme.com or even WebMD.

Combining patient data more effectively with clinical trial opportunities or combining this data with predictive modeling tools that are

currently being studied in research could have significant benefits by creating a more comprehensive view than any individual provider or patient could provide. These facilitated networks could quickly improve efficacy and reduce cost.



David L. Miller, CHCIO,

MHSA, FHIMSS

CIO, Optimum Healthcare IT

Dave Miller joined Optimum Healthcare IT

as its CIO in 2014. Dave is a nationally recognized IT leader with more than 35 years of experience in healthcare and over 25 years in information technology. He previously served as CIO for the University of Arkansas for Medical Sciences and held leadership positions at University of Chicago Medical Center and Carle Foundation Hospital. He is a Fellow with HIMSS and a Certified Healthcare Chief Information Officer with CHIME.

Transforming Access for People with Disabilities

Passage of the Americans with Disabilities Act in 1990 opened the door to improved healthcare for many people with disabilities. It also facilitated access to higher education for students with disabilities aspiring to become healthcare professionals.

Resources are just a click away for patients, students, and healthcare professionals.

Social collaboration became a catalyst—moving the letter and spirit of the law forward. Through social collaboration:

- Hospitals find sign language interpreters and health education materials in large print, Braille or audio formats.
- Students with disabilities find role models in students and healthcare professionals with similar challenges.
- Hospitals find information about universal design and ways to make healthcare settings more physically accessible.
- Healthcare professionals with hearing loss find information about amplified and electronic stethoscopes.
- · Hospitals find resources and information about ways to rea-

sonably accommodate staff members with disabilities.

- Healthcare professionals with disabilities find equipment, organizations, and support groups.
- Students with disabilities find scholarships for healthcare related academic programs.
- Patients find information about current research, medications, treatment options, therapies, service animals, and durable medical equipment.
- Faculty members find information on how to accommodate students in classrooms and clinical settings.

Information and resources are just a click away for patients, students, healthcare professionals, educators, and administrators.

Research time has been greatly reduced and access has improved.

Social media is transforming healthcare for people with disabilities every day—ultimately benefiting all of us.

Donna Carol Maheady, ARNP, EdD

Nurse Practitioner & Associate

Graduate Faculty, Florida Atlantic University
With the Christine E. Lynn College of Nursing

at Florida Atlantic University, Dr. Maheady has researched nursing students with disabilities, published articles and authored, Nursing Students with Disabilities Change the Course, Leave No Nurse Behind: Nurses working with disAbilities, and The Exceptional Nurse: Tales from the trenches of truly resilient nurses working with disabilities. Founder of www.exceptionalNurse.com. Follow her at The Exceptional Nurse Blog and @ExceptNurse.

Helping Patients Shop for Healthcare Services

I filled up my gas tank recently and paid \$70 for a tank of gas that would probably last only 4 days. It was then and there that I decided to say goodbye to my high priced luxury car and hello to 50 mpg of pure economical understatement. So I 'car shopped' using social media to look at cars, dealerships, sticker prices, gas mileage stats, and all kinds of customer feed-

66 Consumers use social media to shop for products based on information on quality and value.

back. With every link, I was presented with vibrant colorful photographs, informational statistical charts, and links for me to like, tweet, and share. I quickly realized that not only was I being sold to as a potential customer, I was actually helping these auto companies sell to everybody else! Brilliant!!

Patients shop for doctors like consumers

So when it came time for me to shop for a new primary care physician, I decided NOT to use my extensive personal healthcare connections. Instead, I decided to 'doc shop' via social media. What did I find? Strong evidence of an industry that still spends more effort hiding information

than exposing it along with a general sense that the physician is more intent on checking ME out rather than encouraging me to choose her. "Prove yourself worthy of jumping through all of my scheduling and insurance barriers and I might accept you as a patient," accompanied by a nice picture and an office phone number but certainly no links to like, tweet, or share.

Increase transparency in the industry

For the healthcare industry, that kind of exposure is the very thing it has worked so hard to protect itself from, and that just has to change. It is now second nature for any consumer to use social media to shop for products based on information on quality and value. For the healthcare industry, this can no longer be a game of hide and seek.

I bought my car but I'm still trying to find a doc and my experience is being liked, tweeted, and shared on both counts.



Karen M. Marhefka, MHA, RHIA Service Line Executive, Encore, A **Quintiles Company**

Karen is a seasoned information systems officer and healthcare operations executive of more than 30 years. She is currently the Service Line Executive for the Value Performance Advisory practice at Encore, A Quintiles Company. She holds a Master's degree in Healthcare Administration, a Bachelor's degree in Health Information Management, is active with AHIMA, HIMSS, and HFMA, and gives significant support to CHIME.

Pushing Us Toward Consumer-Driven Services

Social collaboration is driving healthcare to change, and creating a new level of transparency in the wake. From pricing to clinical decision making to billing, social collaboration is pushing healthcare to a

Social collaboration acts as a mechanism for accountability to compliance.

more consumer-driven service offering. The question on the table, are patients willing to own their health? I believe the answer is yes, and a major driver of this movement is the idea of social collaboration.

A new physician-patient relationship

Social collaboration is transforming healthcare by providing the information for patients to own their health. No longer do patients need to rely on the paternalistic model of the physician-patient relationship. Patients now can utilize social media, published medical education, and their genomic data to find potential solutions to medical issues. Social collaboration is twofold; one, it allows for patients with similar conditions to network and compare notes. Secondly, social collabo-

ration acts as a mechanism for accountability to compliance. Social collaboration is a scalable solution in this time of physician shortages. The patient should have the technology to self-diagnosis, find a collaboration site for reassurance, and then have a provider engaged as an advocate.

Patients as data owners

Mosaic Life Care has developed tools allowing the patients to edit their records. The organization built the capability inside the patient portal to allow patients to take ownership of information in their medical record, including documentation of current medications, problems, home monitoring, etc., prior to the visit with their provider.

Brennan Lehman
CIO, Mosaic Life Care

Brennan is an executive capable of driving the use of technology to enable the advancement of quality, effectiveness, convenience, and efficiency of care for Mosaic. He has over a decade of experience in Healthcare IT, and has implemented the technologies to accommodate the shift in drivers from the hospital to the patient's home. Mosaic's Technology Services consist of 107 caregivers, providing support to over 4,100 users, and 10,000 connected devices.

Meeting Staff and Patient Expectations

Forums, websites, and social media platforms are social collaboration tools that were initially shunned by the healthcare profession due to patient privacy concerns. As time passed, healthcare institutions realized that they could not stop change. Healthcare facilities

and procedures, a facility's leadership team can turn to their online networks for suggestions, experiences, and help. Professional social collaboration could potentially save healthcare facilities time, manpower, and money.

Social collaboration could potentially save healthcare facilities time, manpower, and money.

developed online and social media policies for their employees. With the rules defined, healthcare professionals and facilities now commonly network with others online to find solutions to healthcare's problems.

Collaboration Solves Healthcare Problems

Healthcare facilities can leverage social collaboration tools to solve their problems by developing an online support system consisting of similar, but non-competitive, institutions. Knowing what other healthcare facilities are doing or have done in certain situations can be valuable information. For example, when drafting new policies

Social Collaboration Presents Challenges

Despite the problem solving potential of online social collaboration tools, there are challenges associated with them. The public is utilizing online social collaboration to research doctors, facilities, and healthcare information. Online healthcare facility data and doctor reviews are easily found via the Internet. Low ratings (warranted or unwarranted) can damage reputations and cut into a facility's bottom-line.

Furthermore, the convenience of online social collaboration is complicating healthcare. The public often attempts to diagnose and 'doctor' themselves by using online social collaboration tools (especially health forums). This is problematic for healthcare because the general public does not have the education and experience to determine if the information they encounter online is accurate.

Forums can perpetuate gross health misinformation which endangers the public at large. Additionally, public health misinformation can lead to late medical diagnosis and treatment which increases healthcare costs.

Embracing Social Collaboration

There are many benefits and challenges associated with online social collaboration. Online social collaboration tools and their use will continue to evolve with advances in technology. Ultimately, the healthcare profession must embrace online social collaboration while finding creative ways to combat the challenges associated with it.

Erica MacDonald RN, BSN, MSN

Nurse, Blogger & Entrepreneur

Erica is an entrepreneur, educator, blogger, & social media amplifier. Her clinical nursing background includes Neonatal Intensive Care & Maternal Child Nursing. As a nurse educator, she is an Online Nurse Academic Coach for different public universities. She blogs at ericamacdonald.com to help other entrepreneurs succeed online by providing them with blogging, social media, and business information. Connect with Erica on Facebook, Twitter, Pinterest, and Instagram.

Connecting Traveling Healthcare Professionals

As a traveling nurse, social collaboration has a big impact on my career. Not only can nurses find jobs online, but they can chat with their computer on a social network. This gives a more personal flair

Be careful about sharing experiences without violating a patient's right to privacy.

to travel nursing related to the fact that you see your recruiter and not just hear her. Hospitals are also using computer interviews for hiring travel nurses instead of you talking to a live manager.

Know your environment

By collaborating with different nurses on forums, chat groups, and different pages, you can learn from their experiences instead of going into something blind and not finding out what it is really like in the real world of travel nursing. The biggest benefits for traveling healthcare professionals is learning about companies and hospitals in real time from professionals who have been with that company, hospital, or recruiter.

Protect patient privacy and your privacy

There are also many dangers in social collaboration. You have to be very careful about sharing experiences without violating a patient's right to privacy, just as you would in face-to-face conversations. I have known nurses that have been fired related to the fact that they had an inappropriate conversation online.

Although it is very tempting at times, I do not recommend travelers making 'friends' online with staff until they are no longer on assignment. I know that as a nursing supervisor I never make 'friends' with the floor nurses and other travel nurses until I am no longer in that position.

Technology is and has many wonderful uses, but remember that it must be respected.



Travel Nurse, Author & CEO, Highway Hypodermics

Epstein LaRue, RN, has been a traveling nurse since 2003 in the areas of rehabilitation, telemetry, emergency care, and nursing supervisor. She is also the author of the Amazon's bestselling series, Highway Hypodermics: Travel Nursing. Currently she works as a travel assistant nursing manager in Northern California. For more about Epstein or becoming a travel healthcare professional, check out her website at: www.highwayhypodermics.com.

Influencing the Health Information Patients Find Online

When patients search online, the results are driven by an algorithm that takes into account a myriad of things including web and social media content. Thus, your content needs to be Search Engine Optimized (SEO) so that your content appears in patient searches.

Social media impacts
the ability for content to
rank in search results.

Integrate your web and social content

Google's continued investment in social media (specifically, the 2015 deal to index Twitter results in search) makes it clear that social media impacts the ability for content to rank in search results. For example, blog posts and tweets appear in a patient's search. Therefore, your web and social content need to be integrated.

Build SEO in social media and beyond

Social media is only a portion of the methods by which search engines will rank content. Health systems, providers, and vendors should consider a varied set of tactical points in order to ensure their ongoing visibility in search:

- Infrastructure: Does the HTML code, hierarchy, and structure of your web site support make it easy for search engines to find your content?
- Subject Matter: What are the topics of interest that your audience could benefit from? Are patients asking for information in office visits that you could provide online?
- Authority: Who are the experts who can speak to topics important to patients? If these expert are physicians, do they have profiles on Health Grades or Doximity? Simply

TOTAL MENTIONS

"health care' or "healthcare"

"health care" 10.4 million mentions / year

28,660 mentions / day

1,195 mentions / hour



98.5% of the conversations takes place in the United States

#healthcare

1,790,053 mentions / year



*All data pulled from Sysomos MAP

HEALTHCARE CONVERSATIONS IN THE SOCIAL SPACE

To break through the noise around the "health care" and "healthcare" conversations online, healthcare brands must first plot the social landscape.



THE 24-HOUR CONVERSATION

(AVERAGE MENTIONS PER DAY)

"health care" or "healthcare" **52.877**

"asthma" **7,227**

"ebola" **153,319**

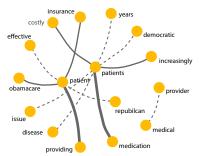
"flu" **26,516**

The conversations take shape at a topic level—not at the system level. Join the many conversations the existing audience already engage!

CONVERSATION SENTIMENT

50% Positive 20% Negative 30% Neutral

TOPICS OF CONVERSATIONS IN BLOGS



WHERE THE 24-HOUR CONVERSATION TAKES PLACE

52,877 total mentions / day

Twitter: (38.68%) 9,655 mentions Tumblr: (30.1%)

7,513 mentions

Facebook: (11.66%) 2,911 mentions

WordPress: (10.52%)
2,625 mentions

News Sources: (6.04%)

1,598 mentions

*All data pulled from Sysomos MAP

having the correct address, phone number, and link back to your website in these profiles builds authority.

 Metrics: How will you measure the success of your content in search?

These questions all relate to your organization's digital strategy. How that strategy is executed has a direct impact on your public audience, and how the audience interacts with your organization online. By answering these four questions in detail, health systems can make concrete strides toward growing their visibility in search engine results.

Andrew Gouty

Senior Strategist, Raidious

At <u>Raidious</u> we create smart ideas to activate our clients' vision and evolve them with analytics and research to craft content that breaks through the noise. We invented the Owned Media concept and pioneered the 24/7 Brand Newsroom. Our energetic and talented people fix content problems already in motion and get fired up to tackle business objectives with creative content. It starts with strategy—where remarkable ideas reside.

Increasing Access to Valuable Content

There is more to YouTube than cat videos

From smart phones, smart TVs, tablets and all sorts of gadgets, one thing is clear: Technology and healthcare are ever changing and continue to grow. Social media platforms have also intertwined

In today's social media healthcare realm content is king; especially valuable content.rank in search results.

into our daily lives. From angry, frustrated, or satisfied patients and employees, it is expected that they will tell others via a social media platform.

How does Healthcare and social collaboration come into the picture? Have you ever had a question about a medical condition or procedure? I myself did a YouTube search for a 'How to apply a wafer and ileostomy bag' video, since I don't change ileostomy bags very often (ER background). Needless to say I found many helpful videos from credible sources that walked me through the correct procedure. I

was so grateful that I was not going to feel and look like an incompetent nurse, while changing a leaky ileostomy bag. My patient had an ileostomy site that was very close to a surgical incision at mid abdomen; he had already gone through multiple bags that would not stick. With a few simple tips and good site preparation, mine was able to stick and stay on for the next few days.

Valuable content + authenticity + video + keywords = happy results

In today's social media healthcare realm content is king; especially if it's VALUABLE informative content. Video and YouTube are great ways to educate, engage, and entertain your patients, audience and colleagues. As healthcare professionals, we can socially collaborate and help transform healthcare in a variety of positive ways, just take a look at what the Mayo Clinic is doing on YouTube.



Cesar Delgadillo RN is a nurse living in the West Texas Town of El Paso. His heart has always been in emergency nursing, but has worked several other departments. Cesar loves to talk and communicate with his patients and is a Certified Emergency Nurse and Certified Poison Information Specialist. After experiencing nurse burnout, Cesar started developing his entrepreneurial spirit and is producing YouTube videos for Healthcare. Connect with him on LinkedIn and Twitter.

Engaging Patients Through Social Content

More than ever before, patients seek healthcare information via social networks and forums. In order to reach patients and potential patients in these spaces, healthcare organizations and professionals need to create content targeted for web and social media. Content, such as

How do we strike a balance between telling great patient stories and managing risk?

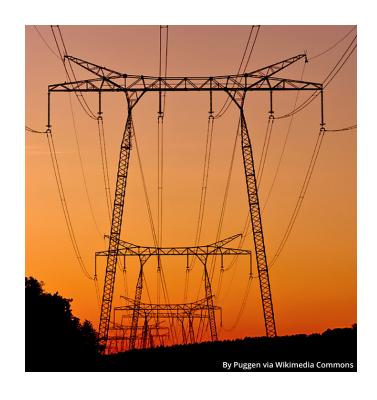
videos, blogs, infographics, and posts on popular social media sites not only help to inform patients, it can position you and your organization as a voice of authority. Thus, building trust between the population and providers. However, the hard work and strategy around content generation must be balanced with patient privacy and adherence to regulations. This balance can be struck with planning, risk management, and approval processes.

Transform the way you plan

The only thing more difficult than making rich, compelling, engaging content for patients and potential patients is getting that content approved. Regulations and approvals have the potential to make vibrant, touching stories flat, boring pieces. But it's not healthcare's fault—the people and departments involved in the approval process are typically not storytellers by trade. Their focus is not the same as marketing or PR. However, this can be a good thing.

Someone has to manage risk, because the risk is real

Compliance with legal regulations and policies is absolutely more important than anything your marketing team is doing.



Without risk oversight, the organization exposes itself to very real risks that could have major impacts on the organization, which makes it hard to transform into the real-time, patient experienced focused organization you would like to be.

Structure your approval process

Much of the friction limiting transformation has to do with the approval process. There are several things you can do to transform your organization before you ever send anything for approval.

- Planning: First and foremost, having a sensible strategic content plan is critical. This is not a simple content calendar or spreadsheet. This means a documented strategic plan with the right organizational "thumb prints" on it that connects your activity to business outcomes—including approval workflows.
- 2. Merchandising: Ideally, the people in your organization responsible for risk management will be included in your planning process, and you'll have their very valuable input and buy in from the outset. If that's not possible, it's critical to share your plan with them so they understand what you're trying to accomplish.

3. Expectations: Part of the planning discussion and the merchandising discussion should be around expectations for approvals—what is a realistic timeline? Who should be approving what, in what order? How do we manage approvals when someone is on vacation or out sick?

Once these elements are in place and agreed upon, there are several things you can do to make approvals happen faster, while still managing risk.

Taulbee Jackson
CEO, Rundown

Taulbee is the founder of Rundown, the first content cloud application built for professional content teams. He is also author of The Owned Media Doctrine. His company's award-winning work with brands like Walmart, the Super Bowl, and healthcare systems helped establish the paradigm of content-centric, audience-focused real-time marketing and owned media. Contact him @taulbee or taulbee@rundownapp.com.

Managing Social Content and Approval Processes

Our need to connect with others and share experiences has shaped how people look for healthcare information. For example, social collaboration sites connect patients to other patients with the same condition or patients to care providers and researchers. Ultimately,

Don't require lots of people to say yes.

Give large groups the

all of these connections are driven by content. Content is who you are online. Whether it's a patient education video on your website or a health assessment you share with a group, the content you create

opportunity to say no.

and share builds your reputation. So, you need to nurture and protect your content as you would your reputation. Here are a few ways your organization can create a content approval processes that help to build a positive online reputation.

Content approval is not linear

One obvious thing to consider is that the fewer steps you design in your process, the faster you can be. A more counter-intuitive reality is that having more people involved can actually make the process faster as well, assuming the number of 'steps' can be contained and limited.

3 types of content approval

Team Approvals: Wherever possible, give multiple people the same opportunity, at the same time, to approve content (either passively or explicitly). This scenario is one where multiple people on an approval team are all equally empowered to approve content. Team approvals increase your odds of someone in the group responding sooner rather than later.

Standard Explicit Individual Approval



Passive Team Approval



Passive Approval: A good example here would be a scenario where people want to be 'in the loop' on content that's produced, but they don't necessarily 'own' the content or the channels its being published on. This gives them the opportunity to identify problems and stop the content from being published, without waiting around on them to formally approve it.

Explicit Approval: There really should be no more than one or two individuals or teams that require explicit approval. This is a scenario where we would want the channel or content 'owner' to actively take an action to approve content (versus passive approval). The only teams or individuals that should have this responsibility are the ones responsible for the outcomes on the channel, or of the content itself.

You can't transform healthcare with social media if your organization is taking hours or even days to approve content—especially responses from a customer service standpoint. At the same time, healthcare brands absolutely must protect themselves from risk and exposure. Using combinations of approaches like passive approvals and team approvals lets you do both.

Justin Bolles
COO, Rundown

Justin is COO for Rundown, the software tool for managing professional content teams. He was the founder of Connect Think. He attended Purdue University, studying computer and information systems technology. He has worked with brands like Simon Property Group, Steak n Shake, Lexmark, and the State of Indiana. He is fluent in Ruby, C#, Objective-C, Java, and other programming languages. Contact him @jbolles or justin@rundownapp.com.

Advancing Healthcare in a Complex Environment

Every aspect of our lives has embraced technology and enhanced communication. From entertainment to business to our personal daily tasks, technology is the fiber of how we navigate life. This fiber has accelerated the rate of communication and information sharing including our social interactions and knowledge acquisition.

A perfect storm has set the stage for a greater focus around healthcare improvements.

Increased complexity and speed

For the past several decades healthcare has been considered a laggard in the areas of patient service, information analytics, financial improvements, and systems interoperability. Healthcare, and in particular Health IT, has now hit the mainstream radar. A perfect storm has set the stage for a greater focus around healthcare improvements. With changes coming out of Washington, the financial pressures around healthcare expense, a greater focus on wellness, consumerism, and proven technology advancement, we now see a rise of complexity and speed in how healthcare is advancing.

Focused acceleration of the right information

With this complexity and the fast pace of change in play, social collaboration is critical to ensure effectiveness across provider, payer, and even the patient populations. By definition social collaboration is more than a cloud based platform when it comes to vertical markets like healthcare. It requires an accessible technology platform, social media experts to enrich member engagement, and processes to facilitate healthcare specific content management. The true benefit is the focused acceleration of the right information to the right people at the right time. Time to value is the critical element of social collaboration benefit. It all starts with the delivery side of the equation which is the knowledge workers in the provider organizations. These organizations are on the front lines and would most benefit from a networked collaborative environment in the rapidly transforming world of healthcare.

Stephen Passalacqua

Corporate Development Officer Next Wave Connect

Stephen is a seasoned healthcare technology executive with a comprehensive background in revenue generation, customer acquisition, services delivery, and business operations, currently with Next Wave Connect. He has claimed his spot at the forefront of innovation in healthcare and financial verticals with nearly 30 years of experience in enterprise software, cloud based SaaS, and professional service delivery businesses. Stephen's leadership has been exemplified at growth stage, Fortune 500, and public health organizations.

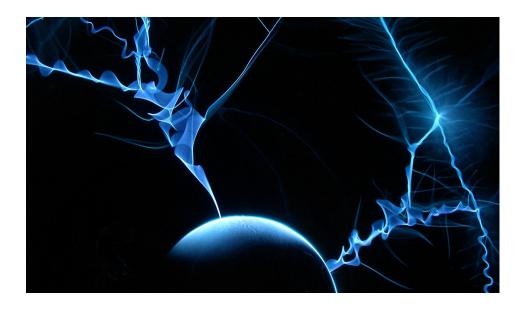
Applying a Holistic Approach to Problem Solving

Social collaboration really translates into power—bottom line. What's more important, however, is the holistic approach that collaboration can and should take in an effort to solve problems, extend networks, connect resources, and keep momentum pushing forward. Healthcare has become quite fragmented over the years.

We believe meaningful collaboration is critical in the transformation to value-based care.

The right environment for collaboration

Building a collaborative site where industry professionals and the like can come together to have discussions to solve common and complex issues is critical for us to solve our own delivery and financial problems in healthcare. We believe meaningful collaboration is critical in the transformation to value-based care. Healthcare leaders can now freely accomplish meaningful collaboration beyond handshakes and face time, virtually, without the noise of global social platforms. Next Wave Connect makes it possible. This premier social collaboration solution for healthcare takes all these facets into account and serves



a multitude of professionals—giving each person a voice, no matter where they stand in the industry ecosystem, to affect change and make a difference.

An even larger knowledge base

The beauty of this type of site is that we can extend our reach past the United States into other countries in an effort to continuously learn from one another. Throughout my career in healthcare, I have been privileged to work in over 80 countries and really had an opportunity to dive deep into the various delivery models being utilized. In many aspects, other countries are seemingly following a much more efficient process than we are currently in the United States. Yet, I have also seen how we have made some amazing advancements particularly in applying IT to the overall healthcare processes and how we

use data and apply analytics that affect outcomes back to the patient.

With all these various advancements happening around the globe, it just goes to show how easily we can become siloed and fragmented.

The power that social collaboration brings to the table is the one source that can break these barriers down and allow us to learn from each other. Applying the services to assist people in connecting appropriately and conducting the types of conversations necessary to do that is challenging, but we really believe at Next Wave Connect that we are bringing the toolset, people and processes together to make this happen. Over the next five years, social collaboration is a must do or die. So, it's critical that we get in front of it today and harness its power.



Executive Vice President Sales
Next Wave Health

Doug has over 26 years of experience and a proven track record for delivering successful transformation programs with companies in the health and life sciences industries. Before joining Next Wave Health, he was responsible for driving growth for Aetna's clinical and technology-based health and population management services for international businesses and provincial and national governments. He holds a degree in pharmacy from the University of Washington and is a registered pharmacist.

Adapting to the Changing Needs in the Industry

Healthcare is complex and constantly shifting. As technology and regulatory changes occur daily, it is imperative that the healthcare industry adapt and develop new and innovative ways to meet these challenges head on. Many times each day, dispersed and diverse teams, providers, and employees are in need of timely information to help each other

Key decision makers
need a resource they can
rely on for relevant and
accurate information.

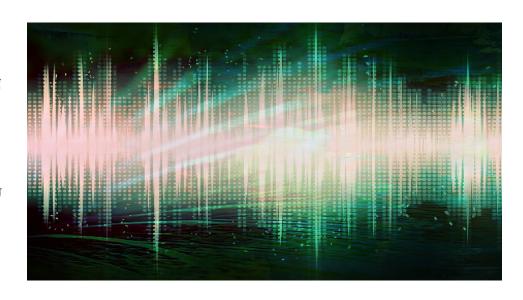
and patients through simple or catastrophic health events. They are all fighting the same fight. So, the bigger question is how can we bring these providers together to collaboratively solve these issues, instead of working in silos? Healthcare providers have always collaborated; some would even say it is part of their DNA.

At Next Wave Connect, we know that at the end of the day the only thing that really matters is the patient. We are working to change the way doctors, nurses, hospital executives, IT directors, data analysts, and all other hospital employees collaborate, solve problems, and save lives.

Paths for innovation

Next Wave Connect, is taking this vision for industry-wide collaboration and has developed the first healthcare specific, social collaboration solution. What sets our solution apart is three key distinctions: a comprehensive platform, dedicated Community Managers, and access to industry experts. We combine the power of communities, collaboration and social networking into an integrated platform that allows healthcare professionals to engage, network, and innovate.

Our dedicated Community Managers ensure the discussion keeps flowing and pertinent questions are answered in short order. We understand that management of information in the system is vital to the success of a collaboration process. Healthcare is so regulated and key decisions/strategies need to be implemented quickly. So, key



decision makers need a resource they can rely on for relevant and accurate information.

Access to expert opinions

Even further, our members have access to industry experts online through our Advisory Council Experts—ACEs. Not only are these ACEs collaborating amongst their peers, but they also serve as a solution source. Each expert is available to help answer your questions and provide top-notch insight on today's complicated healthcare challenges.

The future of U.S. healthcare is certain; it needs to shift to an ever more collaborative and silo-free environment. All too soon, social collaboration will play a far more integral role in the daily lives of healthcare providers. At Next Wave Connect, we expect social collaboration to be dramatically on the rise over the next five years because it is critical

to the workings on the healthcare environment. We look forward to leading the healthcare revolution and setting a new standard in social collaboration.

Jim Jacobs

Chief Executive Officer
Next Wave Connect

Jim has applied technology and the power of the Internet to bring far-sighted solutions and services to healthcare—innovations that improve care while lowering costs and reducing errors. Long before the marketplace understood the potential of web-based healthcare applications, he converted concepts initially drawn on the backs of napkins into products and services that fueled several profitable, high-growth start-ups. When away from Next Wave Connect, Jim's interests include golf, marathon running, and competing in triathlons.

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PHILIPS



























We asked 35 healthcare industry experts, thought leaders, and staff one question "How is social collaboration transforming healthcare?" The responses are as varied and unique as the professionals who submitted them, but one theme is present throughout every contribution:

social collaboration is the wave of the future and healthcare better get on it.

This eBook takes a dive into how healthcare professionals are currently using social collaboration tools and how they hope that healthcare as a whole will use them in the future.

Want To Be Our Next

CONTRIBUTOR

Its simple! Next Wave Connect is the only healthcare-centric, members-only social platform that is a virtual "meeting-of-the-minds" in healthcare. This eBook is just another example of our members coming together to discuss, brainstorm and opine on all things healthcare. You can join in the discussions by visiting our website at

www.nextwaveconnect.com, setting up a free profile, and following communities that interest you. You will be alerted about future publications, projects and your potential participation. Happy Connecting!

