

# DIGICARE - AWARE

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*We need a solution to create more awareness amongst healthcare professionals about the necessity and possibilities of remote patient monitoring and the Virtual Care Center and to also activate them to make more use of remote patient monitoring. The goal is to scale up remote patient monitoring to further realize transformation of healthcare to make it futureproof. We want to contribute to a culture change.*

Rijnstate is a teaching hospital in the Netherlands and offers inpatient and outpatient services in 28 medical specialties, as well as emergency care, with a special focus on oncology, immunology, vascular care, and vulnerable elderly. Approximately 5,500 employees work at Rijnstate. Together they focus on the 450,000 residents in the service area. This makes them one of the largest healthcare providers in the Netherlands and the largest employer in the region.

Rijnstate wants to be at the forefront of innovation. That is why we are constantly working on ways to noticeably improve ourselves and our services. And if we believe that something can indeed lead to better care, then we really go for it. We want to realize innovations that are tangible, so we focus on evidence development of innovations in daily clinical practice. To make our care increasingly pleasant, flexible, and effective on all fronts. On a very human level. In other words: for you.

## Challenge description

### Creating awareness on remote patient monitoring

Rijnstate has already implemented the means for remote patient monitoring, which means that care is only given physically in the hospital if necessary and at the home setting when possible. Rijnstate has a Virtual Care Center for this, which is a department of specialized nurses who are responsible for the remote patient monitoring. Remote patient monitoring is necessary to keep healthcare accessible with the growing demand for healthcare and the decreasing number of healthcare professionals.

We need to create more awareness amongst healthcare professionals about the possibilities of remote patient monitoring and the Virtual Care Center to achieve upscaling this kind of care transformation for more patients, by more healthcare professionals and for more patient populations. We are continuously increasing the number of care pathways with remote patient monitoring, but so far only a relatively small group of healthcare professionals makes use of this. To really transform healthcare, we need the majority of healthcare professionals to understand the necessity and know the possibilities. The question is how we can reach and encourage a large group of healthcare professionals (Rijnstate has ~3500 healthcare professionals).

### What is the difficulty to scale up?

There are a variety of reasons for the limited awareness (of the added value of) or use of remote patient monitoring. For some healthcare professionals it might be unfamiliarity with the possibilities and/or with the added value (for patients or themselves). For others it might be fear of change, high workload, limited digital skills, limited financial compensation. Often there



is insufficient time to invest in a new innovation, neither for the implementation nor for the adoption of innovations such as remote patient monitoring.

### What solution do we want?

This challenge requires a solution to create awareness about the added value and possibilities of remote patient monitoring among healthcare professionals in a clear and attractive way for which limited time investment is needed. The goal is to create awareness to increase motivation and use of remote patient monitoring for their patient population(s). The solution needs to include information about the necessity and the possibilities, and it needs to activate them to start/increase using remote patient monitoring. It should be encouraging to a large group of healthcare professionals of distinct roles and various levels of knowledge and (digital) skills. Most importantly, it should be suitable for healthcare professionals who are experiencing a remarkably high workload and tight working schedules.

### The goal

A solution to create awareness to increase motivation and use of remote patient monitoring is essential for upscaling to contribute to transforming healthcare to make it futureproof. What we need is a culture change. We can use a creative solution to get there.

If we find a solution, then there will be a lot of potential to expand it to create awareness of other innovations and digital tools. This can have a significant impact.

## Challenge main objectives

The main objective is to scale up remote patient monitoring for more patients, by more healthcare professionals and for more patient populations to transform healthcare to make it futureproof. To achieve this, we need to create more awareness amongst a larger group of healthcare professionals in Rijnstate about the necessity and the possibilities of remote patient monitoring and the Virtual Care Center. We need to encourage and activate them to start/increase using remote patient monitoring. We want to achieve a culture change.

## Solution functional requirements

### Compulsory functional requirements

- The solution shall take little time for healthcare professionals to use. It shall be suitable for healthcare professionals who are experiencing an extremely high workload and tight working schedules.
  - This could mean that the solution shall be brought to healthcare professionals (e.g., at their departments or computers) instead of asking the healthcare professional to go somewhere for the solution.
  - This also means that the solution shall be flexible regarding availability. It shall not be at set times, because many healthcare professionals do not have breaks at predefined times.
- The solution shall be applicable to a large group of healthcare professionals. Rijnstate has ~3500 healthcare professionals and we want to reach as many as possible. It doesn't have to reach all healthcare professionals at once, it can be phased.
- The solution shall be appealing to distinct roles of healthcare professionals (physicians, nurses, doctor's assistants, team managers). These are mostly practical people, so the solution should also be practical.
- The solution shall be appealing to various levels of knowledge (of remote patient monitoring) and (digital) skills.
- The solution shall be able to give information about the necessity and possibilities of remote patient monitoring but shall also have an element to activate healthcare

professionals to start using remote patient monitoring (a call to action). It must contain an adoption plan, which also addresses existing fears about this new way of working.

- The solution shall be proven effective (not necessarily in healthcare organizations).
- The solution shall be scalable to other innovations or digital tools.
- It shall be clear from the start what it will cost to scale up the solution after the pilot.

#### Desirable functional requirements

- The solution shall be tailored to the Rijnstate corporate identity if applicable.

## Pilot scope

In the pilot we can start with the solution at two departments: one inpatient and one outpatient department.

End-user type	Role	Number
Healthcare professionals of an inpatient department (physicians, nurses, doctor's assistants, team managers)	Target group of the solution	<i>Depending on the department</i>
Healthcare professionals of an outpatient department (physicians, nurses, doctor's assistants, team managers)	Target group of the solution	<i>Depending on the department</i>

**Table 1. Targeted users**

#### Language

- The solution and the pilot must be in Dutch for the target group.

## Pilot set-up conditions

#### Ethical, legal, or regulatory

- The solution must be fully GDPR compliant.
- The privacy and security of the solution must be approved by the Compliance & Risk department of the hospital.

#### Technological

- The solution (if it is a digital solution) shall be stand-alone, independent of the hospital's existing systems.
- The solution (if it is a digital solution) shall be approved by the IT-department.

#### Other

- The solution must be in line with the Rijnstate corporate identity and approved by the Communication department.

## Expected impact and KPIs.

- Increase in the use of remote patient monitoring for existing care pathways, expressed by an (irregular) increase in patient inclusions.
- Increase in the number of requests to implement remote patient monitoring for care pathways that do not contain remote patient monitoring yet.
- A participation percentage of at least 50% of the targeted departments.



- User satisfaction of the solution: on average a positive result.

The expected impact and KPIs can be further detailed before the start of the pilot, depending on the solution. The “before”-situation to further specify the expected increases can be measured before the start of the solution.

## Business opportunity

### Market size

There is potential to extend the solution to create awareness of other innovations and digital tools within the hospital. Rijnstate is an innovative hospital, so creating awareness and activating a large group of healthcare professionals will always be applicable and necessary.

In addition to the use within Rijnstate, there could also be an opportunity for a supplier of the solution to scale it to the region (e.g. primary care), other hospitals (e.g. start within the mProve network of 7 hospitals or regional hospitals) and other large companies (if the solution is not health-specific). The problem of how to activate a large group of people into adapting an innovation is broadly applicable.

### Adoption plans

If the solution is successful, we plan to scale up the solution to use for creating awareness for other innovations and digital tools.

## Leading SME

GENERAL INFORMATION	
NAME OF THE SME	Buro StrakZ
DESCRIPTION OF THE SME	Buro StrakZ focuses its work on the future of healthcare and is the expert on the theme of healthcare technology and digital skills. Buro StrakZ's focus is on healthcare professionals. How do they demonstrate agility and willingness to change? What competencies do they need to tackle the challenges in healthcare and continue to provide high-quality and innovative warm care? We make learning and innovation fun and effective with various training courses and products.
WEBSITE URL	<a href="http://www.burostrakz.nl">www.burostrakz.nl</a>

Table 2. Leading SME general information

### Solution proposed:

#### *Let's get digital!*

Rijnstate needs a solution to create more awareness amongst healthcare professionals about the necessity and possibilities of remote patient monitoring and the Virtual Care Center and to also motivate and activate them to make more use of remote patient monitoring. The goal is to scale up remote patient monitoring to further realize transformation of healthcare to make it futureproof. We want to contribute to a culture change. Rijnstate is **not** looking for a new technical solution. It's all about a cultural change to digital healthcare.

Buro StrakZ will organize creative sessions to thoroughly explore what healthcare professionals need, what success factors of change management need improvement and which solutions can contribute to the goal. As a result, a program of solutions to further scale up remote patient monitoring will be created and implemented.

### Work to be done by the leading SME

We go through various steps to arrive at an effective program to further scale up digital care. Our goal is a program that is scalable for other programs about digital healthcare and other hospitals.

- **Presentation of current approach.** Insight into the current approach and the interventions that have already been done and to what results they have led.

**Result:** view of initial situation.

- **Working session on the success factors.** A presentation for those involved about the success factors of involving employees in digitization. An analysis is made of these success factors in the Rijnstate hospital. In addition, the implementation tips from the book 'Een tikje blauw en een kloddertje roze' are examined.

**Result:** this, together with the success factors in the working method, leads to a strength-weakness analysis.



- **Peeking at the neighbours, exploring other hospitals.** Buro StrakZ explores other hospitals for effective elements and solutions. This is done through online interviews. Buro StrakZ processes this in a short advisory report. Brainstorm employees supplemented with wise neighbours. Based on the strength-weakness analysis, Buro StrakZ prepares a number of brainstorming questions. During a session with a varied group from the hospital, an out-of-the-box working method is supervised. Participants are challenged to come up with unusual solutions to existing challenges. After a reversal method, this leads to more realistic, feasible ideas.  
**Result:** a wall of ideas.
- **Processing brainstorming solutions.** In a small committee, the solutions devised are analysed and it is explored which solutions can contribute to the desired goal. The results from the preliminary exploration are included in this.  
**Result:** chosen ideas for a communication plan.
- **Program design.** The program is developed together with the project group and the devised solutions are designed and prepared.  
**Result:** this leads to an action plan.
- **Testing solutions with stakeholders.** The plans are presented in a session with stakeholders. Participants may provide feedback and ask questions.  
**Result:** feedback.
- **Session processing feedback.** The feedback is processed into an action plan by the project group led by the project leader.  
**Result:** new plan.
- **Designing solutions and shaping communication campaign.** Everything is prepared for the start of the program.  
**Result:** communication campaign
- **Baseline measurement of the use of digital care.** A baseline measurement is taken to explore the starting point. How many departments currently provide digital care to how many patients?  
**Result:** baseline assessment.
- **Implementing solutions.** The implementation of the program is starting. Ambassadors are deployed in the workplace for this purpose. They are briefed in advance.  
**Result:** kick-off and implementation.
- **Evaluating solutions.** After 1 week, 1 month and 3 months, an interim evaluation of the program takes place and adjustments are made if necessary.  
**Result:** evaluation and steering information.
- **Final measurement.** After the agreed pilot period, we take a new measurement to measure objective results.  
**Result:** rapport.
- **Coaching project leader and innovator.** Use of coaching hours during this entire process.  
**Result:** knowledge and feedback.

# Follower SME

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## Scope of work performed by the follower SME

For the role of follower SME, we are looking for a design company. Due to the way that the solution of the leading SME (Buro Strakz) is set up, it's not known yet what should be designed. The result of the solution of Buro StrakZ will be a program of solutions, which can take different forms. This means that we need a follower SME who is versatile and flexible in their design skills. We will need multiple solutions, which could be both online and offline and could for example range from an old-school poster to an out-of-the-box innovative design.

The goal of the designs will be to make healthcare professionals enthusiastic about monitoring@home, to contribute to a culture change. So, it is important that the follower SME is experienced in change communication and understands user experience. They should also be experienced with internal communication since this is very different from external communication.

Moreover, what is important to realise is that the content will be produced by the leading SME together with Rijnstate. So, the follower SME has a more executive role and is not the one who comes up with e.g. a communication strategy or the contents of a campaign. That is why we are looking for a design company and not a communication company.

### Requirements:

- Demonstrable designing specialist(s) (we would like to see examples of previous experience in the proposal).
- Experience within healthcare.
- Knowledge of internal change communication (not only external change communication).
- Knowledge of user experience.
- Innovative, versatile and flexible with a broad range of (digital) design skills.
- Sustainable solution.
- The content that will be created must be owned by Rijnstate. That means all content should be made freely available to Rijnstate, during and after HealthChain, and Rijnstate must receive the rights for the source data.
- The solution must be accessible.
- The solution must be in accordance with Rijnstate's corporate identity and policy.
- The solution must be in line with current initiatives for internal communication and the content that has been devised by Rijnstate and the leading SME.
- The solution can be both online and offline.
- The material that is used must be royalty-free in The Netherlands.
- The solution has to be fully compliant with the GDPR, ISO27001, NEN 7510, NEN 7512 and NEN 7513.
- Servers used for data storing have to physically be located within Europe (also back-up servers).



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- Any privacy, security and technical aspects of the solution have to be approved by the Compliance & Risk department and Information & Medical Technology department of Rijnstate.
- All proposed solutions must be approved by Rijnstate in terms of feasibility and all aspects mentioned above before development, especially in case of online solutions.