

Health Care Case Study

Timing Is Everything

SOC Telemed (SOC) is the largest American national provider of telemedicine technology and solutions to hospitals, health systems, post-acute providers, physician networks, value-based care organizations, and health plans.

The art of keeping balls in the air could define the toils of business as aptly as the practice of juggling.

Both are an act in constant motion and only succeed when the left hand knows what the right hand is doing. To offer up but two words on what this might look like in a business context, would include integration and transparency. SOC Telemed is one such example, a telemedicine company in the USA with offices in three states and more than 50% of their workforce spread remotely throughout the country.

“We have lots of different departments, lots of different tasks, lots of different people that are involved in the very big process that it takes to get customers onboarded and also keep customers working” says Sean Brown, senior director of infrastructure.

SOC stands for Specialists On Call and includes over 200 physicians specialising in neurology, psychiatry and intensive care who see patients virtually, using teleconference infrastructure.

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SOC Telemed provide services to hundreds of hospitals across America. Technology is at the core of their business delivery and without exaggeration, their reliance on it can be described as a matter of life and death.

When Sean Brown came to work for SOC Telemed there was no workflow management between the departments. What he brought with him was the knowledge and experience of having worked with versaSRS at his previous employment. As the saying goes, a mind once stretched by a new idea, never returns to its old dimensions. Sean understood the value of a case management tool and knew that SRS would be a natural fit with the company. But it wasn't simply a matter of putting the software in action. "SRS is structured in a way that makes businesses have to have critical thinking and thought processes throughout what their department does. It really helped define a lot of the structural characteristics that were needed to be efficient in what we do", says Sean.

Software implementation is like painting, it's all in the preparation. This can be a deterrent for organisations who can see the need for improvement in their processes but stop short of automation. Yet the difference between keeping up and getting ahead is often down to technology.

"Before we got SRS, the business processes were there but they weren't defined as deeply as they should have been. We had to define SLA's or how long a task is supposed to go for, how it escalates, where it escalates. There was a lot of structured, essentially critical thinking that we had to undertake which has really proven beneficial as we've utilised the system", he says.

SRS was rolled out company-wide in 2017. SOC Telemed have over 100 staff who do their work in the case management tool itself with another 400-500 staff whose tasks are triggered by the system.

The company has built around 800 different workflows to integrate their departments which could involve anything from onboarding new physicians or adding new customers to provisioning and maintaining equipment. What integration has achieved is closing the loopholes in their structure and improving the outcomes for their customers.

“SRS ensures that everyone has an assigned piece and is accountable for their piece and that the work flows from task to task, department to department, to ensure that every step is done along the way”, says Sean. “We use the survey module and at the end of every single ticket that’s created, we send out customer satisfaction surveys both internally and externally to customers and to vendors and we’ve been able to maintain a very high level of customer satisfaction, since implementation”, he says.

However, it is the new found level of transparency that provides the greatest benefit. Having measurable KPIs across the different workflows enables them to monitor and continually improve on the time spent between tasks and tickets.

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Service levels have become an exercise in control. “We have internal SLAs which are a little bit more aggressive than our customer SLAs. So, we monitor everything on our internal SLAs just to make sure that we meet or exceed our customer SLAs”, says Sean. Reporting and custom queries give the company what Sean describes as “granular access” to information both over the long-term and as it’s happening.

The art of adroitly balancing the props of business has become a performance of precision timing. “There’s a lot of integration and a lot of workflow but the biggest piece is being able to go into a ticket and look and see all the subtasks across all the departments, spread out, all throughout the country that are working simultaneously on the same thing. We have a single pane of glass that we can look at that gives us a view of where their status is in real time across the company”, says Sean.

It is an outlook which bears no
resemblance to its old dimensions.

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