

Medtronic

Integrated Health SolutionsSM

Case study: How a bariatric care pathway went remote and contact-free in just four weeks

Medical University Centre Mannheim
Department of Bariatrics



The need to accelerate remote care

For years, hospitals and clinics have talked about moving to telehealth, but day-to-day operations and barriers have often stalled the implementation of that solution in a meaningful and robust way. With the advent of COVID-19, this move has taken center stage, as hospitals suddenly needed to protect their capacity for COVID and other patients who need in-hospital care while reducing the potential for infection for patients and staff.

It is in this context that Medtronic IHS comes in to help hospitals accelerate care pathways and accelerate the transition to digitally enabled care. While many hospitals believe that moving to telehealth is mostly an IT solution, IT actually comprises only 10% of the required change.

In our experience, the solution should be a combination of pathway redesign, technology, a suite of tools and templates, training, and more to help hospitals move to telehealth as rapidly as possible.

For success in moving to a remote pathway, hospitals need these three factors that IHS' Remote Pathway Accelerator provides:

- Structured, patient-centric pathway redesign to shift as much care to a remote setting
- Defined patient routing and clear decision guidelines to enable staff to operate optimally
- Controlled approach that enables change involving professional project management and full leadership engagement

The challenge

Medical University Centre Mannheim (UMM) is a leading university clinic in southern Germany with 1350 beds and more than 4500 employees. Their bariatric surgery department, which is a certified reference centre of excellence, had been suspended due to COVID-19 in March 2020 because all elective procedures had been postponed. The suspension meant that current patients would not get the procedure in a timely way, and post-pandemic, the pipeline of new bariatric patients would be significantly reduced.

The bariatric department needed to find a way to quickly reduce in-person consultations while keeping the pipeline filled once elective surgeries were reinstated.

They could not do this work themselves because they:

- Possessed little experience with or established standards for remote treatment pathways
- Lacked a comprehensive concept and structured plan
- Needed to adapt their current pathway and processes, which were not designed to shift to teleconsultations
- Did not have staff who were experienced in professional use of the IT tools needed to enable this change

The bariatric surgery department

250

Patients treated annually

6-12 months

Prior to procedure, a multimodal evaluation is required

4

In-person pre-procedural consultations needed on a minimum

The solution

The department engaged Medtronic IHS to implement IHS' Remote Pathway Accelerator approach with these objectives in mind:

- Create a low/no-contact pre-surgical pathway using telemedicine solutions in four weeks
- Secure patient pipeline post-COVID-19
- Ensure that as much care as possible is provided externally through primary care, diagnostics centres, etc.
- Develop a blueprint for rapid roll-out to other surgical outpatient departments

IHS' multi-skilled team comprising consultants specialised in pathway optimization and change, IT, and bariatric experts worked hand-in-hand with the UMM's surgeons, nurses, and receptionists to design and operationalize the new remote pathway. IHS supported the UMM team in:

1

Designing the Remote Outpatient Pathway:

This included understanding patient journey and needs, including requirements for systems, tools, and staff.

2

Defining patient routing and establishing decision guidelines

This included defining how patients move through the pathway, co-creating tools and safeguards that enabled staff to operate at the top of their license and free up capacity. This work involved communication guidelines for all process steps with clearly defined roles and responsibilities, as well as checklists, scripts, patient information materials, SAP and email templates, GP information, letters, website content and more.

3

Establishing a culture and change management approach to guarantee success

This included professional project management with defined workstreams, action plans, clear deadlines and ownership. It also involved applying a state-of-the-art change management approach to drive and accelerate adoption that:

- Enabled and ensured leadership commitment and rapid decision making
- Measured and managed engagement and change readiness of all team members involved
- Trained teams on the new pathway and how to master the new tools
- Initiated continuous process improvement cycles to test and refine the new pathway

The impact: for the hospitals

In just four weeks, IHS and UMM created a fully operational, remote bariatric pathway (as shown in Figure 1). This enabled the hospital to improve efficiency as well as free up capacity by:

- Shifting all four necessary face-to-face consultations to remote
- Eliminating extra appointments due to missing or incomplete documentation and diagnostics

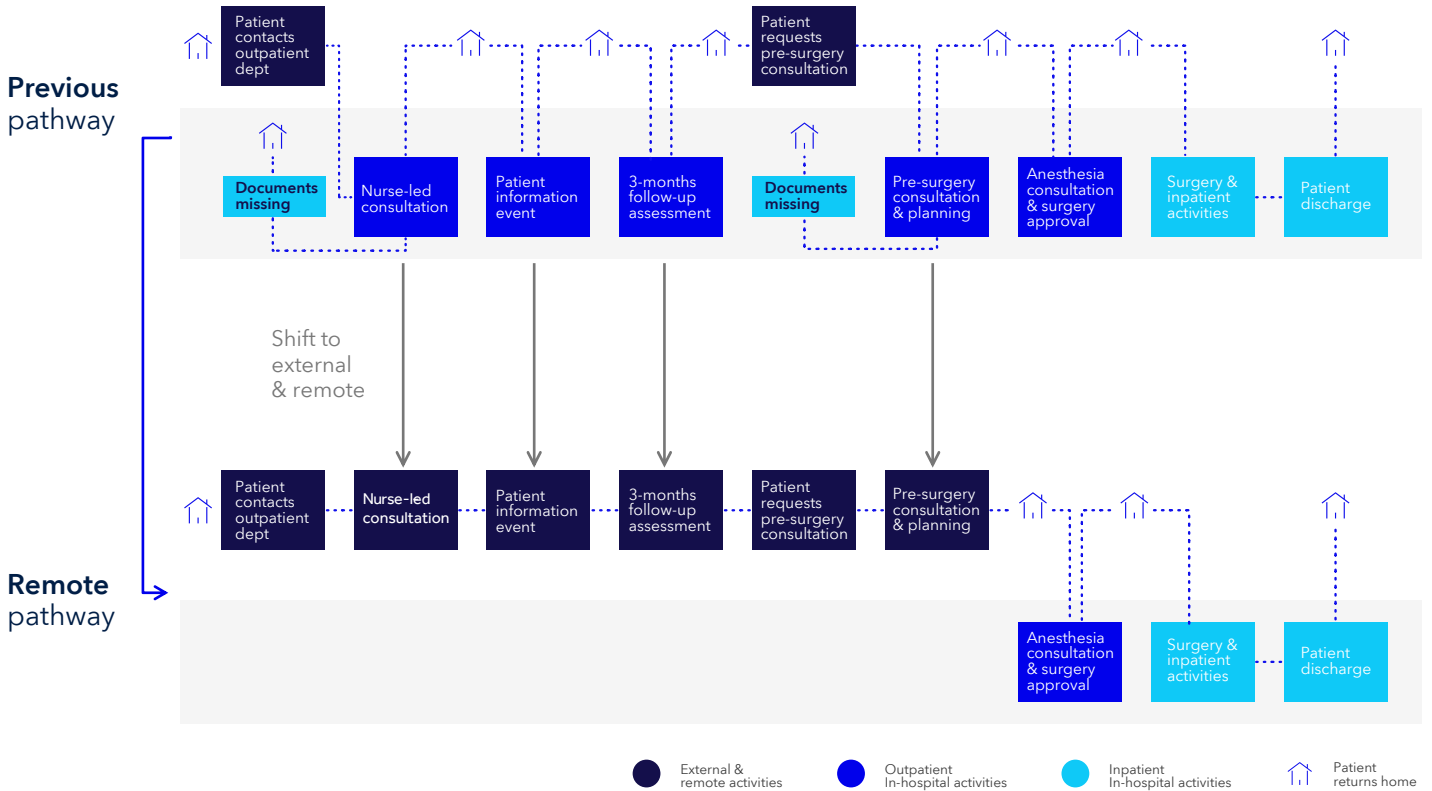
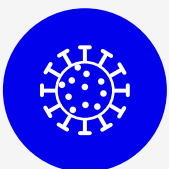


Figure 1: Digitally enhanced remote pathway.

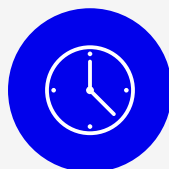
In addition, they were able to improve their referral numbers from insurers and out-of-state patients.

The impact: for patients

For patients, this remote pathway offers:



Reduced risk of infection



Improved convenience by eliminating wait and travel times



Increased access to care through expanded capacity

Due to the success of the project, the hospital has engaged Medtronic IHS to roll Remote Pathway Accelerator to move departments, including colorectal and neurology.

About Pathway Accelerator solution

Pathway Accelerator is a comprehensive and integrated solution to help providers implement, run and sustain care pathways that are evidence-based, best-practice-informed, and patient-centric. Capitalizing on hundreds of care pathway optimization projects, across a broad array of medical conditions, Pathway Accelerator can quickly transform your pathway and deliver sustainable results.



What the department is saying:

// We have been wanting to do this for over 1.5 years. With Medtronic IHS, we had a complete concept and an actionable plan that allowed us to move quickly. //

PD Dr. med. Mirko Otto, Head of Bariatric Surgery

// We thought the main issue was the software tool. Medtronic IHS helped us understand that there is a lot more to successfully running a remote pathway. What we have now is much more comprehensive and patient friendly. //

PD Dr. med. Mirko Otto, Head of Bariatric Surgery

About Medtronic IHS

Integrated Health Solutions builds on Medtronic's unique combination of capital resources, process optimization expertise and therapy knowledge. In cooperation with medical institutions, IHS develops innovative services and solutions to improve efficiency, reduce costs, facilitate patients' access to different types of treatment, and improve outcomes.

Learn more about our solutions by visiting our [website](#), reaching out to your Medtronic contact or emailing us at: integratedhealthsolutions@medtronic.com

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