



CASE CHALLENGE BRIEF

FILLING A NEED: JACKSON HEALTHCARE

Business & Challenge Overview

Jackson Healthcare is a family of 17 highly-specialized, healthcare staffing, search and technology companies. It helps health systems, hospitals and other healthcare facilities across the nation with temporary and permanent workforce needs. Jackson Healthcare, headquartered in Alpharetta, GA, serves more than 7 million patients in over 1,300 healthcare facilities across the U.S. It is among the largest healthcare staffing & technology companies in the U.S.

With the mission to improve the delivery of patient care and the lives of everyone it touches, Jackson Healthcare is built on a simple idea – that talented professionals with a shared purpose can improve the lives of patients, families and communities.

Now Jackson Healthcare wants your help in improving the operations of one of its clients. Jackson Healthcare's clients – hospitals – are struggling to effectively treat the growing number of psychiatric patients coming to their emergency departments. Most emergency departments (EDs) don't have a psychiatrist on staff. This means that hospitals are not set up to handle psychiatric emergencies, such as bipolar, schizophrenic or substance abuse episodes.

One-eighth of all hospital ED visits result in a mental health diagnosis. And psychiatric patients wait the longest in EDs. This ties up ED rooms and staff time, making it difficult to efficiently treat other patients with illnesses and injuries. Jackson Healthcare seeks to help hospitals address this problem by finding ways to increase the availability of psychiatrists. One approach is through the use of temporary physicians, who travel to hospitals to do short-term assignments. Another is through the use of telemedicine, where psychiatrists treat patients through the use of online video tools.

So, what would your recommendation be? Specifically, ***how can Jackson Healthcare provide psychiatrists on a temporary, permanent and/or telehealth basis to help hospitals address this growing problem?***

Checklist

UNDERSTAND THE PROBLEM

- Write down what you know about the problem.
- Review what exactly the company is asking for with your team.

RESEARCH & EXAMINE PROBLEM

- List what you need to know to understand what is causing the problem. Use the following questions as a starting point:
 - *How do ED patients access psychiatrists now?*
 - *What challenges need to be overcome to solve the problem?*
- Identify resources for getting the information you need to examine the problem fully, and assign research tasks to your team.

CREATE SOLUTION



- With your team, brainstorm a list of possible solutions. Use the following questions to help with your analysis:
 - Analyze the Options:
 - *What are Jackson HC's offerings that need to be considered? Temporary staff? Permanent staff? Telemedicine?*
 - *What are the benefits and obstacles of having a psychiatrist physically and/or virtually treating patients in the ED?*
 - *How will each option impact the experience of the patient? Of the hospital staff?*
 - Develop a Recommendation:
 - *What is your solution?*
 - *How will it appeal to and benefit ED physicians, nurses and patients?*
 - *What are the benefits, costs and obstacles?*
 - *What is the recommended solution?*
- Think through the risks and benefits of the different options to narrow down the list.
- As a group, discuss your findings and decide on the best solution.
- Your solution should include the following:
 - Answers to all parts of the challenge question
 - Explanation of why the solution is the best one
 - Speak to the needs of the EDs clearly
 - Show careful analysis, using a 2x2 matrix (cost vs. experience)
 - Provide a clear rationale for recommended solution
 - Address the obstacles that will threaten the solution
 - Speak to the hospitals directly, working to convince them to adopt your solution
 - Creative and compelling arguments
 - Explanation of the expected results the solution will have on the company and stakeholders

CREATE PRESENTATION / DEMONSTRATION

- Create a presentation (3-5-minutes long) to share your solution to the case challenge with the company. Be sure to include the following:
 - A clear explanation of your solution
 - Visuals or media that clarify information or engage your audience (for example: pictures, tables, charts, etc.)
- Prepare to present.
 - Assign portions of the presentation to each team member.
 - Practice delivering your portion of the presentation professionally and confidently.
 - Rehearse the entire presentation as a team.
 - Think through possible questions the company might have about your solution and how you might answer.
 - Make any updates to your presentation that will strengthen your solution and make it clearer.
- Review the Case Challenge Presentation Rating Sheet, and use it as a guide as you develop and rehearse your presentation.