

3DE  
Filling a Need  
Case Challenge



## Meet the Volunteer!



My **name** is...**Keith Jennings**

- My job or role is...**Vice President, Community Impact**
- My educational or training background is...**literature, psychology & marketing**
- An interesting fact about me is...**I'm an adoptive dad**
- When I was in high school, I wish I had known...**coding!**



## Meet the Company

What comes to mind when you hear “healthcare services”?



### WHO WE ARE

Jackson Healthcare is a family of 17 highly-specialized, healthcare staffing, search and technology companies.



### WHAT WE DO

We help health systems, hospitals and other healthcare facilities across the nation with temporary and permanent workforce needs. We do this because everyone deserves access to healthcare services.



### HOW WE DO IT

Headquartered in Alpharetta, GA, we serve more than 7 million patients in over 1,300 healthcare facilities across the U.S. We are among the largest healthcare staffing & technology companies in the U.S.

## Jackson Healthcare - A Parent Company

*A portfolio of staffing, search and technology companies aimed at helping health systems, hospitals and other healthcare facilities with temporary and permanent workforce needs*



## Deep Dive: Virtual Medical Staff

Virtual Medical Staff is a telemedicine provider.

**What is "telemedicine"?**

Answer

*Use of telecommunication and information technology to provide clinical health care from a distance*

**virtualmedicalstaff**



Virtual Medical Staff: <https://www.youtube.com/watch?v=98Xl2Aw7K1o>



## Deep Dive: LocumTenens.com

- Locum Tenens = Placeholder (in Latin)
- Staffing agency that places medical professionals **temporarily** with U.S. hospitals, medical groups and community health centers across the nation

**LocumTenens.com**



## Deep Dive: Jackson & Coker



- Healthcare staffing firm
- Temporary and temporary-to-permanent recruitment firm for physicians and advanced practitioners
- Ranked a 2016 and 2017 “Best Staffing Firm to Work For” by Staffing Industry Analysts



## Deep Dive: Jackson Physician Search

**JACKSON**  
Physician Search



- Healthcare search firm
- Permanent recruitment firm for physicians
- Ranked “Best Place to Work For” by Modern Healthcare 2016-2018



## Challenge Background



- Most emergency departments (EDs) **don't have a psychiatrist** on staff
- Hospitals are **not set up to handle psychiatric emergencies**
- **One-eighth** of all hospital ED visits result in a **mental health diagnosis**
- Psychiatric patients **wait the longest** in EDs, tying up rooms and staff



## The Challenge

### Emergency Department's Need:

More access to psychiatric medical help in emergency departments



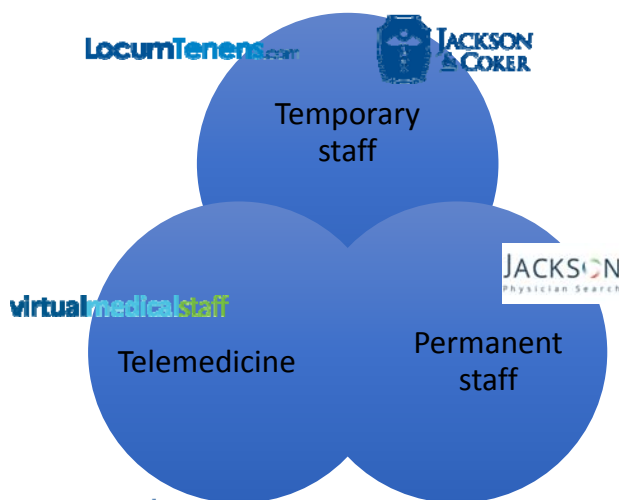
### Jackson Healthcare's Goal:

Find ways to increase the availability of psychiatrists

*How do we fill the need?*



## The Challenge



To address the need we must consider...

- Potential **options** within Jackson Healthcare's portfolio
- **Benefits and obstacles** of the options (e.g., having psychiatrist onsite vs. off site)
- **Impacts** on the patients and staff



## Case Challenge Question

How can Jackson Healthcare fill the need for psychiatrists in hospital emergency departments by providing physicians on a temporary, permanent and/or telehealth basis?

## Challenge Approach

### Understand the Problem

As a business development team, develop a strategy for filling the underserved need for psychiatric care in emergency departments (ED) by providing psychiatrists on a temporary, permanent and/or telehealth basis



### Develop a Solution

1

**Understand the Situation:** *How do ED patients access psychiatrists now?*

2

**Analyze the Options:** *What are the benefits and obstacles of having a psychiatrist physically and/or virtually treating patients in the ED?*

3

**Develop a Recommendation:** *What is your solution and how will it appeal to and benefit ED physicians, nurses and patients?*

4

**Present Solution:** *How will you convince hospitals to go with your solution?*

### Prepare Presentation

Create a 3-5 min presentation **to a hospital** that will:

- ✓ Explain the core problem
- ✓ Explain solution
- ✓ Outline the benefits, costs and obstacles
- ✓ Convince the hospital to sign on

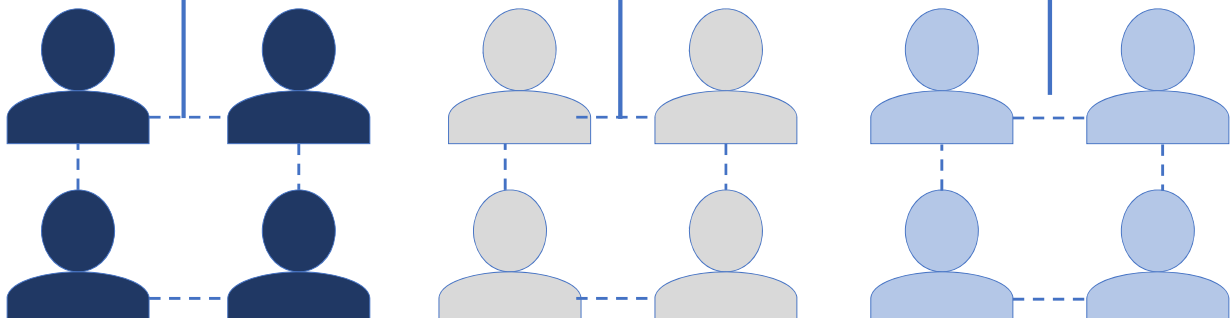
## Solution Success

A successful solution will:

- Speak to the **needs** of the Emergency Departments 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
- Be **creative** and **compelling**



Thank you for your help!





## A Closer Look

How will you meet the challenge?

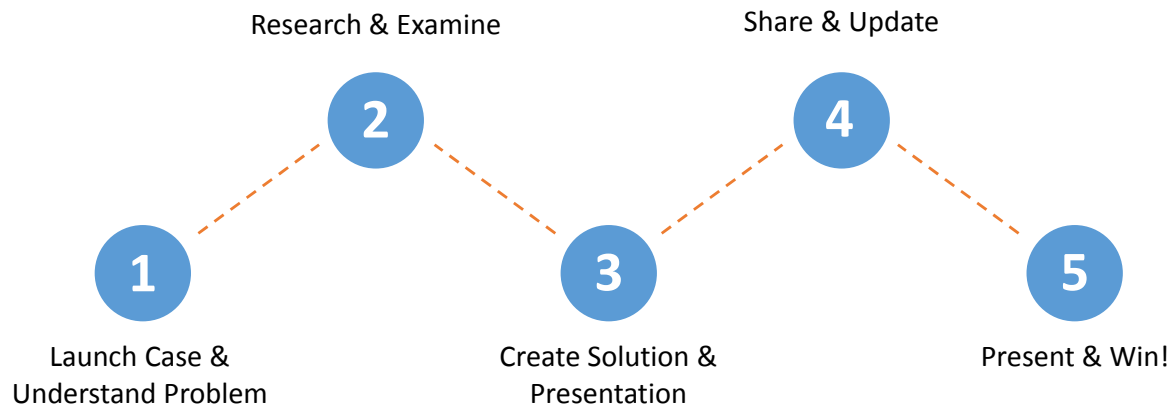
## Brainstorming Session

- Get in your **teams** for this case challenge.
- Re-read the **Case Challenge Brief**.
- Make sure that your team **understands the tasks** and how to complete them.
- Note / ask any **clarifying questions** you might have about the case.
- Start to **brainstorm** how you will attack the task in front of you.



**Questions?**

## Schedule



Use the Case Challenge Presentation Rating Sheet as a guide for your work.

Remember, the top teams will present their solutions to the company!

**Good luck!**

## Are you ready to get started?

1. Who are you solving a problem for?

Answer

Jackson Healthcare

2. What is the problem you are solving?

Answer

How to help emergency departments (EDs) have access to psychiatrists

3. What do you need to deliver?

Answer

Presentation to a potential hospital outlining how to fill its need given Jackson Healthcare's portfolio of companies