



From “Remote by Necessity” to “Remote by Design”... Is a Remote Workforce Effective in Healthcare?

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Agenda

- Dartmouth Health Overview
- Getting Started: Remote Workforce Strategy
- Pilot/Phased Rollout
- Compliance Considerations
- Lessons Learned

Learning Objectives

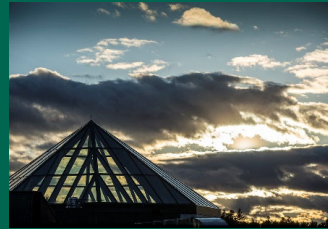
Understand the importance of:

- Partnering with key stakeholders across the organization.
- Setting a clear vision with supporting guiding principles.
- Defining a remote employee.
- The various regulatory compliance areas within each state.

Dartmouth Health Overview



NH's only academic health system, Level I trauma center, and children's hospital



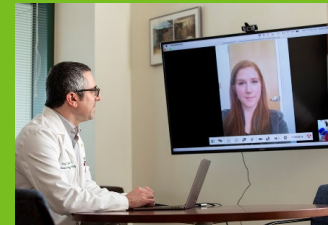
Largest provider of health care in NH, and second largest provider of care to VT



Largest private employer in NH with 13,000 employees (incl. 1,400 physicians)



Only NCI designated Comprehensive Cancer Center in NNE (1 of 51 in the nation)



Largest provider of telehealth services in NNE



Consistently ranked the **#1** hospital in NH (DHMC) by *U.S. News and World Report*

Dartmouth Health

3 Critical Access
Hospitals

Visiting Nurse and
Hospice

**World-class
care woven into
the fabric of our
communities.**

1 Community
Hospital

Primary and
Multi-Specialty Clinics
(multiple locations)

Academic Medical
Center

Getting Started: Remote Workforce Strategy

The Beginning

- State of Emergency declared on March 13, 2020 in New Hampshire.
- Had to quickly shift to support our service lines as well as support our employees in this unknown environment.
- Dartmouth Health took this opportunity to create a vision statement with guiding principles that fostered a collaborative process to create a remote workforce structure.
- In addition, we launched a successful pilot and rolled out the program to the largest system member: Dartmouth Hitchcock Medical Center (DHMC) & Community Group Practices (CGP).

“Remote work isn’t merely something one does; it is an intentional series of organizational motions that create a fundamentally unique environment. A supportive remote atmosphere is more flexible, more disciplined and more inclusive, but it requires a tremendous amount of focus.”

- Darren Murph, head of remote at GitLab

Remote Work Initiative Governance

Goal / Vision

Remote work becomes integral to Dartmouth Health's (DH) strategy of being the employer of choice, providing the organization with a cost effective alternative to working at the office, positioning DH as an innovative leader in this area.

Executive Steering Committee

CHRO, CFO, COO

Leadership

VP Total Rewards, CIO, VP Facilities, VP Finance, VP Operations

Workgroups

ROLES DESIGNATION

LEADERSHIP READINESS

COMPLIANCE

TECHNOLOGY

SPACE

Remote Work at DH

Goal / Vision

Remote work becomes integral to DH's strategy of employee management, recruitment and retention, providing the organization with a cost effective alternative to working at the office, positioning DH as an innovative leader in this area

Issues

Social
Distancing

Inconsistent
Practices

Employee
Productivity

Space
Constraints

Objectives

Clear Strategy
for Remote
Work

Cost Savings

Improve
Employee
Satisfaction

Benefits

Reduction in
Leased Space

Improve
Employee
Retention

Increase Talent
Pool

Outcomes

Reduction in
Leased Space

Increase in
Engagement
Scores

Reduction in
Employee Turn-
Over

Workgroups

Role Designation	Develop criteria and identify roles and/or functions that can successfully be transitioned to a remote work environment to maximize human and capital resources and inform HR management policies and practices
Leadership readiness	Develop leadership training to effectively orient leaders to DH's Remote Workforce policy and procedures and to provide the tools necessary to create, lead and engage a remote workforce
Compliance	Improve compliance to protect organization and reduce costs
Technology	Provide cost effective computer hardware, support and access options to enable specific work roles to effectively function from home offices using the Internet
Space	Identify opportunities for space reassignment to improve space utilization, social distancing, and expense reduction

Guiding Principles

OBJECTIVES: Reduction in costs associated with owning/leasing real estate for DH workforce, promoting efficient use of managed space. Provide optimal tools to support remote work, assuring employee's productivity. Make remote work an attractive feature of DH employment

Financial

Prioritize utilization of on-campus space by clinical and patient-facing services. Minimize the real estate footprint of DH's administrative functions while maintaining operational effectiveness and efficiency

Process

Remote work standards will be applied consistently across defined functions/roles. Technology and infrastructure required to support remote work will be identified and deployed consistently across defined functions/roles

Employees

Remote work policy will contribute to DH's strategy of being the employer of choice. Transparency in methodology will be a key driver in communication

Customers

Remote work policy's impact on the Patient and Internal Customer Experience will be neutral. Quality, safety standards and level of service will be maintained

Defining Remote Employees

- Department Leadership weighed relevant factors when considering an employee to work remotely:
 - Operational needs of the department
 - The nature & responsibilities of the employee's job
 - The employee's productivity and their performance
 - The employee's attendance patterns as well as their ability to work independently
- Remote Worker must sign a Remote Work agreement

Remote Role Designations

- **Full-time:** 100% of that role's work hours will be remote
- **Part-time:** any portion of that role's work hours will be on-site and identifying the % of time remote
- **Rotational:** role will have a rotating schedule of some days on and other days off-site (Clinical Secretaries)
- **On-site Only**

Managing the Change: Using Kotter's Model for Change

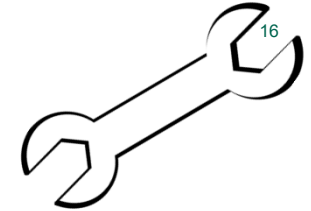
- Sense of Urgency
- Build a Guiding Coalition
- Form a Strategic Vision and Initiative
- Enlist a Volunteer Army
- Enable Action by Removing Barriers
- Generate Short Term Wins
- Sustain Acceleration
- Institute Change

Support for the Remote Workforce

Both leadership and employees need support for remote working:

- Training and education for managers to help cultivate the skills to confidently engage and manage employees at a distance
- Created Remote Workforce toolkits for both the managers and employees
- Developed Remote Worker Policy





Working Remotely Tool Kit

Remote Work Policy Documents

- Remote Work Policy
- Remote Work Agreement
- Business and Travel Expenses (Policy, Responsibility Outline, FAQs)

Technology and Support

- Home computing equipment standards by workflow
- Department and Office commuter workstation equipment standards
- Equipment Inventory Tracking Tool
- Telephony Solutions
- Networking Solutions

Employee Resources

- Employee Guide to Remote Work
 - Managing Your Time
 - Staying Productive
 - Avoiding Distractions
 - Creating a Work Space at Home
 - Remaining Connected and Social
 - Keeping a Healthy Work/Life
- Remote Work Intranet

Space Design

- Department On-Site Space Needs Template
- Packing and Moving Process

Manager Resources

- Remote Role Definition and Designation Template
- Team Meeting Talking Points
- Guide for 1:1 Employee Remote Agreement Discussion
- Exceptions to Remote Work Role Designation
- Remote Work FAQ Sheet
- Best Practices for Managing Remotely

Remote Work Program

- Roll-Out Kickoff/Orientation for Department
- Leadership Training Material
- Modeling and Measuring Impact Tools

The Pilot

Phased Rollout

Phase I

Broad Organizational Rollout

Optimizing and Formalizing
Remote Workers

- Leader Training
- Role Designation & Space Needs
- 1:1 Employee Conversations
- Employee Signs Agreement
- Equipment Inventory & Needs
- Optimizing Home Office

Phase II

Department Rollout

Optimizing On-site Space
Configuration and Allocation

- Facilities Reviews Space Needs & Determines Plan
- Facilities Designs Blueprints
- Departments Pack Files
- Onsite Workspaces & Printing Infrastructure Configured
- Move-in Coordinated

Pilot Objectives

Objectives:

- Pilot and validate, as part of Implementation Readiness phase, that the applicable processes and procedures developed and designed in Strategy & Planning phase are effective and achieve the desired outcome.

Desired Outcomes:

- Successful Deployment
- Identify & address any gaps in the policies or processes.
- Understand the resources, timelines and costs required for successful execution of the full scale implementation.
- Documented steps for each major task.

Measures of Success

- Remote workers as % of workforce
 - Monitored throughout implementation and tracked exceptions
- Space reallocated for clinical & patient-facing services
 - Pilot results: >10,000 square feet of administration space reallocated
- Remote work strategy margin impact
 - Overall estimated expected impact to contribution margin
- Remote employee satisfaction measures
 - Pilot results: 85% satisfied with their role designation per Employee Engagement Survey included Working Remotely questions
 - Reduction in employee turnover for remote worker population

Encouraging Pilot Results...

Top 10 Questions by Favorability Response

Question	Responses (#)	Favorable* (Avg %)
I understand my responsibility as a leader in supervising remote employees.	12**	100%
I have been able to maintain a positive outlook on my ability to contribute to the organization throughout this transition.	91	96%
I felt supported by my leader through the transition to remote work.	91	95%
When I am at my remote work location I can perform my full range of duties effectively and meet the needs of our patients/customers.	91	92%
I have good support for the technology I use when working remotely.	91	90%
When working remotely, I have access to the information system resources (e.g. systems, equipment, technology, information, support services, etc.) I need to do my job effectively.	91	89%
When working remotely, I have access to the resources I need to do my job effectively (e.g. materials, equipment, technology, support services, training, etc.)	91	89%
The remote work arrangement of my role does not impair the efficiency and productivity of my work group/team.	91	88%
The efficiency and productivity of my role will remain constant or improve as a result of my remote work arrangement.	91	85%
I am satisfied with my role designation (full time remote, part time remote, or onsite only).	91	85%

*Agree/Strongly Agree ** Question presented to leaders only

2021 Employee Engagement Survey

- Higher scores were demonstrated between Full-Time/Part-Time Remote workers compared to the overall organization.
- The differential between Full-Time/Part-Time Remote Workers compared to Non-Remote Workers is even greater.

<i>Select Questions That May Correlate with Working Remotely:</i>	Full-Time Remote		Part-Time Remote		Non-Remote
	vs. Org	vs. Non-Remote	vs. Org	vs. Non-Remote	vs. Org
This organization supports me in balancing my work life and personal life.	+0.48	+0.71	+0.15	+0.38	-0.23
I would stay with this organization if offered a similar position elsewhere.	+0.29	+0.42	+0.08	+0.21	-0.13
I would like to be working at this organization three years from now.	+0.29	+0.43	+0.10	+0.24	-0.14
I would recommend this organization as a good place to work.	+0.28	+0.41	+0.10	+0.23	-0.13
Overall, I am a satisfied employee.	+0.31	+0.47	+0.14	+0.30	-0.16

Compliance Considerations

Human Resources Compliance

- Each state must comply with federal employment laws and regulations.
 - Some counties/cities have additional laws that must be complied with.
- DH used an HR Compliance Consulting firm to conduct an audit to determine any potential gaps or risks in practice.

Compliance Potential Gaps/Risks

HR

Employment Applications &
Interview Process

Offer Letters

Sexual Harassment
Prevention Training

FLSA Classifications

Labor Law Posters

I-9 Forms Verification

Leave of Absence

Paid Sick/Safe Time

Mandatory Benefits

Employee File Storage

Termination Process

State Mandated Worker's
Comp

OSHA Logs

Employee Handbook &
Policies

Finance

State Tax Withholding

Taxes & State Registration

- Register each employer in the states where remote workers will be present.
- DH had two employers to register:
 - Dartmouth Health Clinic
 - Mary Hitchcock Memorial Hospital
- Registration Includes:
 - Business Registration
 - Withholding Registration
 - Unemployment Registration
- Tax Office should be involved when discussions about setting up new states occur.

Information Systems

Organizational Responsibilities

- Equipment (computers, monitors, etc.)
- Office Supplies
- Furniture, as needed, based on ergonomic assessment

Employee Responsibilities

- Phone and Internet Service Provider
- Safe & Stable Work Space
- Home Security/ Privacy
- Proper destruction of any printed documents

Challenges, Risks and Learnings

- Workgroup leaders and teams were pulling double duty, which could have led to fatigue and impact on prime areas of responsibility.
- Timelines and milestones shifted, leaders were challenged to devote the necessary time and focus.
- Program requires long term sustained engagement with focus on the end results, and ongoing tracking of success measures.
- Management of change and a robust communication plan are key.

Suggestions for Success

- Create a phased-approach and start with a pilot.
- Recognize that management and support of your internal vs. remote workforces are different.
- Establish auditing practices that will ensure you have obtained *and maintained* compliance.
- Survey remote workforce to gather information – positive and constructive. Consider changes if it seems prudent.

Questions?

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*"I can't remember—do I work at home or
do I live at work?"*

Thank You!