



**New Technology and  
Work Reorganization:  
Someone is Designing  
A New Future for  
Health Care  
-  
And It Isn't Health  
Care Workers**

# Re-Designing Health Care: Key Work Process Trends

- Standardization/De-Skilling
- Intensification/Lean
- Multi-Skilling/Job  
Combination/Flexibility
- Automation/New Technologies
- Monitoring
- Outsourcing/Contracting Out/Moving  
Work

**“At Park Nicollet, they’re embracing Toyota’s lean production process with almost religious zeal. The organization is engaged in an aggressive team-oriented program to eliminate wasted time, space, and motion in order to save patients, provide them with more punctual results and keep them healthier. The hospital says it saved \$7.5 million last year, cut infection rates and freed up surgical capacity.”  
[Phelps, 2005]**

# Key Technology Trends:

- **Electronic Medical Records (EMR),**
- **Telemedicine or distance medicine**
- **Robotics**
- **Advanced Diagnostic Equipment and Patient Monitoring Systems**
- **Employee Monitoring Systems**

- ***Pentagon Seeks To Develop 'Trauma Pod' for Battlefield Surgery;***
- ***Detroit Medical Center Introduces Robotic Doctors;***
- ***Georgia Launches Telemedicine Network;***
- ***Idaho Hospital to Launch Telepharmacy Program;***
- ***Remote Monitoring Helps Counter Shortage of ICU Specialists***
- ***Telemedicine Could Be Answer To Treating Aging U.S. Population***
- ***California County to Install Drug-Dispensing Robots in Jails;***



## X-Rays on the Network

**COWS – Computers on Wheels**

# Robo-Pharmacist



# Robo-Doc

# Robo Everything Else

# Monitoring Devices





# Contracting Out

## USW Denounces Off Shoring of Health Care Services

**PITTSBURGH** - The United Steelworkers today denounced a shocking new approach that employers are considering to limit health care expenses – sending employees to India or other lower-cost countries for expensive medical procedures.

Dubbed “medical tourism” by the media, the idea of outsourcing medical care to lower-cost countries is finding its way into corporate agendas as a way to cut health care costs.

Blue Ridge Paper Products, Inc., of Canton, N.C., proposed sending one of its employees, a USW member, to India for surgery – a move that would have saved the self-insured company tens of thousands of dollars.

Who is making the decisions?

And

What are their Goals?

**What do Hillary Clinton, George Bush, Newt Gingrich, and Ted Kennedy all have in common?**

**They are all promoting Electronic Medical Records as a key part of the solution to our Health Care Crisis.**

# Newt Gingrich's Center for Health Transformation

## Founding Charter Members

[Booz Allen Hamilton](#)

[Ford Motor Company](#)

[General Motors Corporation](#)

[IDX Systems Corporation](#)

[MedImpact](#)

[NACDS](#) Foundation

[Novo Nordisk](#)

[SHPS](#)

[Siemens](#)

[Sutter Health](#)

## Platinum Members

[American Hospital Association](#)

[BellSouth](#)

[PricewaterhouseCooper](#)

[UPS](#)

[WellPoint, Inc](#)

# Who was represented on the Health Information Technology Leadership Panel set up by HHS Secretary Michael Leavitt?

- 1 **FedEx Corporation** - Frederick Smith, CEO
- 2 **General Motors** - Rick Wagoner, CEO
- 3 **International Paper** – John Faraci, CEO
- 4 **Johnson Controls** – John Barth, CEO
- 5 **Target Corporation** – Robert J. Ulrich, CEO
- 6 **Pepsico** - Steve Reinemund, CEO
- 7 **Procter & Gamble** – Alan G. Lafley, CEO
- 8 **Wells Fargo** - Richard Kovacevich, CEO
- 9 **Wal-Mart Stores, Inc.** – David Glass, former CEO

# Impacts on Health Care Workers

- Job Loss
- Stress
- Speed-up
- Monitoring
- New Skills Required, Often w/out Training
- Separation from Patients
- RSI and other Ergonomic Injuries



“Hey! They’re lighting their arrows! . . .  
Can they DO that?”

# Management Rights



# A Bargaining Model

- Unions
- Advance Notice
- Access to Full Information
- Time for Research, Assessment and Planning
- Mechanisms for Ongoing Discussion/Bargaining
- Leverage