Chapter 18

Impact of Auditing and Feedback in the Face of Resistance to Organizational Change in the Healthcare Industry

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ABSTRACT

The advent of telehealth has ushered in a transformative era in healthcare, demanding not only technological innovation but also a fundamental shift in organizational culture. This chapter underscores the indispensable role of an audit-centric culture in healthcare organizations navigating the telehealth landscape. By embracing and valuing organizational audits of processes, policies, and patient experiences, healthcare organizations empower themselves to optimize costs, enhance health outcomes, elevate patient satisfaction, and bolster overall effectiveness. In a digital age where adaptability and continuous improvement are paramount, the cultivation of an audit-centric culture emerges not as an option but as an imperative for healthcare organizations seeking not just to survive but to thrive. This research offers a compelling narrative of the benefits and strategies of embracing audits as a cornerstone of organizational excellence in telehealth-driven healthcare environments.

INTRODUCTION

The emergence of the COVID-19 pandemic necessitated an unprecedented and rapid transition within medical practices towards telemedicine as a means of sustaining patient care while minimizing physical contact. This abrupt paradigm shift compelled healthcare organizations to adopt telemedicine technologies and services, altering the traditional healthcare landscape (Chuo, Macy, & Lorch, 2020; Garfan et al., 2021).

With the widespread adoption of telemedicine, healthcare organizations were faced with the imperative to conduct comprehensive audits encompassing various facets of implementation (Chuo, Macy, & Lorch, 2020; Garfan et al., 2021). These audits were designed to evaluate the integration of telemedicine into existing healthcare workflows, ensuring compliance with regulatory standards and addressing emerging challenges.

Recognizing the pivotal role of patient satisfaction and engagement in telemedicine, healthcare organizations embarked on assessing the user experience of patients utilizing remote healthcare services (Chuo, Macy, & Lorch, 2020; Garfan et al., 2021). These assessments aimed to gauge ease of use, accessibility, and overall satisfaction with telemedicine platforms.

Telemedicine implementation necessitated a reevaluation of established healthcare processes (Chuo, Macy, & Lorch, 2020; Garfan et al., 2021). Audits were instrumental in scrutinizing these processes, identifying bottlenecks, and streamlining workflows to optimize the delivery of care via telemedicine.

In light of the evolving healthcare landscape, patient satisfaction emerged as a crucial metric in the evaluation of telemedicine services. Organizations initiated studies to gauge patient satisfaction levels, enabling them to tailor telemedicine offerings to meet patient expectations and needs (Chuo, Macy, & Lorch, 2020; Garfan et al., 2021).

Audits related to telemedicine encompassed a thorough examination of workflow dynamics within healthcare organizations. This optimization process sought to align telemedicine practices with established protocols, ensuring seamless integration and operational efficiency (Chuo, Macy, & Lorch, 2020; Garfan et al., 2021).

Given the rapidly evolving regulatory landscape surrounding telemedicine, healthcare organizations undertook audits to ensure adherence to evolving compliance standards. These audits were essential in maintaining the legal and ethical integrity of telemedicine services.

The dynamic nature of telemedicine implementation necessitated an ongoing auditing process. Healthcare organizations recognized the need for continuous monitoring, assessment, and adaptation to ensure the sustained effectiveness and quality of telemedicine services (Chuo, Macy, & Lorch, 2020; Garfan et al., 2021).

In summary, the exigencies of the COVID-19 pandemic expedited the adoption of telemedicine practices within healthcare organizations. This transformation, in turn, precipitated a series of audits and assessments aimed at optimizing telemedicine implementation, enhancing patient experiences, and ensuring compliance with evolving regulatory frameworks (Chuo, Macy, & Lorch, 2020; Garfan et al., 2021). These audits represent a critical step in reshaping the future of healthcare delivery in an increasingly digitalized healthcare landscape.

PROBLEM STATEMENT

Since the advent of the COVID-19 pandemic, the utilization of telemedicine within the United States embarked upon an upward trajectory of noteworthy ascent, as meticulously documented by Shaver in 2022. A remarkable 76% of hospital systems across the nation embraced the integration of telemedicine into their healthcare practices (Shaver, 2022). Among these, disciplines such as radiology, psychiatry, and cardiology stood as exemplars of its prolific usage, underscoring its expanding influence within the healthcare ecosystem (Shaver, 2022).

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