

Johnson: I appreciate that perspective, Ms. Chapman, but I have to admit, I am a bit more likely to push the envelope than Mr. Ash was. I believe introducing telemedicine would be a great boost for Geneva, helping us to better serve our patients who live far from Longwood and potentially helping us to improve patient satisfaction.

Chapman: *But don't we already have the ability to provide excellent care for our patients? I'm just not sure what's wrong with what we do now.*

Johnson: That's true, Ms. Chapman, but I don't think that we're looking far enough ahead. As hospitals and health systems consider new ways to interact with and care for their patient populations, we're going to be left behind. I think it would be in the best interests of Geneva to consider telemedicine on the sooner side.

Chapman: Well, Dr. Johnson, I disagree. I tend to believe, "If it ain't broke, don't fix it."

Johnson: I understand your concerns, Ms. Chapman. Thanks for sharing them with me. Would you be interested in participating in a task force charged with investigating this opportunity?

Chapman: I'm not sure I think this is much of an opportunity. But since you're asking, I guess I'll need to participate.

Johnson: Thanks so much, Ms. Chapman. I appreciate your time.

As Johnson headed back to his office, he was once more reminded that none of this was going to be easy. He was especially concerned about resistance from the physicians. Although he was a physician himself, that background did little to improve his credibility when he was making a case from the "dark side" of administration. He decided to seek out Dr. Jodi Smith, the chair of internal medicine, to gauge some of the sentiments from the physicians. He headed to her office to see if he could catch her for a moment.

A Physician's Perspective

Johnson: Hi, Jodi. How's everything going?

Smith: Dan. Just the person I wanted to see. I heard a rumor that you were considering telemedicine for Geneva, and I wanted to make sure that it was just a rumor.

Johnson: Well, Jodi, the rumor is actually true. I realize I haven't been here at Geneva very long, but I've been working very hard to get a sense of this place before I propose any changes. I also realize that introducing telemedicine capabilities involves planning and careful considerations. At this point, I know there is still considerable work to be done to better understand both Geneva and the opportunities and risks associated