Electronic Medical Record Selection and Implementation: Strategy & Outcomes

Denise Kaetzel
Director of Organizational Excellence and Quality
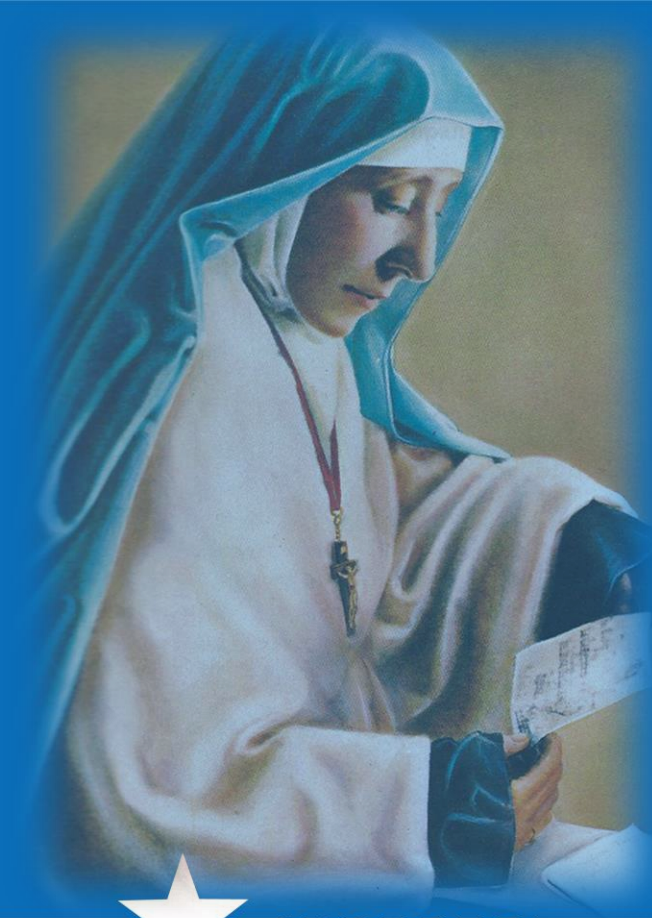
Tina Dalrymple
Director of Clinical Applications

Mission

Christ's healing mission of compassion empowers us to be for others through quality and excellence.

MHHCC SNAPSHOT

- 1794 Caregivers
- 104 Physicians
- 91 APPs
- 213 Volunteers
- 128 Licensed Beds
- 32 Clinics

Annually:
- 5,500 Inpatients
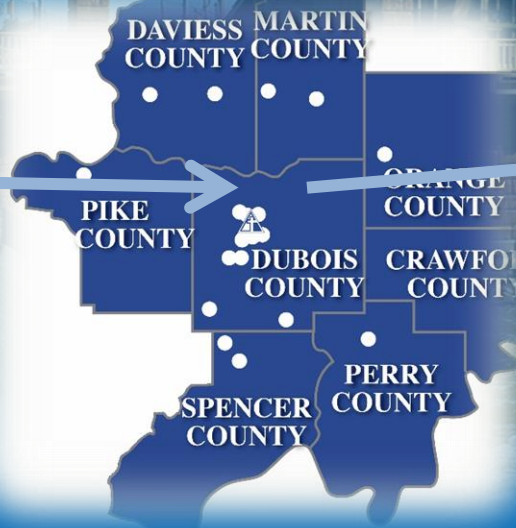- 246,000 Outpatients
- 700 Births
- 24,000 ED Visits

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Malcolm Baldrige
National Quality Award
2018 Award Recipient

Strategic
Plan on a Page

Covenant	Strategic Opportunities (Long Term, 90 Day Teams, or Operational)
Provide safe, compassionate, high-quality care.	SO1 Caregiver development ==SO3 Select and deploy an integrated computer system== SO4 Develop a comprehensive regional growth strategy (dermatology, behavioral health, neurology, cardiology, senior services, urology, orthopaedics, rheumatology, endocrinology) SO8 Navigation services (see community action plan)

Hardwired Deployment

Strategic Planning Process

Step 1:
Gather, Analyze, and Assess Inputs
- Best Practices
- CMO Report
- CMS VBP Performance
- Community Needs Assessment
- Competitor Assessment
- Culture of Patient Safety
- Facility Assessment
- Industry Scans
- IT Assessment
- Market Share Analysis
- MS Committee Outcomes
- NDNQI Nursing Survey
- Physician Survey
- Organizational Scorecard
- QBR Results
- Rounding Results
- SPOKE Results
- TOWS - 13 Stakeholder
- TPE Feedback Report
- Voice of the Customer (Figure 3.1-2)
- Volunteer Survey
- WF Survey

STEP 2: Develop, Approve and Refine Strategy
AUGUST-NOVEMBER

STEP 3: Deploy Strategy
ONGOING

Process
Steps - Outputs

Strategic Planning Process

ONGOING

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AUGUST-NOVEMBER

STEP 3: Deploy Strategy
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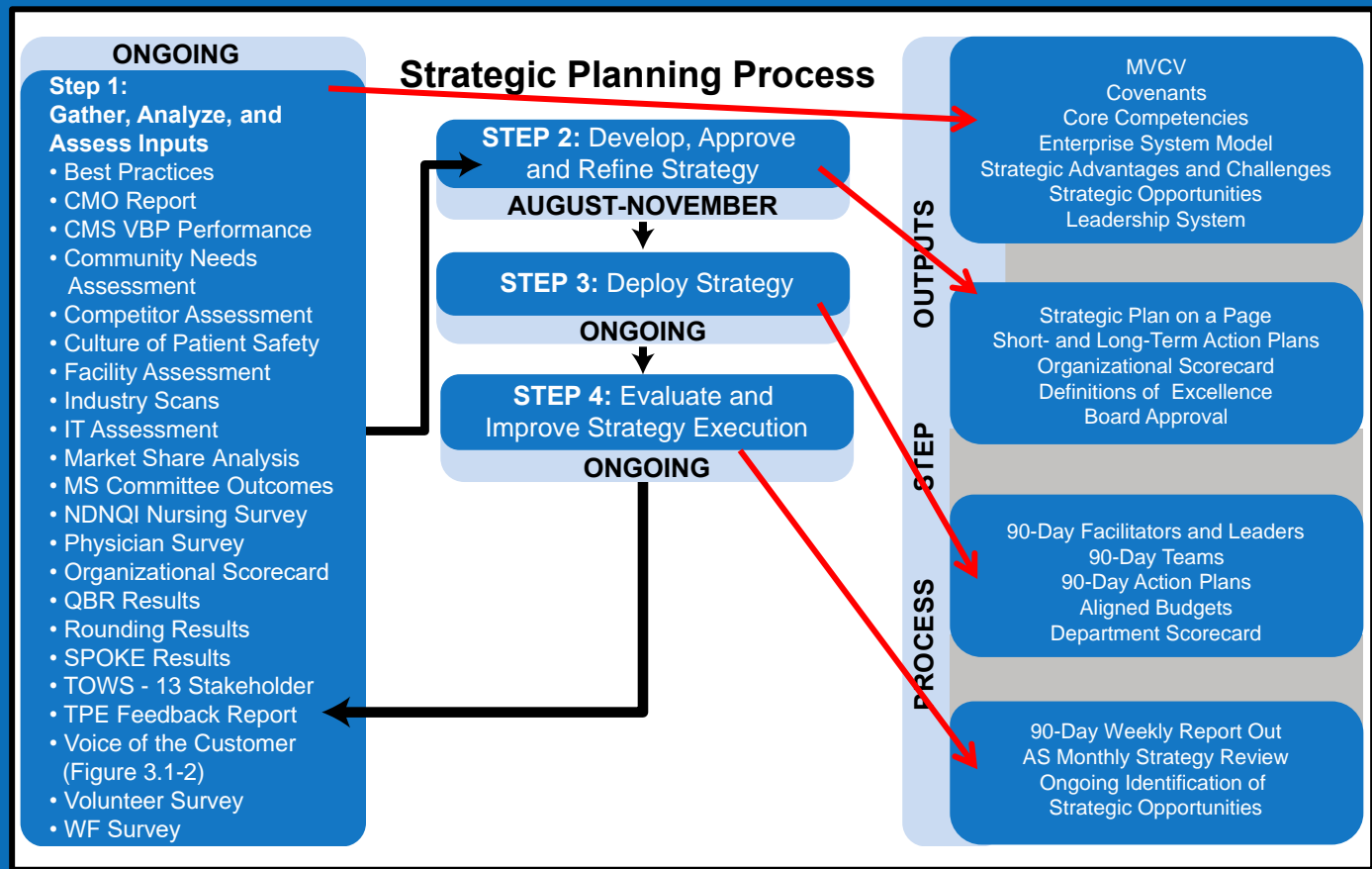**STEP 4:** Evaluate and Improve Strategy Execution
ONGOING

OUTPUTS

MVCV
Covenants
Core Competencies
Enterprise System Model
Strategic Advantages and Challenges
Strategic Opportunities
Leadership System

Strategic Plan on a Page
Short- and Long-Term Action Plans
Organizational Scorecard
Definitions of Excellence
Board Approval

STEP

PROCESS

90-Day Facilitators and Leaders
90-Day Teams
90-Day Action Plans
Aligned Budgets
Department Scorecard

90-Day Weekly Report Out
AS Monthly Strategy Review
Ongoing Identification of
Strategic Opportunities

PDCAE/90-Day Methodology

Plan	Do	Check	Act	Evaluate

Step 1
Define the Purpose & Form Team
- Organize to Improve
- Define Team Charter
- Develop Project Plan and Timeline
- Develop Ground Rules
- Review/Refine Team Charter

Step 2
Understand Current Process State
- Determine Current Performance
- Develop SIPOC
- Flowchart Current Process
- Identify Key Measures
- Determine Baseline Performance
- Validate Data
- Create Charts
- Set Goals

Step 3
Understand Causes of Process Variation
- Refine Charter Problem Statement
- Brainstorm Causes
- Use Tools
- Determine and Validate Root Cause
- Prioritize Solutions

Step 7
Implement the Improvement
- Get Stakeholder Input
- Modify Improvement Plan
- Develop Modified Forms/Process
- Conduct Training
- Implement Pilot
- Capture Measures
- Review All Proposed Recommendations

Step 8
Check the Results of Pilot/Implementation
- Evaluate Results of Measures
- Modify Process
- Determine if Ready to Move
- Refine Implementation Action Plan

Step 9
Imbed Through Standardization
- Formalize New Process
- Finalize New Flowchart and SIPOC
- Develop Education Plan
- Implement Training
- Share Best Practices
- Develop Ongoing Monitoring Plan

Step 10
Evaluate Long-Term Success
- Define Process Owner
- Identify Future Potential Projects
- Conduct Exit Interviews with Team
- Summarize Learnings

Step 4
Define Future Desired State
- Clarify Customer Requirements
- Define High Level Future State/Process
- Conduct a Gap Analysis Between Current and Future States

Step 5
Select the Improvement
- Brainstorm Alternatives
- Research/Identify Best Practices
- Look to Innovate
- Evaluate and Prioritize Alternatives
- Select Improvement

Step 6
Plan the Improvement
- Identify/Address Constraints
- Determine Resource Requirements
- Identify New Measures
- Develop Action Plan For Implementation

Team Celebration and Recognition

Figure 2.1-2 90-Day Team Process

Keys to Journey

- Mission & Vision
- Core Competencies
- Strategic Planning Process
- Process-driven

90 day EHR Selection Team Software Vendor Evaluation Matrix	5	Goes above and beyond our needs		
	4	Meets our needs		
	3	Meets most of our needs		
	2	Meets some of our needs		
	1	Does not meet our needs		
Team Member name:	0	Does not apply		
Date:		**Meditech**	**Cerner**	**Epic**
Vendor				
Mission alignment				
Strategic plans--future capabilities				
Investment in R&D				
Proactive to regulatory changes				
Can serve as a positive (medical) staff recruitment/retention tool				
Implementation				
Implementation processes and tools				
Support at Go live and beyond				
Training capabilities/on-site support				
Technical				
Fully Interfaced EHR (Pt., Office, Specialist, Outpt, Inpt, Rev Cycle)				
User interface look and feel/ease of use				
ReportWriter capability/analytics				
Includes Alerts and Best Practice Reminders				
Security of sensitive patient information (Behavioral Health, HIV, substance abuse)				

Product Stability			
Uptime percentage			
Backup and Recovery process			
Support			
Level of support--expertise and experience			
Support processes and systems in place			
Support response time/method of response			
Ongoing Maintenance/Optimization			
Requests for optimization / new functionality			
Maintenace / critical patch cycle			
Enhancement upgrades delivered timely and address needs			
Patient Portal			
Patient interface look and feel / ease of use			
Other			

General impressions of vendors:

General impressions of software:

Overview of 2nd 30 days (November)

Exploring the options

Clinical:

Definition of "Must Haves" and "Nice to Haves" for system selection

Definition of Functionality types: Embedded, Integrated and Interfaced

Vendor Demo scheduled and completed

**Greenway Plan B options

Technical:

Interface Diagram

Begin Future state planning based on initial technical assessment

Overview of last 30 days (December)

Making a decision and a plan....
Clinical and Technical Comparisons:

Cost

Vendor Relationship

Software Configuration (Independence / Autonomy)

Implementation Support

Upgrades and maintenance

Begin planning of future implementation including the Greenway mitigation strategy

Begin Change Management strategy

Governance Structure

Key Stakeholder, Project leadership, Champions

Timeline

- <u>February 2020</u> – Board of Directors approved the 90 Day Team's recommendation to adopt Epic

- <u>March 2020</u> – Pandemic hit our community and surrounding counties

- <u>April 28, 2020</u> – CEO signed the Epic contract

- <u>June/July 2020</u> – Hiring & onboarding: IT went from 25 FTEs to approximately 75 FTEs

- <u>September 2020</u> – Project kick-off

- <u>July 1, 2021</u> – Epic go live!

Project Milestones

- Work Flow Walk Throughs
- Workgroup sessions – utilized 90 Day Team Process
- Conversion and Application testing
- Technical Dress Rehearsal
- Mock GO LIVE
- End user training
- Soft GO LIVE
- GO LIVE – Big Bang

How did we do?

Stargazing *(Am I taking advantage of all Epic has to offer?)*

Your team's self-assessment as of August 2021 is **8**.

Participating organizations have completed about **72%** of all Gold Stars items.

No official review with Epic in past two years - work with your TC to become a participating organization.

8

Participating Organizations Distribution *(By Gold Stars)*
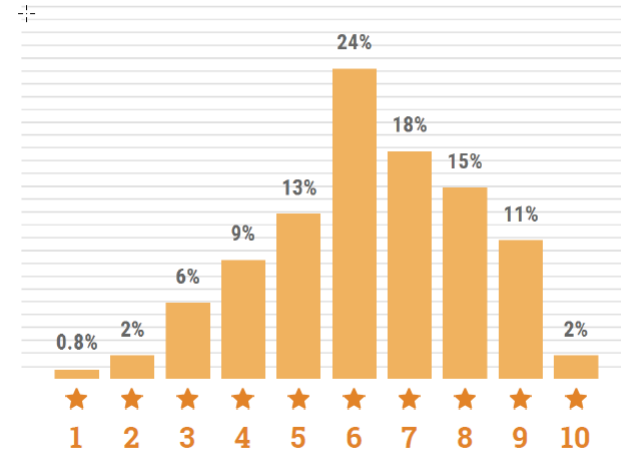
Star	Percentage
1	0.8%
2	2%
3	6%
4	9%
5	13%
6	24%
7	18%
8	15%
9	11%
10	2%

Results

Provide Lean Flowsheets

See reverse for data date ranges

Device-Entered Flowsheet Data in ICUs
(Of data that can be automated) — **90%**

How You Compare: 54% — 67% — 75% — 84% — 90%

Flowsheet Features		Peer Group Adoption
NO	Infusion Pump Integration	125 / 417
YES	Rule-Based Flowsheets	341 / 427
NO	Ventilator Device Integration	282 / 424

Minutes Between Observation & Documentation
(Average flowsheet documentation latency) — **65.7**

How You Compare: 52.2 — 64.2 — 79.3 — 91.7 — 103.3

Overall Security Feature Adoption

77%
74%

0%   20%   40%   60%   80%   100%

■ *Percent of Features Adopted at Your Organization*
■ *75th Percentile of Features Adopted for the Epic Community*

Best Practices

Best Practices Related to Efficiency & System Satisfaction
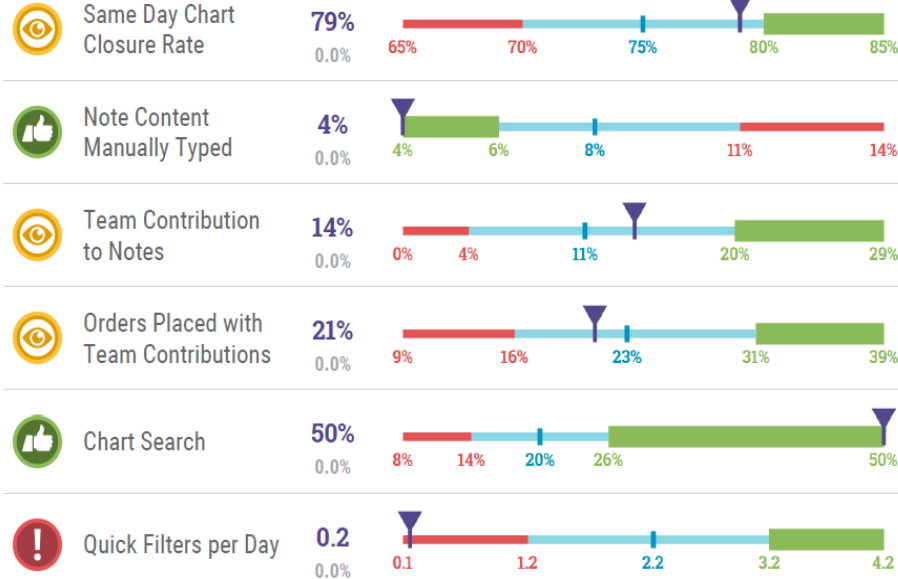
Same Day Chart Closure Rate	**79%** 0.0%	65% 70% 75% 80% 85%
Note Content Manually Typed	**4%** 0.0%	4% 6% 8% 11% 14%
Team Contribution to Notes	**14%** 0.0%	0% 4% 11% 20% 29%
Orders Placed with Team Contributions	**21%** 0.0%	9% 16% 23% 31% 39%
Chart Search	**50%** 0.0%	8% 14% 20% 26% 50%
Quick Filters per Day	**0.2** 0.0%	0.1 1.2 2.2 3.2 4.2

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Results ✓

Messages Received per Provider per Day

Overall Average
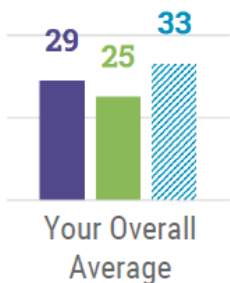
Your Specialties with the Highest Message Volumes
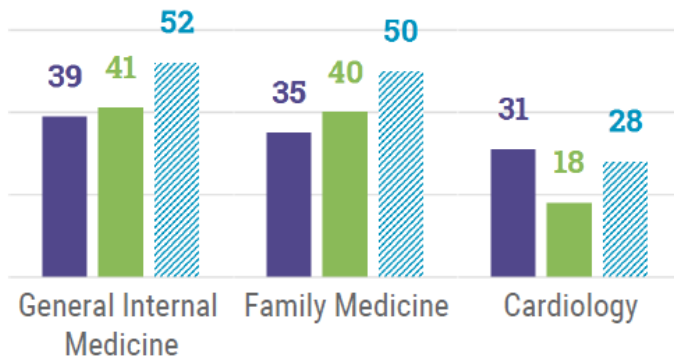
Legend: ■ You ■ Best 25% ▨ Median

Your Overall Average: You 29, Best 25% 25, Median 33

General Internal Medicine: You 39, Best 25% 41, Median 52

Family Medicine: You 35, Best 25% 40, Median 50

Cardiology: You 31, Best 25% 18, Median 28

Financial Pulse Trophies

Hospital Billing Trophies (7 / 18)

- 🏆 Insurance Net Collection Ratio
- 🏆 Net Collection Ratio
- 🏆 Pre-Service Collection
- 🏆 Self-Pay Days
- 🏆 Self-Pay Net Collection Ratio
- 🏆 Average Charge Lag
- 🏆 Charges on Time

Professional Billing Trophies (7 / 16)

- 🏆 Net Collection Ratio
- 🏆 Pre-Service Collection
- 🏆 Self-Pay Days
- 🏆 Self-Pay Net Collection Ratio
- 🏆 Insurance Net Collection Ratio
- 🏆 Primary Denial Rate
- 🏆 Total Denial Rate

Financial Pulse Trophies

Your gold (best 5%), silver (best 10%), and bronze (best 25%) metrics compared to the peer group.

0   9   5

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What's Next?

- Goal: 9 Gold Stars by 2023
- Rover Implementation: bedside smart devices for all inpatient nursing units on 9/19/22
- MyChart optimization: direct & open scheduling, fast passes, Google & Apple pay by December
- Quarterly Epic upgrades

Contact Info

Denise Kaetzel
Director of Organizational Excellence & Quality
812-996-0303
dkaetzel@mhhcc.org

Tina Dalrymple
Director of Clinical Applications
812-996-5631
tdalrymp@mhhcc.org

Thank You!

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