2011 Summer Institute in Nursing Informatics
The Tenet Story

Liz Johnson, MS, FHIMSS, CPHIMS, RN-BC

- VP of Applied Clinical Informatics
- HHS Health Information Technology Standards Committee Member
- Modern Healthcare 2010 Top 25 Clinical Informaticist
- HIMSS 2010 Nursing Informatics Leadership Award
- HIMSS50 in 50: Memorable Contributors in HIMSS’ 50 Year History
Tenet Healthcare Corporation

One of the Largest Investor-Owned Health Care Delivery Systems in the Nation

- 49 acute care hospitals in 11 states
- 64 outpatient centers
- 57,000 employees

- $9.01 billion net operating revenues (CY'09)
- 519,390 admissions (CY'09)
- 3.88 million outpatient visits (CY'09)
Every Strategic Initiative Has a Clear Vision and Mission

IMPACT Vision

To provide the right information when and where it’s needed to improve the care and life of every person in the communities that we serve

IMPACT Mission

- Have an Electronic Health Record (EHR) and Patient Health Record (PHR) by 2015
  - Get people to use technology
  - Share health information in our hospitals and across our communities
Program Governance

BOARD OF DIRECTORS SUB-COMMITTEE

EXECUTIVE STEERING COMMITTEE

MEANINGFUL USE COMMITTEE

Liz Johnson, IMPACT Program Leader

HOSPITAL STEERING COMMITTEES

PMO/FMO
- Global Business Functions
- Delivery Solutions

OPERATIONS COMMITTEE

Hospital Project Leads

Physician Advisory Council
- Clinical Leadership Council
- Clinical Advisory Councils

Corporate Accountability

Operations/Regional Accountability

Hospital Accountability
# IMPACT Schedule

<table>
<thead>
<tr>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<td>2Q10</td>
<td>3Q10</td>
<td>4Q10</td>
<td>1Q11</td>
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<td>1. Des Peres Hospital R1 R2</td>
<td>2. Desert Regional Medical Center R1 R2</td>
<td>3. John F. Kennedy Memorial Hospital R1 R2</td>
<td>4. Placenta - Linda Hospital R1 R2</td>
<td>5. San Ramon Regional Medical Center R1 R2</td>
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</tbody>
</table>

**Legend:**
- **EHR Go Live**
- **CPOE Go Live**

- Jan 2010 - Sep 2011
- Apr 2010 - Mar 2012
- Aug 2010 - Apr 2012
- Sep 2010 - Mar 2012
- Jan 2011 - Jun 2012
- Jun 2011 - Aug 2012
- Dec 2011 - Mar 2013
- Jan 2012 - Dec 2012
- Feb 2012 - Jun 2013
- Apr 2012 - Jul 2013
- Apr 2012 - Jul 2013
- Feb 2013 - May 2014
- Apr 2013 - May 2014
Evolution of Tenet Clinical Systems

Round 2
- Closed Loop Med Reconciliation
- CPOE

Round 1
- Orders
- Rx
- Lab
- Clin Doc
- Electronic Meds Admin
- Bar-coded Meds

Multi-vendor Sites Today
- Orders
- Rx
- Lab
- Rad
- PACS
- OB
- ED
- Others

Round 2
- Closed Loop Med Reconciliation
- CPOE

Round 1
- Orders
- Rx
- Lab
- Clin Doc
- Electronic Meds Admin
- Bar-coded Meds

Legacy Vendor Sites Today
- Orders
- Rx
- Lab
- Rad
- PACS
- OB
- ED
- Others

Round 2
- Closed Loop Med Reconciliation
- CPOE

Round 1
- Clin Doc
- Electronic Meds Admin
- Bar-coded Meds

Current Vendor Sites Today
- Orders
- Rx
- Lab
- Rad
- PACS
- OB
- ED
- Others
Tenet’s Position

**Quality Measures**

- Develop reporting capabilities to deliver all 15 electronic specified measures
- Incorporate specific data elements in the EHR build design for 20 measures proposed for Stage 2 and 3

**24 Utilization Measures**

- Develop reporting capabilities to deliver all 24 Utilization Measures
- Develop reporting and compliance for 14 Core Set measures
- Develop reporting and compliance for all 10 Menu Set measures providing flexibility in choosing 5 for submission

Attesting for both Medicare and Medicaid
Tenet - Measure by Measure

Conducted functional and application level analysis

Researched documentation for each measure

Populated validation tool of identified data elements

Coordinated with a multi-disciplinary team

Met with representatives from key functional areas

Ongoing managing and working issues and risks
Key Meaningful Use Workflows

**Foundation System Workflows**
- Smoking Status
- Advanced Directives
- Recording Allergies
- Medication Reconciliation-Nurses
- Use of the Medication List
- Use of the Problem List-Nurses

**CPOE Workflows**
- Documenting clinical trials
- Problem List-Physician
- Medication Reconciliation-Physician
- Capturing “preliminary cause of death”-Physician
- Comfort Measures-Physician
- Medication Contraindications-Physician
- Depart Process-discharge medications-Physician
- Patient request for electronic discharge instructions-Nurse
- Quality Measures: stroke and VTE
- Transition of care
Life Cycle of a Meaningful Use Measure

... with supporting Tools and Resources
Life Cycle of a Meaningful Use Measure

Stage 2 & 3

Meaningful Use (Stage 1) Requirements

Attest to CMS

Drives – design decisions & build (workflow, data elements, order sets, content)

Data Tool

Provider Uses a Certified EHR

Document Compliance & Evidence

MU Attestation Documentation Module

MU Dashboard

Monitor & Track Compliance

Data populates Enterprise Data Warehouse

EDW

* Certified

Data populates Enterprise Data Warehouse

Attest to CMS

Provider Uses a Certified EHR

Document Compliance & Evidence

MU Attestation Documentation Module

MU Dashboard

Monitor & Track Compliance

* Certified
Clinical Business Intelligence Demonstration

Meaningful Use Compliance Dashboard

<table>
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<tr>
<th>Measures Summary</th>
<th>Measures Analysis</th>
<th>CQM Analysis</th>
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**Choose a Facility**

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<th>Hospital Name</th>
<th>Core Set</th>
<th>Menu Set</th>
<th>Days Reporting</th>
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<tr>
<td>DES PERES HOSPITAL</td>
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<td>5</td>
<td>35</td>
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<td>8</td>
<td>6</td>
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<td>TWIN CITIES COMMUNITY HOSPITAL</td>
<td>11</td>
<td>3</td>
<td>5</td>
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**Stage**

- Stage One

**Fiscal Year Submission**

- 2012

Submit
Tenet MU Attestation and Documentation Module (MUADM)

- **Compliance tool**
  - Built on *Pega* (same platform as Compliance Central)
  - Provides detailed instructions and procedures for hospital to complete required steps for attestation submission by Corporate
  - Supports dashboard for yes/no measures - interfaced with DW

- **Reminder/scheduling tool**
  - Start and end times associated with Meaningful Use attestation
  - Electronic communication between Hospital and Corporate submitter

- **Central repository**
  - Attestation responses for each hospital
  - Evidence to support CMS audit

- **Audit tool**
  - Time stamps work-flows, responses, authors, and evidence
**MUADM: The Tool**

**Review Screen: Tracking and Evidence**

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<th>Description</th>
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**ATTACHMENTS (3)**

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Applied Clinical Informatics at Tenet

Clinical Informaticist

Standards

Sr. Directors

Liz Johnson
VP

Sr. Directors
Clinical Informaticists...

- Participate in identifying value realization measurements
- Support the achievement of value realization outcomes through standardization of workflow, reporting, application, and clinical practice
- Promote continued process improvement and sustainment of benefits
Informatics Development at Tenet

- Mentorship of hospital informaticists by IMPACT program informaticists experienced in EHR implementations
- Annual Tenet Clinical Informatics Academy
  - Academy lapel pin and certificate for 18 nursing Continuing Ed credits
- CI Collaborative calls and website to share best practices
- CI competency assessments
- Visits and assistance to other Tenet hospitals
Lesson Learned with Meaningful Use Stage 1

- Make decisions now with the future in mind
  - Prepare for Stage 2 and 3
  - Shared accountability programs
  - Pay for performance (quality based)

- The data matters, a lot
  - Summary analysis of the CMS regulations is not enough
    - need to get to the data level (measure by measure)
  - Data must be discrete, at the lowest level
  - Can’t build for the future without the data in mind
  - Must be able to aggregate, calculate and report

- Overlap between CMS Core Measures and CMS EHR Clinical Quality Measure programs exists
  - These will not be 100% “harmonized”
  - Will require expansion of hospital quality programs
Lesson Learned with Meaningful Use Stage 1

- Have a **team dedicated** to tracking, interpreting and attesting
- It’s a **balancing act** that requires effective governance to manage other priorities (e.g. 5010, ICD-10)
- Engage your **clinicians**, early, often and get their input
- **Communicate**, communicate, communicate
  - Help users understand what is coming
  - Set expectations, things will change
“This is where the idea for the new EHR starts getting a little complicated.”