

# Zero to 60 in 90 Days: The Attestation Fast Lane

Liz Johnson, Vice President, Applied Clinical Informatics  
Tenet Healthcare Corporation

Linda Lockwood, Associate Partner, Manager of Clinical Advisory Services  
Encore Health Resources

# Learning Objectives

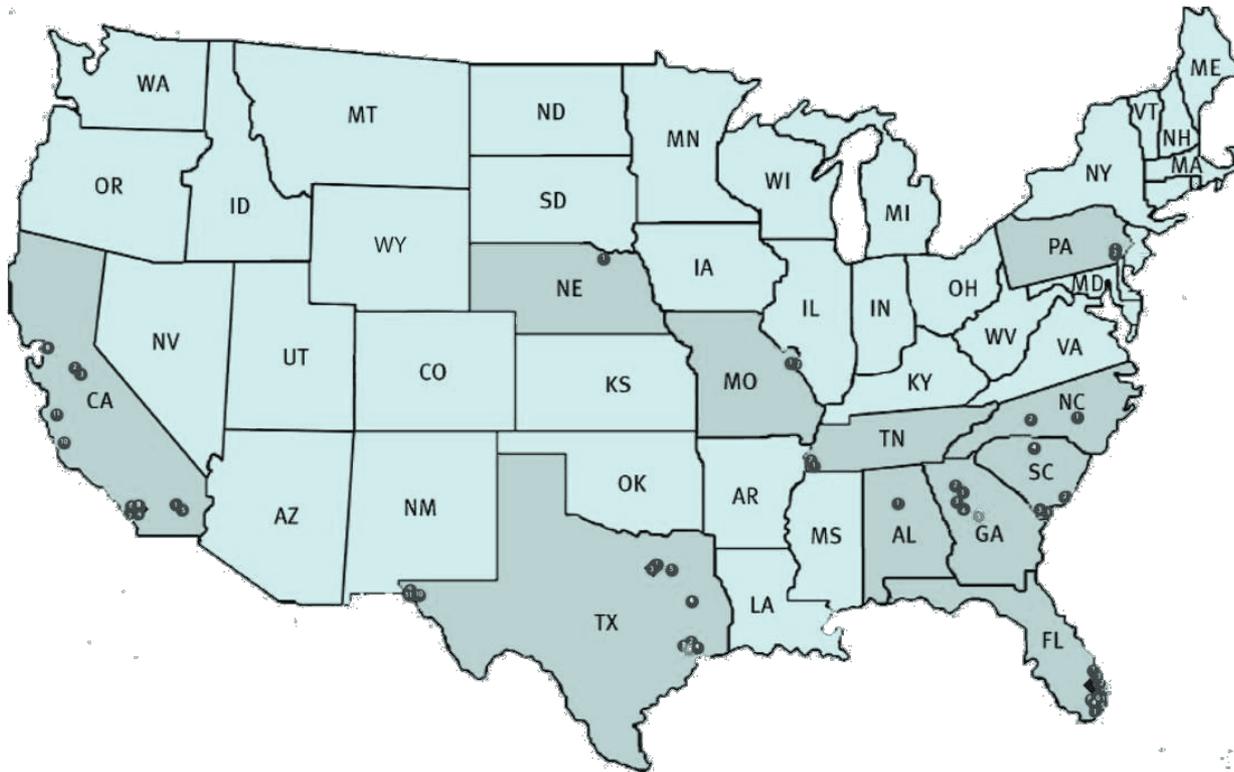
- **Learning Objective 1:** Describe the methodology Tenet used to achieve rapid system deployment while maintaining a constant focus on MU objectives.
- **Learning Objective 2:** Explain how to leverage near real-time data to provide performance feedback while driving compliance to meet MU measure thresholds.
- **Learning Objective 3:** Apply the change-management, messaging, and governance principles required to engage true “Meaningful Users” and identify best practices for taking early results and feeding them back to hospitals to improve outcomes.

# Learning Objectives (Contd.)

- **Learning Objective 4:** Perform an organizational self assessment to strengthen your readiness plan and address the leadership challenges and unintended consequences that can be pitfalls on the road to attestation.
- **Learning Objective 5:** Discover key strategies for building an organizational foundation through the EHR that can: improve care coordination and patient outcomes; increase organizational effectiveness; and, apply metrics for outcomes improvement.

# Tenet Healthcare Corporation

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



- 50 acute care hospitals in 11 states
- 90 outpatient centers
- 57,000 employees
- \$9.2 billion net operating revenues (CY'10)
- 512, 972 admissions (CY'10)
- 3.9 million outpatient visits (CY'10)

# Every Strategic Initiative Has a Clear Vision, Mission, and Identity

## IMPACT Vision

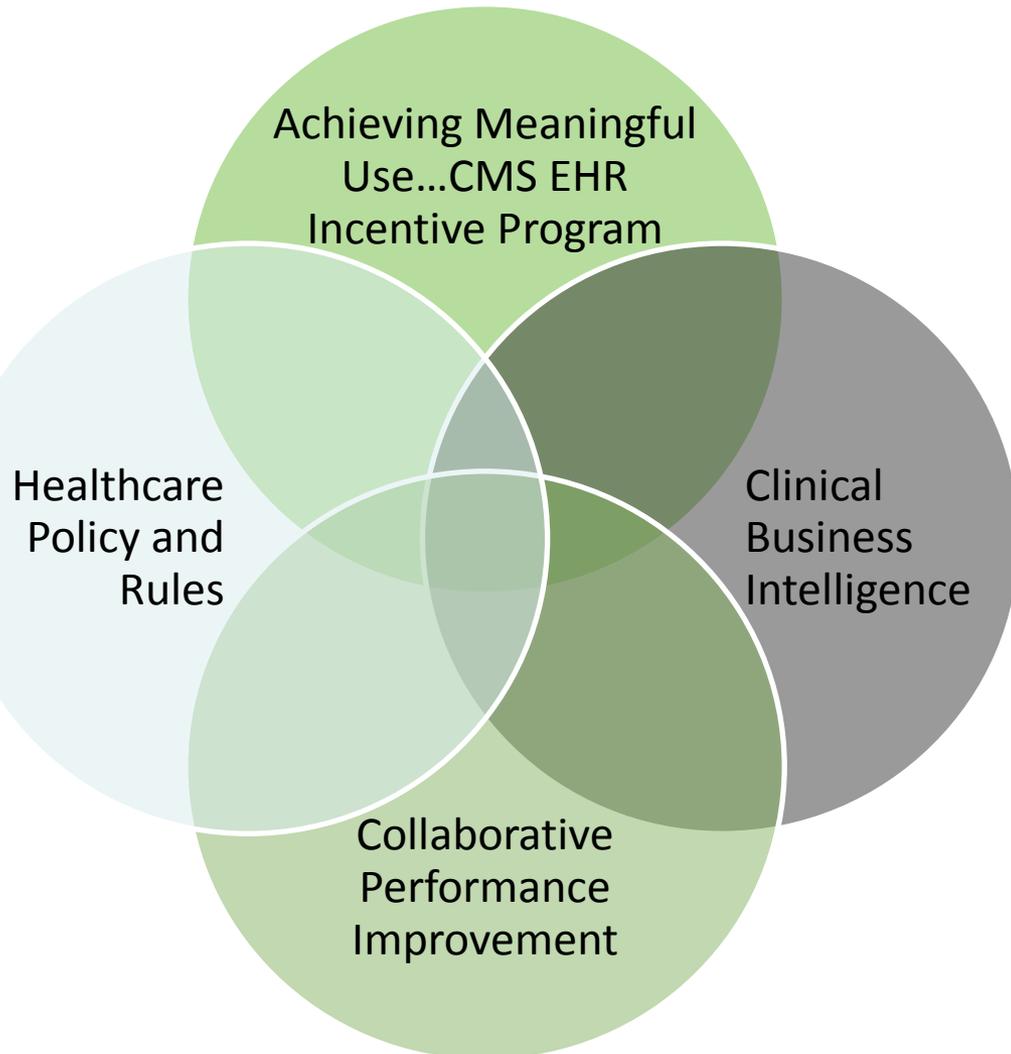
To provide the right information when and where it's needed to improve the care and life of every person in the communities that we serve

## 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

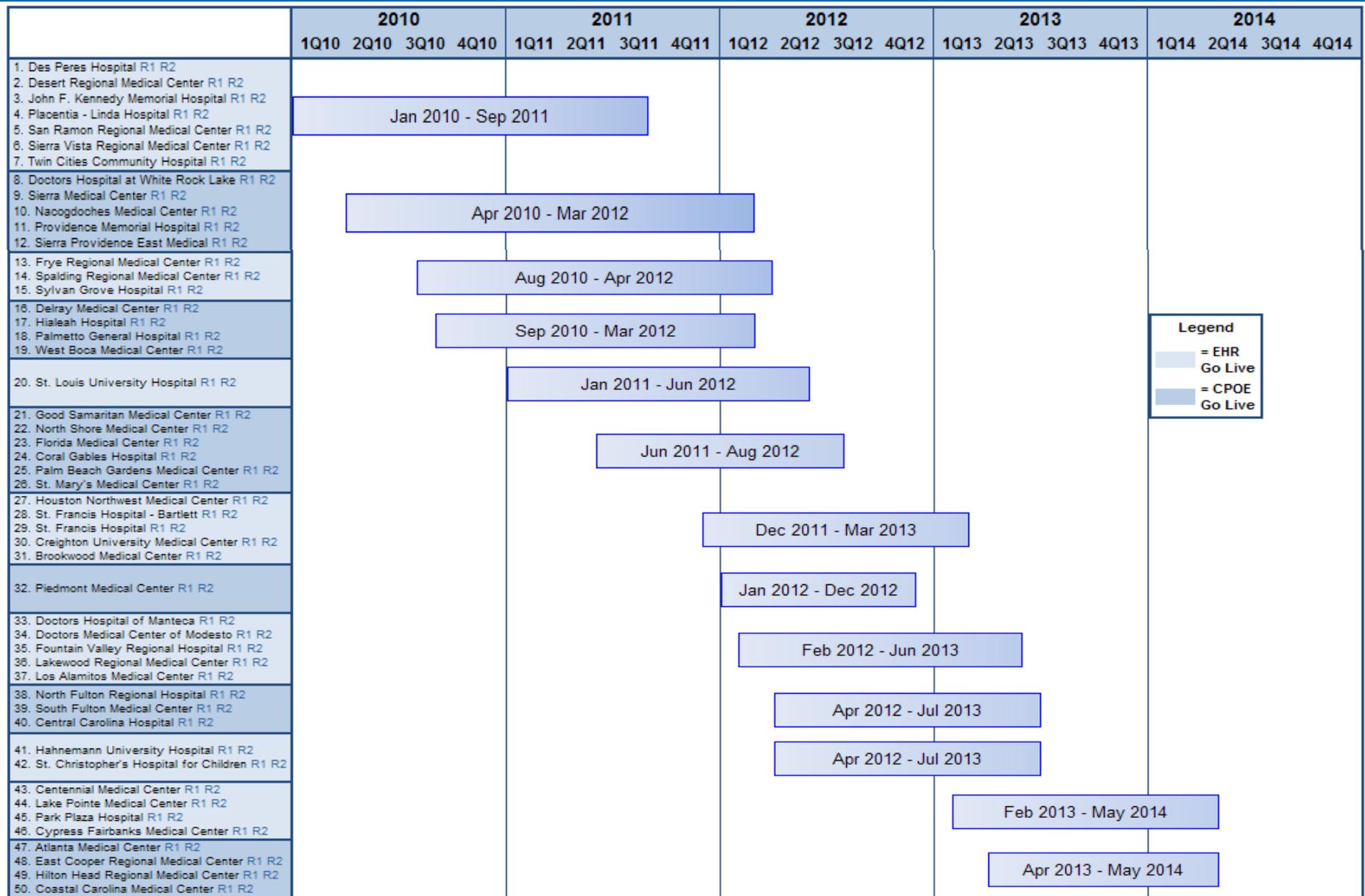


# Value Realization Program



- Functional team within the IMPACT project
- Purpose is to promote clinical performance improvement and business value, ensuring Tenet qualifies and receives full incentive dollars as a result of the IMPACT program
- Identifies, acts on, reports and monitors the CMS Meaningful Use requirements and IMPACT based value metrics

# IMPACT Schedule



# Launching Our Project



# The Tenet Journey



***This  
year  
HIMSS***

Rolled out our first seven hospitals and, boy, did we learn!

Launched our MU performance dashboard and included hospital training and accountability

Went on the road to “engage/sell this” to the hospitals

Built a “hospital program” including support of key elements in the MU journey

Deploying with an aggressive rollout schedule

Leveraging this work to accelerate an EDW with a MU dashboard

Reviewing down to the data element level

Finalizing our measure-by-measure review

***Last  
year  
HIMSS***

# The Tenet Methodology: Our Ingredients for Success



- End-user engagement and adoption
- Clinical Informaticist
- Physician Champion
- Risk mitigation plan-change strategy

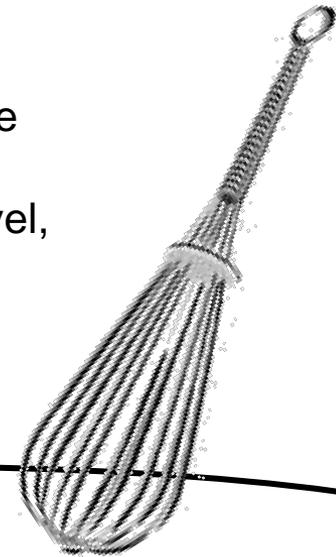


- IMPACT vision and mission
- Program and hospital
- Clinical advisory teams
- Standards
- Data-driven performance management
- Taken to the hospital level, with ownership, remediation, and daily monitoring by hospital, partnered with VR team



- Provide MU education and training
- Provide on-going support and communication
- Post CPOE go-live – Meaningful Use Liaison from the VR team
- Support the hospital's MU coordinator in attestation

*MU  
Performance  
Dashboard*



- Clinical performance improvement and business value, IMPACT-based value metrics
- Identify, act on, report and monitor the CMS Meaningful Use requirements

# Tenet's Approach to Meaningful Use

**Attesting to CMS**

**Determine eMeasure Requirements**

**Identify Content Sources**

**Develop Processes Workflows Impacted**

**Make Design Decisions**

**MU Dashboard**

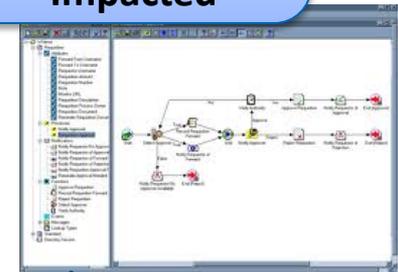
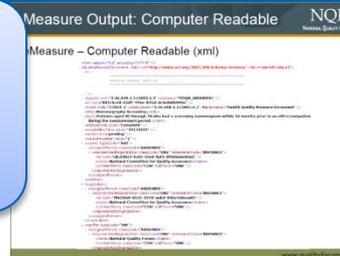


Data Warehouse

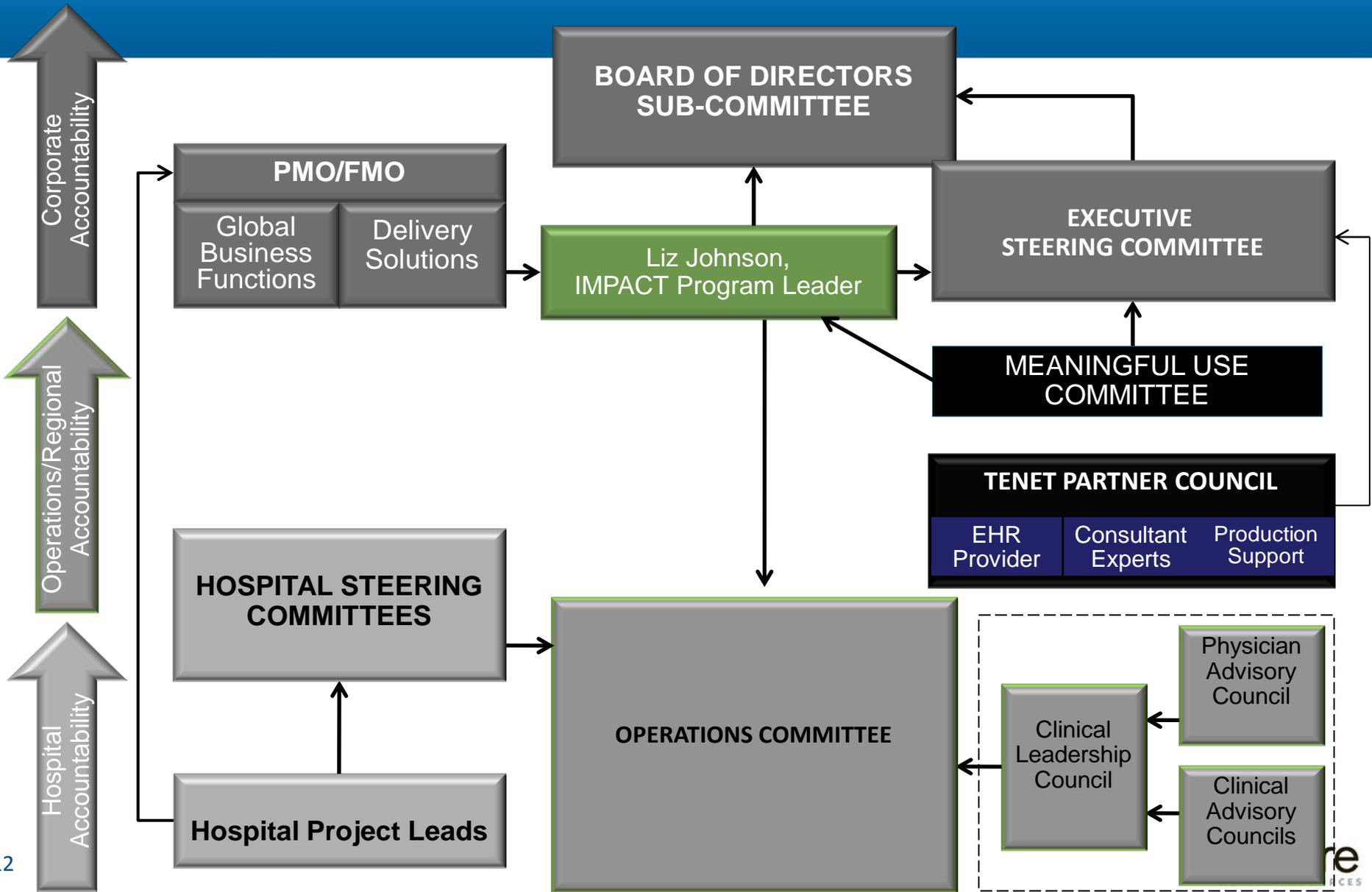
**Capture Data**

PBAR\*  
Cerner\*  
EDW\*

- Capture the right data in the right format enabled by workflow to support Meaningful Use Stages 1-3 and other related initiatives
- Support Tenet's overall BI Objective, joining of Clinical and Operational data in a common repository

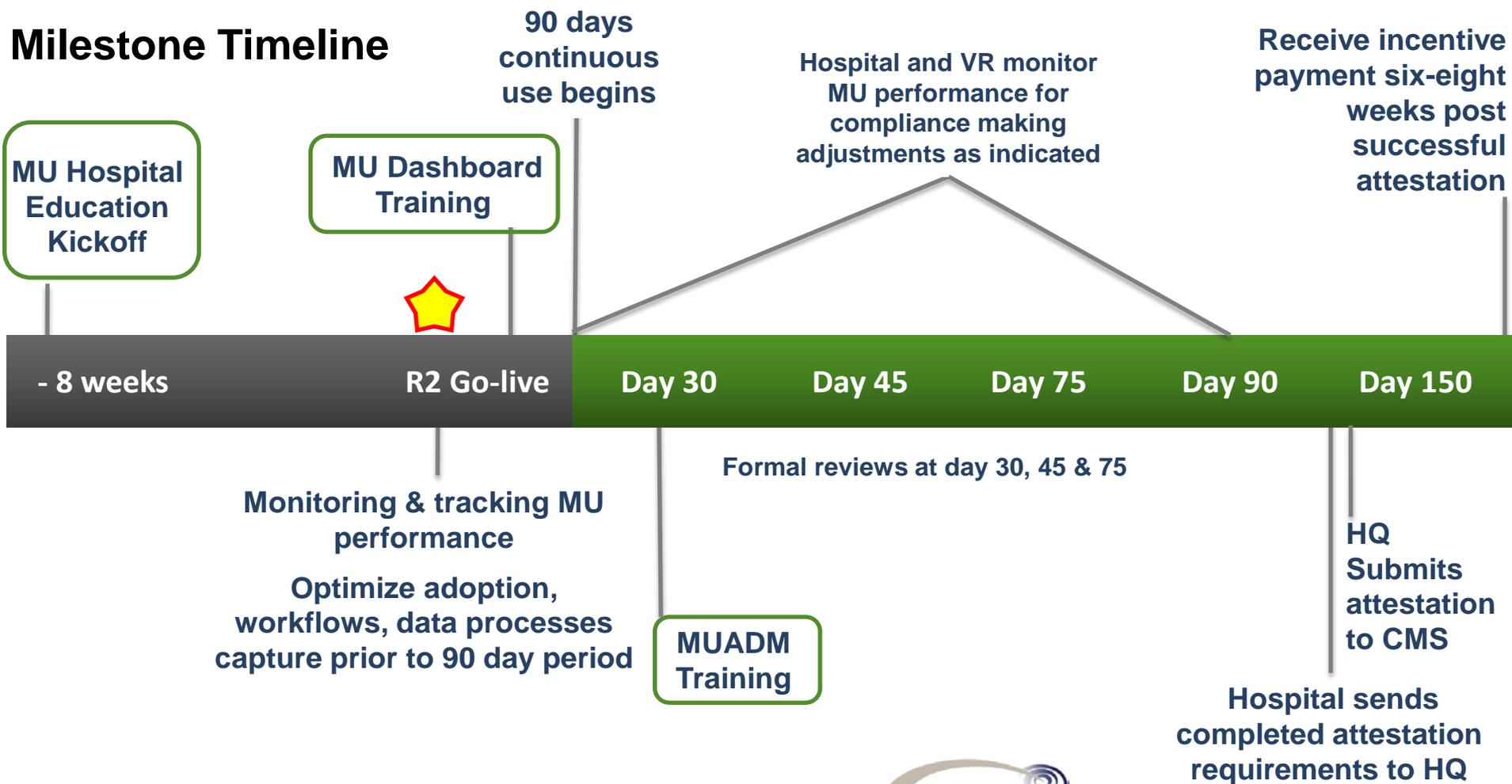


# Key Component: Program Governance



# Tenet Meaningful Use Hospital Program

## Milestone Timeline



**NOTE:** This timeline represents target milestones.

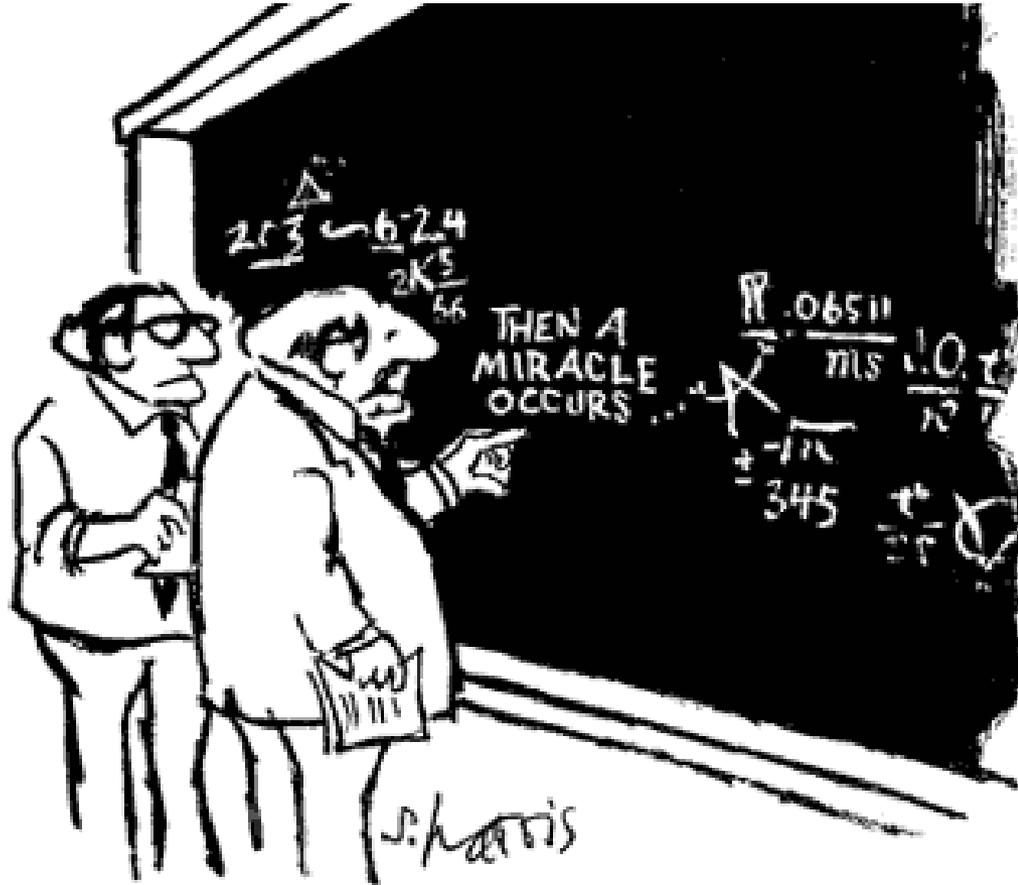
Specific dates are established in alignment with corporate attestation schedule.



# Meaningful Use Roadmap for Hospitals

Timeline	Content	Audience
8 weeks prior to CPOE Go Live	<b>MU Kick-off on-site</b> <ul style="list-style-type: none"> <li>• Measures review in depth,</li> <li>• Workflows review</li> <li>• Intro to major tools</li> <li>• Roles and responsibilities</li> <li>• Upcoming milestones</li> </ul>	CPIC members – Hospital Sponsor, CNO, COO, CI, MD Champion, Quality, IT, others of interest
MU Kick-off thru & post Go Live	<b>Six webinars</b> occurring over period from MU kick off to 3 weeks post CPOE go-live	Primarily Hospital CIs
Post Go Live to reporting period start (3-6 weeks)	<b>Dashboard Training</b> <b>Optimization period</b> of monitoring early results	Hospital Sponsor and CI (required) CNO, COO, MD Champion, others of interest
2 weeks post reporting period	<b>MUADM Training</b> <ul style="list-style-type: none"> <li>• Evidence required</li> <li>• How to create and store evidence</li> </ul>	Hospital CI and back-up
90 day reporting period	<b>Monitoring/Tracking Performance Support to Hospitals</b>	Hospital CI primary
Post 90 day reporting period	<b>Hospital Sign-off for Attestation</b>	Hospital Sponsor

# Key Component: A Focused Adoption Program for CPOE and Beyond



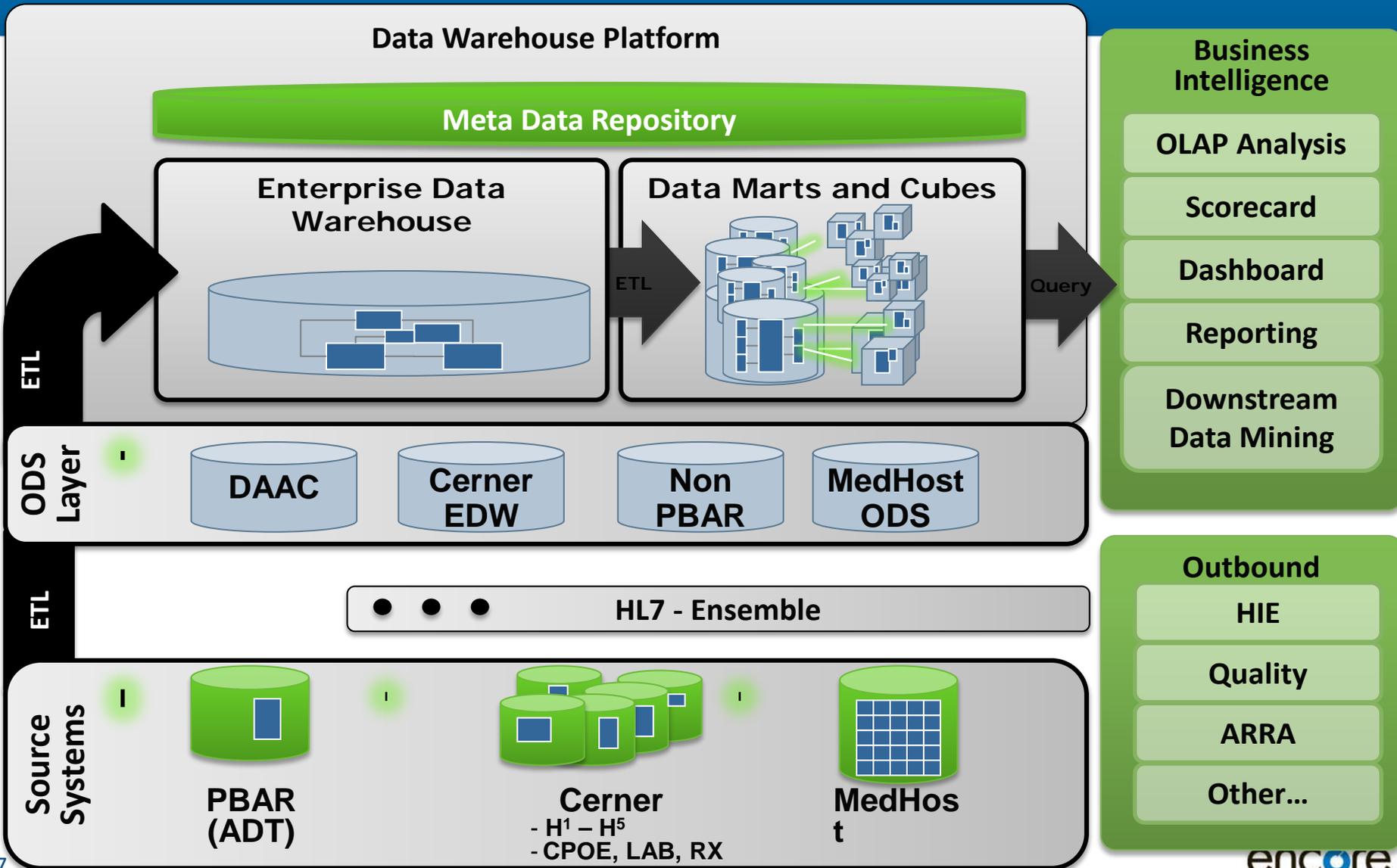
*“I think you should be more explicit here in Step Two.”*

*Building an eMeasure Foundation to leverage data to manage care and report outcomes*



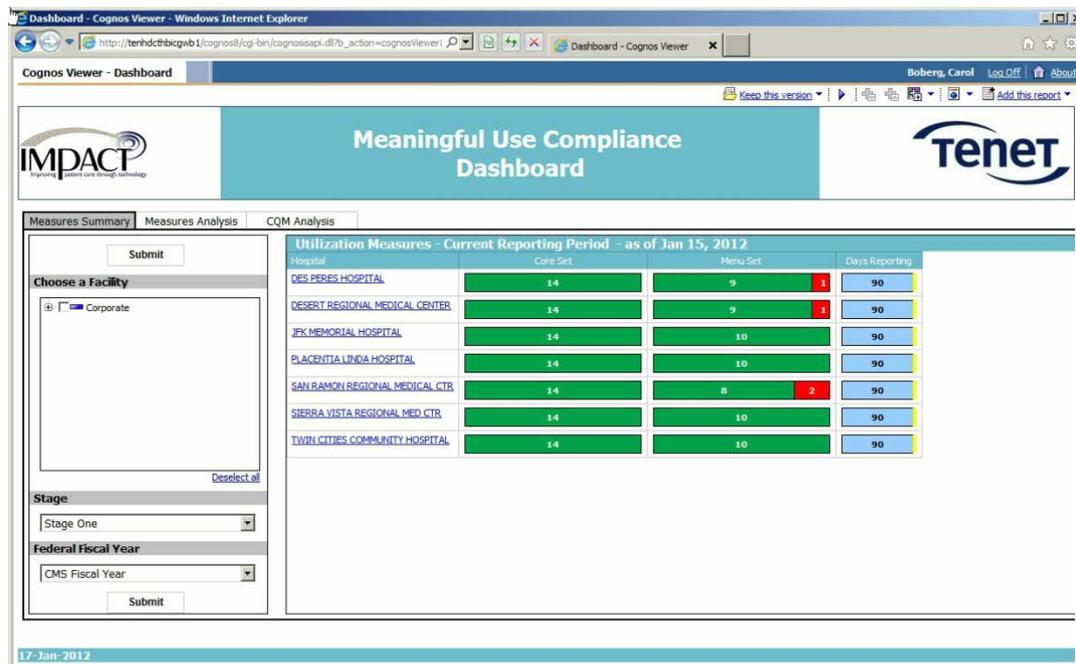
## Looking to the Future

# Key Component: Data Driven Monitoring



# Key Component: Clinical Business Intelligence - Meaningful Use Dashboard

View This Video with Audio Live at:  
<http://encorehealthresources.com/critical-business-intelligence-meaningful-use-dashboard>

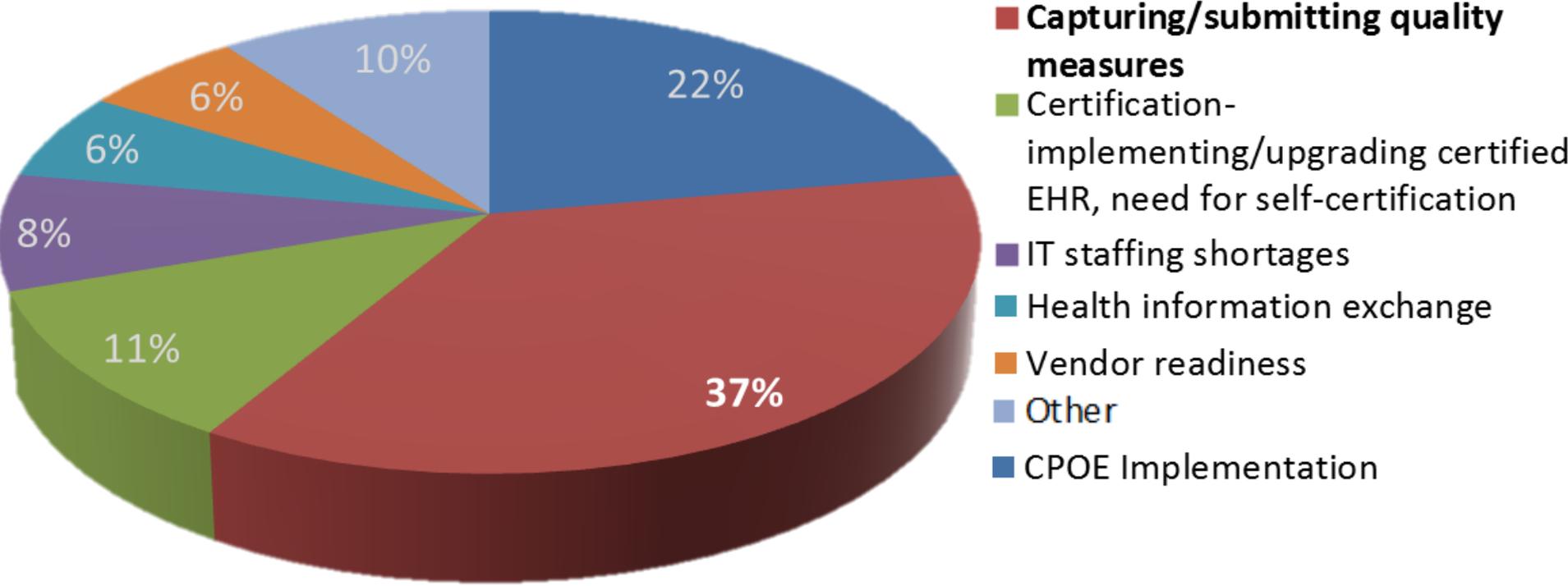


# Some Stats Driven by our Methodology:

Element	Delivered	Result
EDW Dashboard Size	23 GB	Hospital ownership for monitoring
EDW - 19 CQM	59 Unique Data Elements	486 Mappings
EDW – 24 Utilization	75 Unique Data Elements	379 Mappings
Physician Order Entry	CPOE EHR Volume Oct-Nov	1537 Physicians
Clinical Decision Support	Non Pharmacy Rules	50
PowerPlans & Order Sets	Developed and Rolled Out	488
MU Dashboard	Compliance Training	7 Sites – 5-8 End Users Per
MU Dashboard	Unique End Users	62
MU Dashboard	Utilization	Average 9 Users Per Day
Site Support	Clinical Informaticists	22 Corporate; 31 Hospital; 4 Regional
MU Education Webinars	6 Provided	32 – 58 Attendees

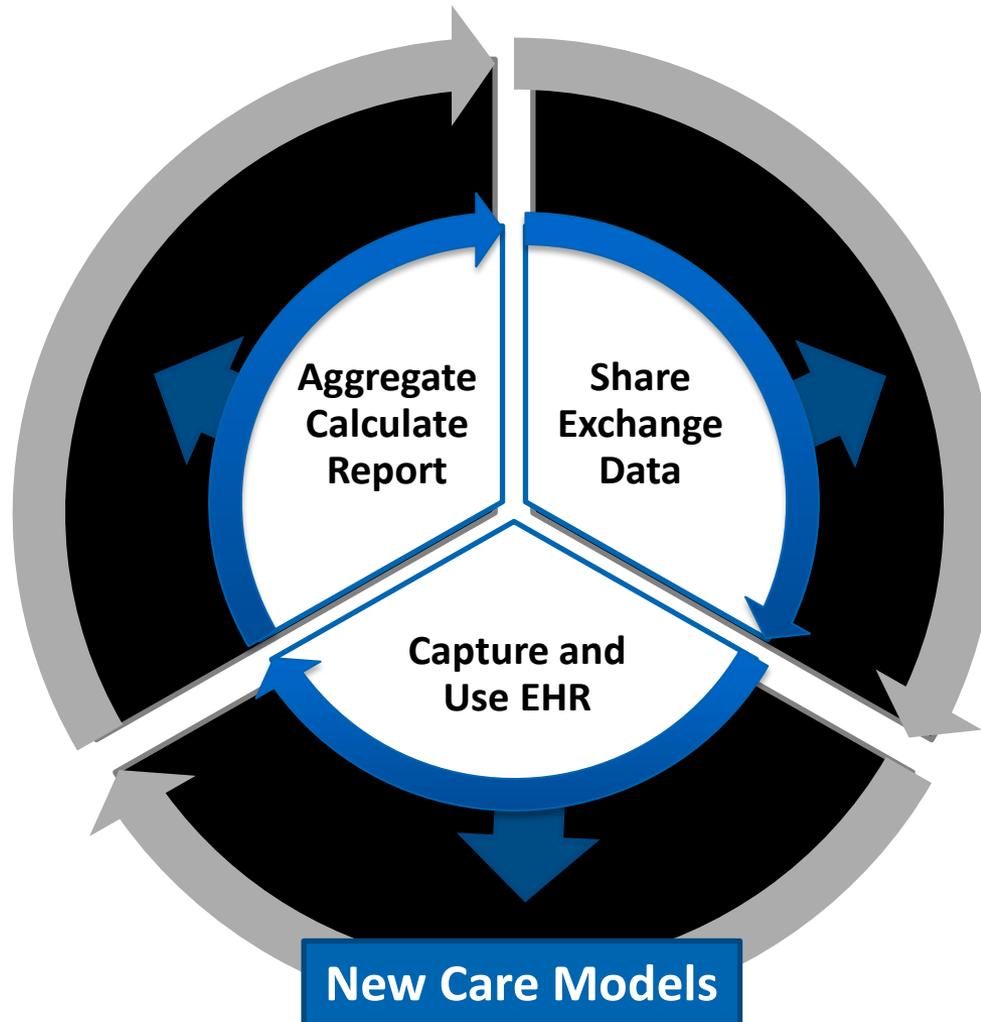
# Quality Measures #1 Concern

Graph 7. Top Concerns of Healthcare Organizations

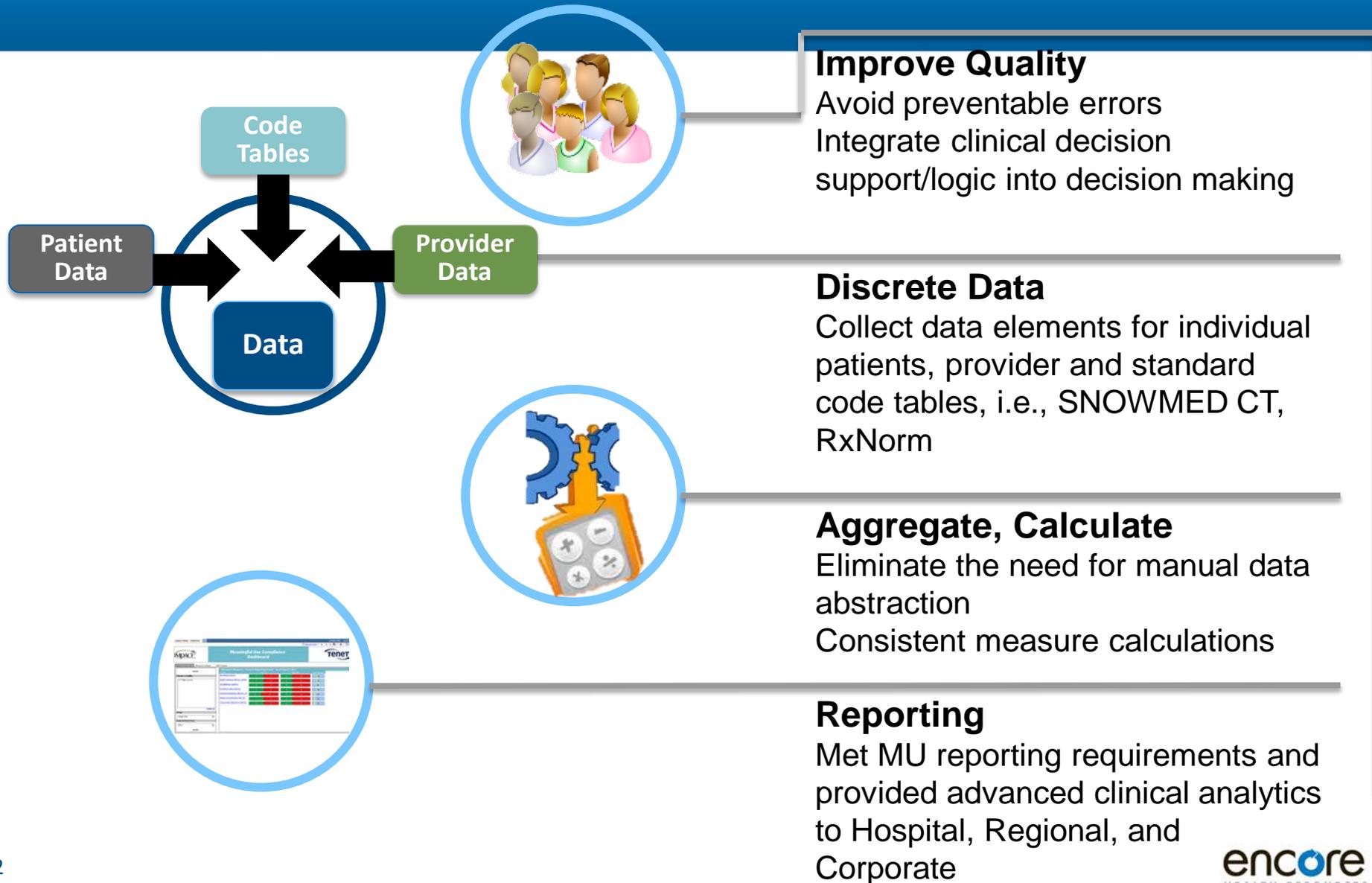


Source: College of Healthcare Information Management Executives (CHIME) September 2011 Survey: Quarter of CHIME Healthcare CIOs Report Their Organizations Have Qualified for Stimulus Funding. Page 9. [http://www.cio-chime.org/advocacy/CHIME\\_MU4\\_Survey\\_Report.pdf](http://www.cio-chime.org/advocacy/CHIME_MU4_Survey_Report.pdf)

# Meaningful Use is Just the 1st Step



# Implementing eMeasures with the Future in Mind



# Self Assessment

# Self Assessment

Vision

Culture

Change Management

Governance

Clinical Content

Reports

# Self Assessment

Vision

Culture

Change Management

Governance

Clinical Content

Reports

Has your organization developed a clear vision of how MU will be focused:

- A foundation for quality improvement and eMeasure collection to support future healthcare initiatives (VBP, ACO, Bundled Payments)?

*OR*

- A means to secure funding for IT initiatives?

# Self Assessment

Vision

Culture

Change Management

Governance

Clinical Content

Reports

- What is the organizational culture-do you adapt to change easily?
- Are you consensus driven?
- Do you consistently involve clinicians in decision making?

# Self Assessment



Have you recognized the critical change management factors associated with the widespread adoption needed for MU?

# Self Assessment

Vision

Culture

Change Management

**Governance**

Clinical Content

Reports

Do you have a governance structure in place that outlines clear roles and responsibilities for each key component of MU:

- Site dashboard monitoring
- Physician/clinician engagement
- Training
- Attestation
- Audit and compliance trail
- Registration and payment

# Self Assessment

Vision

Culture

Change Management

Governance

Clinical Content

Reports

- Are you confident that your order sets and associated workflows that affect clinicians are intuitive and will be adopted?
- Is your training workflow based rather than feature/function?
- Do you have adequate support for physicians and end users?
- Have you focused on new key clinical processes for clinicians?

# Self Assessment

Vision

Culture

Change Management

Governance

Clinical Content

Reports

- Are you confident that your reports are accurate?
- Are you capturing numerators and denominators?
- Do you truly understand your data down to the data element level?

# Lessons Learned

# Lesson Learned: Building the Future Foundation

- Make decisions focused towards the horizon

Build a foundation for the future



- Be prepared to work in both worlds
- Balance and harmonize between short term expense and long term benefits (efficiencies and quality)
- We must stay the course

Achieve harmony between eMeasures and chart abstraction



- Underlying data model
- Meaningful data mapping
- Data standards
- Reusable data

Move from simply having data to having “Smart Data”



- Commitment to managing change
- Do not underestimate the value of an EHR that provides ease of adoption, it all hinges on workflows and content
- The only thing that stays constant is change

Without a usable EHR you have no data

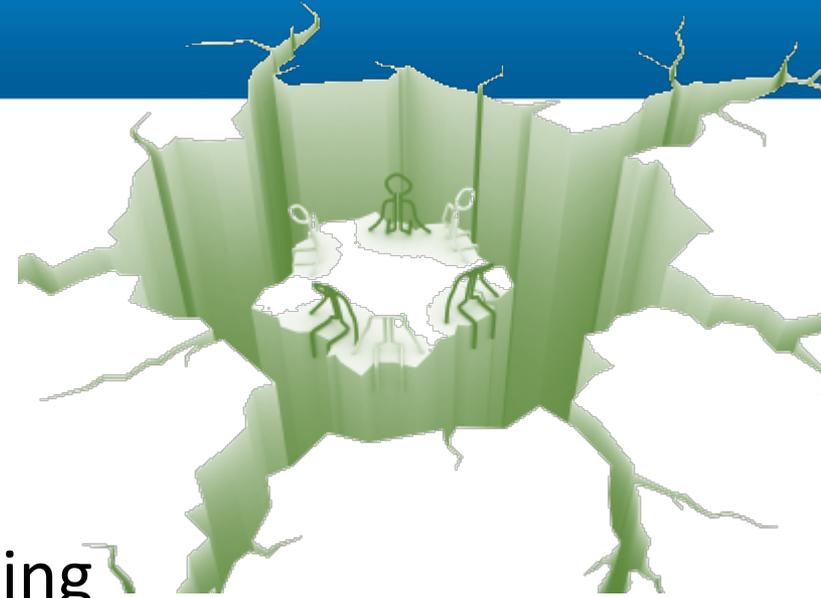


# Bigger Than You Think

- MU is larger than an IT initiative—  
involve all your key stakeholders
- Never assume that you have communicated or  
planned enough for hospital ownership
- Master the adoption factor:
  - Never underestimate the importance
  - Keep a constant eye on this
- You can never train enough. Be sure  
technology and training support  
clinician workflows



# Avoid Pitfalls



- Have end users test functionality and provide feedback before putting build into production
- Don't keep doing the same thing over and over and expect different results-you have to capture lessons learned and continuously improve the process
- It's easy to fall into a reactive mode with the rapid pace of implementation and change. Be sure to pull up and focus on the larger picture

# Focus on the End Goal

- Develop and execute a strategy to cover key areas for success:
  - MU hospital program ownership at hospital and corporate level
  - MU attestation ownership and evidence trail
  - Dashboard/data feedback, hospital ownership and remediation
  - Adoption
- Be confident that your quality reports are capturing the data you expect and CMS requires
- Have a shared vision with leadership—including finance—about the intent of MU



# Keep Clinicians Engaged and Supported



- Be creative with physician training
- Understand your CDS strategy. Balance between achieving results and alert fatigue
- Be prepared to make changes, listen to your clinicians and balance change requests for order sets build and enhanced functionality
- Watch your order set and content build—sometimes simpler is better. Know how many “clicks” it takes to get an order placed or to document
- Listen to feedback, especially from end users. Keep an open mind and be honest about what can and cannot be done
- Be prepared to make modifications in rollout strategy. Don’t burn bridges with your clinicians and use up your goodwill

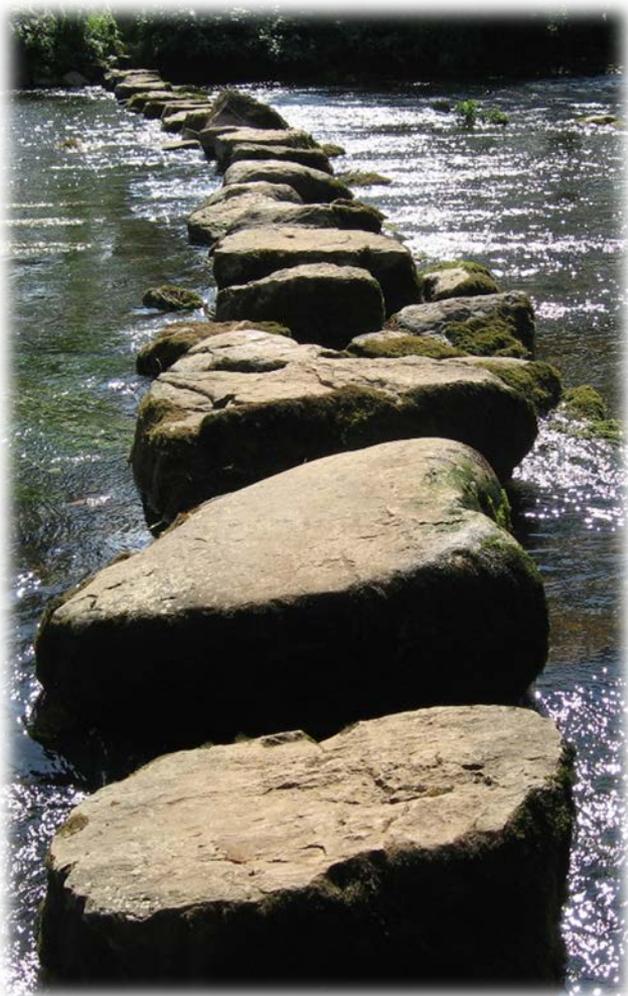
# Awash in Data: eMeasures as a Foundation for Quality and Payment™



**View the Flash Version of  
“Awash in Data” at**

**<http://www.encorehealthresources.com/emeasures>**

# Thank You!



**“Meaningful Use:  
The Stepping  
Stone for  
Meaningful Care”**

~ Liz Johnson