



Healthcare Institute

Maximizing IT Investments to Improve the Quality & Efficacy of Healthcare Service Delivery

May 6 - 8, 2012



Sunday, May 6th, 2012

11:00 – 1:30 Registration

1:30 – 1:45 Welcome Address and Opening Remarks



Ann Guptill, Director, Key Accounts, 3M HEALTH INFORMATION SYSTEMS, INC

1:45 – 2:30 Demonstrating the Value of Continued IT Investments



Indranil 'Neal' Ganguly, CIO, CENTRASTATE HEALTHCARE SYSTEM (NJ)

Health IT requirements continue to increase to meet HITECH and other regulatory requirements. In order to balance competing demands, meet various deadlines and continue to invest in IT infrastructure, CIOs need to be able to demonstrate the value of continued investments in IT. More importantly, CIOs have to work with physicians and the nursing staff to ensure a return on these investments. This represents a paradigm shift; however it is necessary to ensure the IT investments are meaningful. This session will highlight the important of:

- Building a repository of best practices and industry examples to provide a contextual foundation for IT investments
- Fostering trust and credibility with senior leaders and care givers by:
 - o Developing a shared understanding of the vision of the organization and the role that technology can play
 - o Demonstrating how increasing IT capability will positively impact outcomes for patients, the community and the organization
- Coordinating IT planning with the ongoing shift of physicians to hospital employment
- Creating a collaborative environment with heads of other departments to share knowledge and create trust
- Developing criteria and benchmarks to practically and objectively demonstrate the value of IT investments and to build the case for continued IT investments

2:30 – 3:15 Ambulatory EMRs: Executing a Successful Change Management Program with Physicians



Chuck Podesta, SVP & CIO, FLETCHER ALLEN HEALTHCARE (VT)



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Over the course of two years, Vermont-based Fletcher Allen Health Care went from Stage 3 to Stage 6 on the HIMSS Analytics EHR Adoption Scale. With 2 hospitals, 45 practices and 90 outreach clinics serving about one million patients in an area from northern New York to Vermont, securing physician buy-in and adoption was crucial to ensure the initiative's success. This session will outline some of the key parts of the journey, critical factors for success and lessons learned.

- The impetus, prerequisites and elements of the journey
 - o The importance of project management
 - o Implementation techniques for geographically dispersed providers
 - o Developing a governance structure to enable faster decision-making
- Optimization post implementation – Focus Provider Support Model
 - o Continuous physician engagement and training post implementation
 - o On-site support model
 - o The use of surveys for ongoing feedback and improvement
 - o Proactive model to respond to physician requests and suggestions
 - o Enhancements vs. Maintenance vs. Break/Fix
- Exploring outcomes and results – critical success factors
- Lessons learned

3:15 – 5:15 Business Meetings

3:15 – 3:45 The Analytics Silver Bullet (Not) – Pragmatic Approaches to Getting Value from Your Investment in BI



Detlev (Herb) Smaltz, Founder & CEO, HEALTHCARE DATAWORKS

The popular HIT press continues to suggest that developing a robust data analytics and business intelligence capability is a “must-have” core competency for post healthcare reform hospitals and health systems. Value-based purchasing and pay for performance reimbursement mechanisms will make spotting negative performance trends and acting to correct them in real time imperative for hospitals to survive. Meanwhile both EMR vendors and niche BI vendors are claiming to have the proverbial “silver bullet” analytics solution.

- Does your organization have multiple siloed teams, data marts or BI tools?
- Who “owns” enterprise/corporate data in your organization? Do they truly have decision rights over data definitions, data standards, etc.?
- Can your organization continue on its current path related to data analytics/reporting/BI and “win” in the reduced reimbursement/pay for performance world?
- How can you tell if your organization is ready to leverage robust analytic/BI solutions?
- Assuming your organization is ready for BI, what ROI can you expect from investments in robust analytics/BI?

In this session, Health Care DataWorks will share case studies and solutions to common pitfalls and will facilitate a discussion with your peers to identify proven strategies for addressing these areas of concern.



4:45 – 5:15 Managing the Challenges of Your Oncology Department – HIS or Dedicated OIS?



Sima Aziz, Business Line Manager, Oncology Information Management Systems, ELEKTA
Michael Pittman, VP of Sales, ELEKTA

Radiation and medical oncology require unique and specialized software solutions to allow effective delivery of therapeutic doses of radiation and administer chemotherapy, while ensuring patient safety. These systems must be able to support the hospital's strategic information management goals, interface with various IT and treatment systems, and provide a clear and intuitive user interface. More than 1,500 hospitals and cancer centers use Elekta's MOSAIQ software, making it the industry leader in a field that requires extensive experience helping organizations manage these potentially conflicting objectives.

- How do you communicate with and support your oncology department?
- Do you truly understand the oncology department software needs and do you believe specialized systems for specialties such as Oncology, Cardiology and Radiology are necessary?
- How are you managing Meaningful Use for your oncology department?
- What are your pain points of managing these systems and what solutions are available?

In this session, Elekta will facilitate an active discussion on the challenges of supporting your oncology departments. It will present best practices for oncology groups affiliated with medical centers, an analysis of workflow under ambulatory and specialized systems will encourage participants to share their experiences to make this a true interactive learning session with your peers –we will skip the sales pitch in favor of advanced strategic and tactical discussions.

5:15 – 6:00 Why NLP, Why Now?



Richard Wolniewicz, Director, NLP Advanced Technology, 3M

- Natural Language Processing - background on applications and movement to support the Healthcare Industry
- How NLP supports patient data automation and Meaningful Use
- NLP coupled with standardized, normalized data what does the outcome deliver?
- Practical ways to apply NLP and measure effectiveness for your organizational goals



6:00 – 6:45 Clinical Data Warehousing: The EHR's Next Frontier



Marty Paslick, COO – IT & IS, HCA HEALTHCARE (TN)

As patient care organizations nationwide prepare to report on meaningful use quality measures, those with enterprise data warehouses may find they have a head start. The current national focus on EHRs and the need to satisfy meaningful use patient-care quality indicators means that a clinical data warehouse is absolutely vital for any healthcare organization.

- The inescapable reality of the need for a data warehouse – reporting clinical and quality indicators to meet meaningful use requirements
- Leveraging the warehouse's capability to store and retrieve data from multiple systems
- The human element
 - o Promoting a data-driven culture
 - o Determining the composition of the team
 - o Establishing workgroups
 - o Creating dashboards / scorecards to improve clinical, operational and financial analysis and decision-making
- Developing a governance structure in order to prioritize projects across the organization

6:45 – 7:00 Clinical Data Warehousing and Mobility: Ubiquitous and Secure



Raj Kutty, CEO & Chief Solutions Architect, IVEDIX

- Bringing traditional and non-traditional information assets together
- Protecting Health Information (PHI) and sharing what's relevant
- Bringing Facilities Management into the mix : Location intelligence
- Exploring the convergence of Mobile Healthcare apps and devices
- At the core of Meaningful Use: shifting from reactive to proactive care
- What should your BI Competency Center look like in 2015

7:00 – 9:30 Cocktails and Dinner



Monday, May 7th, 2012

7:30 – 8:30 Breakfast

8:30 – 9:15 Maximizing Bench Strength: Building and Leveraging Your IT Workforce



Sue Schade, VP & CIO, BRIGHAM & WOMEN'S HOSPITAL, PARTNERS HEALTHCARE

In order to meet various health IT requirements, such as ICD-10 conversion, EHR implementation and Meaningful Use, providers need to ensure that they are allocating their existing IT resources as well as building a pipeline of IT staff to ensure that they are meeting deadlines and requirements. This session will cover:

- Building the Health IT Workforce
 - o Identifying sources for health IT work force recruitment
 - o Leveraging your internal workforce
 - o External searches
 - o Using a Managed Services Provider
- Approach to Talent Retention
 - o Commitment to surveys to stay in tune with staff and learn where we can improve
 - o Maintaining our brand as a 'best place to work'
 - o Structured offerings for staff to practice innovation, improve skills and grow their career
- Projections for the future during a time of transition
 - o Effect of the market
 - o Skill shift from what we have now to future needs
 - o Determining how to allocate internal IT resources and external IT consultants amongst various IT projects
 - o What we know about the cost of turnover and why people leave

9:15 – 10:00 Solving Urgent Enterprise-wide Integration Challenges while Focusing on the Future



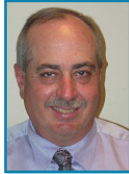
William Hudson, Director of IT, KETTERING HEALTH NETWORK (OH)

Healthcare organizations today are under pressure to make strategic IT decisions based upon urgent needs. The challenge is to make decisions that satisfy those urgent needs – as well as future requirements. Discover how Kettering Health Systems, a large IDN comprised of more than 60 facilities and over 1,200 physicians, completed an enterprise-wide interface software integration in just 4 months that not only helped them solve critical legacy interface issues but established a technology platform that will expedite critical projects for years to come.



9:15 – 10:00

Leveraging Ubiquitous Wireless Connectivity to Harness the Benefits of mHealth



Richard Mohnk, Associate CIO, UMASS MEMORIAL HEALTH CARE (MA)

In the last 12 months, mHealth has become hot topic. The promise of increased staff productivity and improvements in patient safety and quality are compelling. However, depending on the audience mHealth can have many different meanings. In the acute care setting mHealth initiatives can range from simply deploying smart pumps to providing care providers with iPads. However irrespective of the mHealth initiative, they all have one thing in common; they are mobile applications and rely on a wireless connection for communication. This session will explore the unique wireless requirements for providing mission and life critical wireless connectivity for medical devices and commercial off-the-shelf devices from smartphones to iPads in the hospital.

- What do mHealth initiatives mean in an Acute Care setting?
- What are the wireless performance requirements for mHealth in the hospital?
- Financial considerations of the mHealth wireless infrastructure – ROI/TCO
- Lessons learned with a Unified Wireless Infrastructure (DAS) for delivering mHealth connectivity

10:00 – 12:00

Business Meetings

10:00 – 10:30

Converting Vision to Reality – Transformative Forces That Will Reshape the Delivery of Care



Patricia (Trish) Birch, VP & Healthcare Consulting Practice Leader, COGNIZANT

- **Rapidly evolving technology:** from software, to cloud computing, to mobility solutions and social computing
- **New, virtualized ways of working:** tele-medicine, 'Anything-as-a-Service' business models
- **Increasing globalization:** the ability to perform end-to-end business processes as if they were done in one location
- **Disruptive innovation:** medical diagnostics, artificial intelligence, big data
- **Demographic shifts:** increasing technology adoption rates; the impact of millennials who have grown up with the internet and have different expectations

The U.S. healthcare industry must continue to evolve to meet better cost efficiency and effectiveness requirements. Accountable care will fundamentally alter the industry by redefining who does what, when and where. Clinical decision support systems that leverage artificial intelligence and big data will revolutionize diagnostic practices, personalized care planning and actual patient care. Cloud technology, mobility and tele-presence will create new business models capable of providing care anywhere and allowing new entrants to go directly to virtualized, integrated healthcare models. At the same time, reduced reimbursement rates combined with a drop in volume will continue to increase pressure on margins and accelerate cost reduction initiatives. Hospitals will be challenged



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with capital allocations required to support competing requirements of regulatory compliance, health reform and strategic initiatives.

- What role will your organization play in this rapidly changing healthcare landscape?
- Have you developed a roadmap to get there?
- What key capabilities will be required?

Join this interactive discussion for a look at the future of healthcare, and how to plan for success.

11:30 – 12:00 Leveraging Patient Portals and Encouraging Patient Engagement for Maximum Success



Bob Cushman, Managing Consultant, MEDSEEK

Hospitals never build a facility without blueprints and workflows, yet many hospitals are building patient portals without a roadmap. The digital health transformation plan is missing. How can a CIO use technology that helps the hospital find, attract and engage the patients who are most likely to use the portal?

Proposed Meaningful Use Stage 2 requirements demand that Eligible Providers and Hospitals alike will be required to support infrastructure that allows patients to view, download, and transmit their health information. Even more striking, CMS will require the patient to act, by viewing, downloading, or transmitting their information in 10 percent of instances. The accompanying process measure requires that hospitals provide such access to over 50 percent of patients. This will no doubt be one of the more highly debated aspects of the NPRM in public comment.

The discussion will center on how hospitals can identify gaps in the digital health transformation plan necessary to successfully meet the 10% patient use mandates proposed by Meaningful use Stage 2. The dialog will focus on the needs of CIOs responsible for deploying patient portals and will explore how cost-effective Internet-based technology can be used to find new and existing patients likely to engage online and how to activate them to use the patient portal.

- How can predictive analytics help you reach the demanded level of patient access?
- Without a blueprint or workflow your patient portal strategy will likely fail... what's your plan to succeed?
- Is change management critical to patient portal success?

In this interactive session, led by Bob Cushman, Managing Consultant of CONVERGE, MEDSEEK's digital health consultancy group, you will have the opportunity to discuss digital patient engagement solutions with your peers and learn what works, what doesn't work, and the best practices to adopt when deploying a patient portal as part of your patient acquisition and access strategy. MEDSEEK has spoken about patient engagement with 50 CEOs and deployed patient engagement and management solutions at more than 1000 hospitals.

12:00 – 1:00 Networking Lunch



1:00 – 1:45 Maximizing Synergies and Minimizing Collisions on the Road to ICD-10 Conversion



Doug Hires, SVP, Strategic Advisory Services, SANTA ROSA CONSULTING
Dr. Glenn Mitchell, Former Chief Medical Officer, SISTERS OF MERCY HEALTH SYSTEM (MO)

ICD-10 coding will begin in October 2013 – 15 short months from the time of the Healthcare IT Institute. While most organizations will have embarked upon the journey towards ICD-10 conversion, many have been focused on meeting a series of other Health IT deadlines. Sisters of Mercy Health System is well on its way to ICD-10 conversion and they approached the initiative in a strategic, systematic manner. Dr. Glenn Mitchell was one of the leaders of the initiative and will provide some key insights into success factors that all organizations, whether large health systems or independent community hospitals, can take back to their teams to ensure that they can meet the ICD-10 deadline.

- Establishing governance and operational groups to clarify authority, mission and accountability
- Aligning ICD-10 conversion strategy with overall organizational strategy
- Ensuring inclusiveness of all disciplines
- Assigning a certified project manager with experience in multidisciplinary projects
- Appointing a practicing clinician champion
- Communicating regularly:
 - o Briefing and gaining approval from senior system leadership
 - o Creating a communications plan for co-workers and communities
 - o Providing periodic updates to demonstrate project progress

1:00 – 1:45 “Oh-Sheet”: From Output to Outcomes Vis-à-Vis Paperless Maturity Roadmap



Jon Elwell, Vice President, RICOH HEALTHCARE
Dennis Hicks, Director, National Solutions, RICOH HEALTHCARE
David Winkler, Director, Business Development, RICOH HEALTHCARE

Within the healthcare environment, clinical and administrative systems deployment is moving at great speed. Although paper-based documents are being reduced by the EMR, the need to harness both human created and application generated content and make it immediately available to key constituents is becoming a business necessity for patient safety & compliance, interoperability and operational efficiency. This session will be educational and address how Ricoh Healthcare solutions has partnered with a variety of healthcare organizations to effectively managed their technology consumption gap by leveraging current IT investments, apply best practices for reducing human created and application generated print output, eliminating paper resulting in costs efficiencies throughout the continuum of care.

- Staying in stride with federal legislation for electronic patient records
- EMR/EHR readiness: intelligent capture and the removal of paper at the point of care
- HIE readiness: sharing electronic patient records across the healthcare enterprise
- Improving operational processes and workflow efficiency
- Improving patient data capture for meaningful use
- Establishing a more efficient and effective HIT infrastructure



1:45 – 2:30 Tips from the Trenches: Maximizing the CIO-CMIO Partnership to Ensure Health IT Success



Steve Margolis, CMIO, ADVENTIST HEALTH (CA)

Ryan Smith, AVP, Information Systems, INTERMOUNTAIN HEALTHCARE (UT)

CMIOs and CIOs must foster and project a unified ideological approach to manage the IT infrastructure within an organization in order to meet various health IT requirements, such as ICD-10 conversion, EHR implementation and Meaningful Use. Join a leading CIO and CMIO as they discuss critical success factors for nurturing the CIO-CMIO partnership within their respective organizations.

- CMIO Challenges:
 - o Optimal reporting Structures: CIO / CMO / CEO?
 - o Ambiguities of responsibilities
 - o Staff perception of the CMIO
 - o The importance of CMIOs gaining “a seat at the table” for the organization’s executive and policy committees
- Success factors for a thriving CMIO position
- The CMIO-CIO Partnership
 - o A united front: ensuring extensive dialogue between the CIO and CMIO on a daily basis
 - o Building and maintaining trust

1:45 – 2:30 Improving Outcomes and Driving Down Costs through Clinical Analytics in ACOs



Kris Joshi, Global VP Healthcare, ORACLE HEALTH SCIENCES GLOBAL BUSINESS UNIT

John Keith, Principal, DELOITTE CONSULTING

2:30 – 4:30 Business Meetings

4:30 – 5:15 Leveraging Clinical Analytics to Enhance Efficiency and Patient Outcomes



Frank Richards, CIO, GEISINGER HEALTH SYSTEM (PA)

The healthcare industry is extremely information intensive and many hospitals have in place analytical tools for examining financial metrics, total medical revenue and operating costs. Legislative reform has driven an industry change to electronically capturing clinical data with a focus on quality improvement. This influx of data is valuable, but it only becomes meaningful when used to positively impact efficiencies of care and improve patient outcomes.

- Implementing the infrastructure required to support a robust analytics program
- Understanding the type of information that will be meaningful to end-users



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- Using analytic tools to:
 - o Foster performance improvement programs
 - o Analyze the health and treatment trends of patients
 - o Audit the performance of clinicians to ensure that they provide evidence-based standards and adhere to best practices and quality-of-care measures
 - o Ensure that screenings and tests are up to date, and cover preventive care programs for individuals with chronic health conditions such as diabetes
 - o Identify “interruptions of care” and act quickly to resolve those issues
- Utilizing a feedback loop to determine whether the analysis being extracted is garnering the intended outcomes
- Encouraging a data driven culture through the use of analysis tools by senior management and clinicians

4:30 – 5:15 Mobile Devices – Where do they fit into a ‘Real World’ E.H.R. deployment?



Todd Richardson, CIO, DEACONESS HEALTH SYSTEM (IN)
Greg Hindahl, VP & CMIO, BAYCARE HEALTH SYSTEM (FL)

As every health system around the country is somewhere on their journey to implementing an electronic health record, strategies around device selection and deployment are taking shape. With the current wave of Consumer Technology in the form of Smartphones, Tablets and Slate devices gaining ground around the country, health systems are being forced to react to both the empirical and pragmatic benefits of these devices. This session will delve into the various issues that these mobile devices raise and the practical factors that should be considered in developing and deploying hardware to support the electronic health record systems.

- Taking a function based approach to hardware in support of the Electronic Health Record deployment
- Developing and implementing a policy around the ownership and management of mobile devices
- Exploring device security challenges and issues around system and data access
- Ensuring application functionality on a mobile platform

5:15 – 6:00 Leveraging Technology to Increase Clinician Satisfaction, Enhance the Quality of Care and Obtain Valuable Operational and Revenue-Generating Insights



Stephen Hau, President & CEO, SHAREABLE INK
Raj Kutty, CEO & Chief Solutions Architect, IVEDIX
Brian Stern, SVP, Sales & Marketing, AVENTURA

- Converting handwritten inputs into clinically encoded data
- Delivering on the promise of Mobile BI - ubiquitous and secure
- Delivering on the promise of your EMR

6:00 – 7:00 Free Time

7:00 – 9:30 Cocktails & Dinner



Tuesday, May 8th, 2012

7:30 – 8:30 Breakfast

8:30 – 9:15 CIO Transformation: Becoming an Effective Organizational Leader



Terry Carroll, SVP, Transformation & CIO, FAIRVIEW HEALTH SERVICES (MN)

HIT experts have opined that the role of the CIO has evolved from being a technologist and advocate of innovation to being a strategic communicator, customer relationship manager and project manager who balances governance with project portfolios and available resources.

9:15 – 10:15 Business Meetings

10:15 – 11:00 Success Factors for Achieving Meaningful Use Stage 1



Shafiq Rab, VP & CIO, HACKENSACK UMC (NJ)

Since the Meaningful Use (MU) program began in January 2011, the Centers for Medicare and Medicaid Services (CMS) has paid out \$870 million in incentives and is well on track to pay out \$1 billion by the end of this year. In September 2011, 17,000 additional eligible providers registered for the MU program, representing a 70% increase over August, and to date, 114,000 providers – including both hospitals and eligible providers – have registered for the program.

Although registration has increased, the numbers for success vary. At the time of the September 2011 analysis, 8,397 eligible providers had attested to achieving meaningful use, with only 8,001 verified by CMS to have done so successfully. There was more success the hospital side, with 302 hospitals attesting and all of them verified by CMS as successful.

With the prospect of receiving incentive monies as well as enable informed clinical decision support, decrease the administrative load on clinicians so that they can spend more time on relationships thereby increasing the quality, safety and efficiency of care, the stakes have never been higher.

In this session, Shafiq Rab of Hackensack UMC (formerly of Orange Regional Medical Center), will highlight how his organization was able to successfully achieve MU Stage 1 and how he, as the CIO, was able to lead that change. In addition, the session will discuss preparations for Stage 2 as well as implications of possible Stage 2 delays.



11:00 – 11:45

Aligning IT Strategy to your Strategic Destination



Gina Altieri, VP, Corporate Services, NEMOURS (DE)
Bernard Rice, Chief, Information Technology, NEMOURS (FL)

12 years ago, Delaware-based Nemours made a strategic decision to invest heavily in technology and made significant investments in hardware, software, systems and infrastructure. Fast forward to February 2011, when the health system received the 2010 HIMSS Davies Organizational Award of Excellence in recognition of their effective use of information technology to improve safety and quality of patient care. While these technology investments were crucial to their success, more important were the strategic and cultural alignment with the organization's direction and destination.

Gina Altieri, VP of Corporate Services will provide an overview of the journey Nemours embarked upon, the key elements for success and lessons learned; she will be followed by Bernie Rice, Nemours' Chief of Information Technology, who will walk through the IT Strategy component.

- The impetus for the strategic decision to invest in IT
- Success factors:
 - o Engagement of physicians
 - o Commitment of the entire organization
 - o Investment into creating a strong foundation
 - o Culture and organization-wide focus
 - o Visibility
- Optimal internal organization
 - o Strategy Management System
 - o Cascading strategy to operating divisions
 - o Cascading strategy to support functions like Corporate Services
- Aligning all associates through Performance Management and Culture Change
- IT Strategy

11:45 – 12:00

Closing Remarks

12:00 – 1:00

Closing Lunch