Transforming Nursing Practice through Informatics and Technology

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Friday, April 29, 2011
Objectives

- Describe current informatics issues and the impact on clinical leaders
- Explore practical strategies for successful EHR adoption and optimization
- Envision the future of nursing and technology
American Recovery and Reinvestment Act of 2009

- HR 1 -- 111th Congress
- $787 Billion
- Highly partisan vote
- Tax benefits total $288 Billion
- Healthcare gets $147.7 Billion
  - $87B for Medicaid
  - $25B for support for extending COBRA
  - $19B directly for HIT
  - $10B for NIH
- Infrastructure allocated $81B
Transforming Health through Meaningful Use of Health Data

“These goals can be achieved only through the effective use of information to support better decision-making and more effective care processes that improve health outcomes and reduce cost growth”

“Phased-in series of improved clinical data capture supporting more rigorous and robust quality measurement and improvement”
5 Steps for Turning Meaningful Use into an Opportunity for Nursing

1. Start managing the change now
2. Standardize in advance of system implementation
3. Rationalize the documentation workload
4. Act as stewards of data
5. Seize the opportunity

Source: Advani, P. Nursing Executive Center, 2010
Implications for the HIT Workforce

- Technology is the greatest tool available to transform and innovate the delivery of nursing care
- Technology solutions exist today that can:
  - Eliminate repetitive and mundane tasks and improve the care environment
  - Improve safety and efficiency
- Greater input in development and testing of technology by nurses will speed adoption and reduce learning curve

Source; Cipriano, P., Nurse Scholar in Residence, IOM 2011
22\textsuperscript{nd} Annual HIMSS Leadership Survey
Top IT Priority—Next Two Years

- Achieving Meaningful Use: 49% (2011) vs. 42% (2010)
- Focus on Clinical Systems: 23% (2011) vs. 27% (2010)
- Optimizing Current Systems: 11% (2011) vs. 8% (2010)
- Leveraging Information: 9% (2011) vs. 9% (2010)
- Focus on Ambulatory Systems: 2% (2011) vs. 7% (2010)
- Interoperability: 2% (2011) vs. 1% (2010)

Sponsored by Citrix Systems
22nd Annual HIMSS Leadership Survey
Primary Clinical IT Focus

- Ensure Operational EHR: 24%
- Installing CPOE: 20%
- Focus on Physician Systems: 11%
- Linking Clinical Systems...: 11%
- Certification of EHR System: 8%
- Focus on Business...: 7%
- Establish Clinical Protocols: 3%
- Focus on Nursing Systems: 2%

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22nd Annual HIMSS Leadership Survey
Most Significant Barriers to Implementing IT

- Lack of Financial Support: 24% (2010) vs. 18% (2011)
- Lack of Staffing Resources: 16% (2010) vs. 17% (2011)
- Vendor Inability to Deliver Product: 10% (2010) vs. 11% (2011)
- Difficulty in End User Acceptance: 10% (2010) vs. 7% (2011)
- Lack of Clinician Time Commit: 7% (2010) vs. 7% (2011)
- Lack of Interoperable Systems: 4% (2010) vs. 5% (2011)

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We have a CNIO
Clinical Department Managers Pick IT…
We have a CMIO
Project Leaders for Implementation
Explore Innovative Ways to Use IT
Employ Hospitalists for Clinical
Employed by IS Department
Participate in Development of Policies
Involved in Clinician Training
Participate in System Evaluations

2011
2010

Sponsored by Citrix Systems
22nd Annual HIMSS Leadership Survey
2011 IT Staffing Needs (Top Ten)

- Clinical Application Support: 39%
- Clinical Informaticist: 24%
- Network and Architecture Support: 21%
- Process/Workflow Design: 17%
- Clinical Transformation: 15%
- Systems Integration: 14%
- User Training: 14%
- Clinical Champions: 12%
- System Design: 12%
- IT Security: 12%

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Areas in Which Healthcare Organizations Lack Qualified Candidates

Industry Staffing Needs

HIMSS Vantage *Point* March 2010

149 Respondents
2011 NI Workforce Survey
Top Three Job Responsibilities

- Nursing Education: N/A (2011), N/A (2007), N/A (2004)

660 Respondents

Data from the 2011 HIMSS Nursing Informatics Workforce Survey © HIMSS
2011 NI Workforce Survey
Largest Barrier to Success

Availability of Financial Resources: 65%
User Acceptance: 29%
Lack of Integration: 24%
Organizational Strategic Plan: 21%
Staffing Levels: 20%
Administrative Support: 19%
Software Design: 15%
Time Management: 11%

Data from the 2011 HIMSS Nursing Informatics Workforce Survey
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Patient Protection and Affordable Care Act (ACA)

- Builds on changes in the ARRA
- Establishes a Patient Bill of Rights
- Provides one-stop-shopping for healthcare insurance needs at a federal government website
  
  HealthCare.gov

- Begins work with the States on state-based insurance plans
- HHS to develop tools and leverage technologies to empower consumers and clinicians to take more control of consumer’s healthcare needs
Nursing and the Empowered Consumer

The Internet-empowered “Informed patient” will level the relationship between patient and clinician to one of equal partners in decision-making and care management.

Expert clinical knowledge is no longer the sole domain of the health professional.

Transition from patient orientation to a consumer orientation changes what people want from their providers, healthcare organizations and systems.

Empowered Consumer??

- 86% of consumers don’t access their medical records electronically
- Only 14% said they currently access their medical records electronically
- Nearly half (49%) call the doctor’s office to request paper medical records
- Is this due to providers’ inability to provide the records electronically or consumers’ lack of awareness of available tools?

Source: PwC Health Research Institute: Top health industry issues (2010)
Where are Consumers Getting Health Information?

- **12%** Consumer-driven organizations (e.g., Patients Like Me, Daily Strength, Angie’s List)
- **16%** Health service and manufacturing companies (e.g., Johnson & Johnson, Mayo Clinic)
- **16%** Government organizations (e.g., Centers for Disease Control and Prevention, Food and Drug Administration)
- **56%** Media/information service companies (e.g., Dr. Oz, The Doctors, iVillage, WebMD)

Source: PwC Health Research Institute: Top health industry issues (2010)
eHealth Initiative’s Top Trends for 2011

● The combination of:
  ● National dialogue on healthcare
  ● Meaningful Use criteria
    ● Incentives toward patient engagement
  ● Variety and maturation of digital patient engagement tools
    ● Smart devices, patient portals

2011 is the tipping point for patient engagement!
The Evolution to Patient-Centered Care

Potential Consumer Roles:

- Acting as Agents of Change
- Participating in Shared Decision-Making
- Verifying Facts and Providing Context
- Integrating Better Health into the Full Context of Their Lives
The Medical Home

“A patient-centered, comprehensive approach to care that coordinates all facets of a patient’s care and medical history”

Makes patients active participants in treatment decisions and improves communication between a patient’s health care providers

PHRs Making Slow Progress

- Four in five U.S. adults believe that online Personal Health Records (PHRs) would be beneficial in managing their health and healthcare
- 10 percent of the public has a form of electronic PHR

PHR Types:
- Stand-alone
  - Health data populated by the consumer
- Tethered to an EMR system
  - Controlled by physicians
- Non-tethered
  - Internet-based PHRs largely controlled by consumers

- 20 Internet-based PHRs on the market as of Feb. 2010

The Value of Patient Portals

Providers report saving:

- 63 cents every time they don’t have to mail a lab result (HealthPartners)
- $17 every time they can handle a billing query online rather than by phone, and $7 for every appointment scheduled online (NorthShore University Health System)
- 25% reduction in # of patients who have to come into the office for a surgical follow-up visit (Geisinger Health System)

Source: Gardner, E. (2010). Will patient Portals Open the Door to Better Care?
Objectives

- Describe current informatics issues and the impact on clinical leaders
- Explore practical strategies for successful EHR adoption and optimization
- Envision the future of nursing and technology
Named in honor of Dr. Nicholas E. Davies - an Atlanta-based practice physician committed to the ideal of improving patient care through better health information management.

Encourages and recognizes excellence implementation of EHR systems:
- Implementation
- Strategy
- Planning
- Project Management
- Governance
- Value and ROI

**Program Objectives**

- Promote the vision of EHR systems through concrete examples
- Understand and share documented value of EHR systems
- Provide visibility and recognition for high-impact EHR system
- Share successful EHR implementation strategies

**Awards given – as of 2010**

- 1995 – Organizational Awards (29 recognized)
- 2003 – Ambulatory Awards (21 recognized)
- 2004 – Public Health Awards (14 recognized)
- 2008 – Community Health Organization Awards (7 recognized)
Return on Investment Examples

- **Hard ROI**
  - NorthShore Healthcare saw a $2.5 million increase in revenue after solidly linking charge capture directly with orders.
  - Wayne Obstetrics reported that time devoted to document patient encounters decreased by four hours a week while its patient volume increased 225 percent.
  - NorthShore Healthcare reduced reliance on paper forms saving $1.94 million a year in printing and procurement costs.
Return on Investment Examples

- **Soft ROI**
  - Queens Health Network experienced 50% fewer pharmacists interventions in medication orders in ambulatory care because of improved legibility, systems alerts and more complete prescriptions
  - Citizen’s Memorial physicians could send a “Message to Nursing” with specific instructions or information on a patient
  - Ohio State University Health System found after its implementation that it could better comply with institutional policies regarding do-not-resuscitate orders, restraint orders and advance directives
Getting ROI out of Clinical Systems

- **NorthShore Healthcare** implemented an EMR with CPOE capability at three hospitals and 50 outpatient clinics/offices - - 2004 Davies Award Winner

System users = 6,200

- Number of delays in administering medication has fallen by 70%
- Omitted administration of drugs has dropped 20%
- Test results for mammograms now take one day, down from as long as three weeks
- Cardiographics reports also take one day, down from as long as 10 days
- Spent $7.5 million on training and $35 million capital on hardware, software, and implementation

Source: HIMSS Analytics, 2008
## EMR Adoption Model™
### 2009 – 2010

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
<th>2009 Final</th>
<th>2010 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 7</td>
<td>Complete EMR; CCD transactions to share data; Data warehousing; Data continuity with ED, ambulatory, OP</td>
<td>0.7%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Stage 6</td>
<td>Physician documentation (structured templates), full CDSS (variance &amp; compliance), full R-PACS</td>
<td>1.6%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Stage 5</td>
<td>Closed loop medication administration</td>
<td>3.8%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Stage 4</td>
<td>CPOE, Clinical Decision Support (clinical protocols)</td>
<td>7.4%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Stage 3</td>
<td>Nursing/clinical documentation (flow sheets), CDSS (error checking), PACS available outside Radiology</td>
<td>50.9%</td>
<td>49.0%</td>
</tr>
<tr>
<td>Stage 2</td>
<td>CDR, Controlled Medical Vocabulary, CDS, may have Document Imaging; HIE capable</td>
<td>16.9%</td>
<td>14.6%</td>
</tr>
<tr>
<td>Stage 1</td>
<td>Ancillaries – Lab, Rad, Pharmacy – All Installed</td>
<td>7.2%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Stage 0</td>
<td>All Three Ancillaries Not Installed</td>
<td>11.5%</td>
<td>10.1%</td>
</tr>
</tbody>
</table>

Data from HIMSS Analytics™ Database

N = 5235/5281  ©2011 HIMSS Analytics
Change Management Strategies for an Effective EMR Implementation

- Leadership
  - Establishing a Foundation for Change
- Willingness
  - Building commitment
- Ability
  - Developing Requisite Skill

Source: McCarthy, C. & Eastman, D., Change Management Strategies for an Effective EMR Implementation, 2010
“EMR technology disrupts the status quo, and along with the many opportunities it promises, it also brings a whirlwind of seemingly never-ending changes, which can have an entirely different effect on different people”

Source: McCarthy, C. & Eastman, D., 2010
Change Management Defined

The human-focused work of engaging and preparing people to succeed in the new world of EMRs

“A process designed to deal directly and intentionally with the human factors involved in not just planning and implementing an EMR, but guiding the behavioral change to achieve the anticipated benefits”

Source: McCarthy, C. & Eastman, D., 2010
A Word about Resistance..

- Don’t focus too much energy on the resisters
- Some of them may need to go away
- Treat resisters with respect, listen to them and get them involved
- Focus the majority of your efforts on the people who want to succeed
Training Strategies

- An effective user training program is user-centric, meaning it is role and workflow based, not system based
- Demonstrate relevant workflows in the new EMR system
- Highlight critical system skills
- Put energy into ensuring users are comfortable in their roles and able to use the system efficiently
Objectives

- Describe current informatics issues and the impact on clinical leaders
- Explore informatics strategies to achieve patient centered care
- Envision the future of nursing and technology
The TIGER Initiative Foundation

- **NEW TIGER Website** @ www.thetigerinitiative.org

- Forming a 501c3 independent entity with initial support from HIMSS

- Partnerships and Collaborations growing in Nursing, Interdisciplinary and Allied Health to over 100 groups interested

- *Nursing Informatics: Where Technology and Caring Meet* Book Published (Thanks to Marion Ball and TIGER Editors)
Envision the Future of Nursing & Technology

The Alliance for Nursing Informatics (ANI) is a collaboration of organizations that represents a unified voice for Nursing Informatics, sponsored by AMIA and HIMSS

ANI represents more than 5,000 nurses, bringing together 28 separate nursing informatics groups that function separately at local, regional, national and international levels

Each of these organizations has its own established programs, publications and organizational structures for its members

Source: ANI Testimony to the October 2009 Forum on the Future of Nursing
Nurses constitute the largest segment of the nation’s health care workforce at 3.1 million. In their front-line roles, nurses can play a vital role in helping realize the objectives set forth in the 2010 Affordable Care Act. A number of barriers prevent nurses from being able to respond effectively to rapidly changing health care settings and an evolving health care system. These barriers must be overcome to ensure that nurses are well-positioned to lead change and advance health.
1) Nurses should practice to the full extent of their education and training

2) Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression

3) Nurses should be full partners, with physicians and other healthcare professionals in the redesigning of health care in the United States

4) Effective workforce planning and policy making require better data collection and an improved information infrastructure
Implications for Informatics

Nurses must be supported by a healthcare environment that adequately enables their knowledge-based work as:

- Leaders in the Effective Design and Use of EHR Systems
- Integrators of Patient Information
- Full Partners in Decision Making
- Care Coordinators Across Disciplines
- Advocates for Engaging Patients and Families
- Contributors to Standardize EHR Infrastructure

Source: ANI Testimony to the October 2009 Forum on the Future of Nursing
Improving Nursing Care Through Technology

- Technologies can create better work environment for inpatient nurses:
  - Improve efficiency, safety and quality
  - Add value to the way nurses coordinate and provide care
    - Alarm/event messaging
    - Biomedical device integration
    - Medication administration

Source: California HealthCare Foundation, [www.chcf.org](http://www.chcf.org), 2008
Improving Nursing Care Through Technology

- Nurses do not want to be passive consumers of technology
- Nurses want devices that are integrated, voice activated, handheld, use biometrics, provide translation, are portable, are wireless, auto populate, and are “smart”
- Greater nurse satisfaction leads to greater patient satisfaction

Source: Cipriano, P., Nurse Scholar in Residence, IOM 2011
7.2% of nursing practice time is spent on **patient assessment**

17.2% of nursing practice time is spent on **medication administration**

27.5% of all reported nurse time is spent on **documentation**

Nurses spend **30.8% of their time in the patient rooms** and **38.6% of their time at the nurse station**

During a typical **10-hour day**, a nurse travels **1-5 miles**
Closed Loop Medication Delivery System Workflow

CPOE

Medication Order Verification
Pharmacy Management System

Clinician Views Orders on Handheld or in EHR

Clinician Retrieves Medication from Cabinet

Bar Coding of Drugs (Re-Packaging)

Completed Electronic Documentation sent to eMAR/EHR

Clinician Confirms Infusion Order and Begins Infusion via Smart Pump

Clinician Scans Medication to Verify 5 Rights

Clinician Scans Patient ID

Source: Hendrich, A. 2008
AHRQ Study on Bar-Code Technology with eMAR

Reduces Medication Administration Errors (such as wrong dose)

41 percent reduction

Reduces Timing Errors (an hour or more off schedule)

27 percent reduction

Source: New England Journal of Medicine, 2010
Bedside Monitoring Device Integration (BMDI)

- Ascension Health and Kaiser Permanente created inter-disciplinary teams, removing internal silos and engaging the C-suite to get more time back to nurses
- Example: Bedside Monitoring Device Integration at Ascension Health
Growth in the Nursing Market

Nursing Applications with Highest Expected Purchase Rates for Hospitals over the Next 24 Months

- Nursing Documentation
  - Supports quality outcomes reporting
  - Makes CPOE more effective
    - Vital signs
    - Flow sheet data
- eMAR
  - Closed Loop Medication Administration
  - Impact on patient safety

Source: HIMSS Analytics™ Database 2009
Transforming Practice through Technology & Informatics will:

- Improve safety and efficiency
- Free clinicians from tasks
- Bring evidence for decisions to point of care
- Empower patients to be involved in care
- Enable nurses to:
  - Integrate data into health information
  - Consult in the home, LTC, Assisted living
  - Coordinate care across settings

Source: Cipriano, P., Nurse Scholar in Residence, IOM 2011
Leading Change, Advancing Health

- Knowledge Management
  - Who, what, when, where, how

- Process Management
  - Scheduling and management of routine tasks
  - Process optimization

- Clinical and Business Intelligence
  - Forecasting trends and future needs
  - Suggesting process solutions
  - Clinical decision support
Current State of the Art - Laboratory

Source: Felder, R. A., 2010
The Future in Automation - Laboratory

Source: Felder, R. A., 2010
Leading Change, Advancing Health… through Informatics

Together we can advance the national agenda to lead change and create value with innovation to ensure better quality healthcare in the U.S.
Questions?????

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Resources and References

- Alliance for Nursing Informatics
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  http://www.himss.org/ASP/topics_clinicalInformatics.asp
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  http://www.himss.org/ni
- Institute of Medicine - The Future of Nursing