Revolutionizing and Innovating Leaders: Driving Healthcare for the Future

Beverly Bell, RN, BS, MHA, CPHIMS, FHIMSS

Introduction

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- Executive oversight of
  - EDW Implementations
  - Business Performance Management / optimization projects
  - EHR implementations for all the major EHR vendors
  - Strategic planning: Population Health, Business Analytics, IT, etc
- Active role in the healthcare industry through participation in
  - American Health Information Management Association (AHIMA)
  - American Medical Informatics Association (AMIA)
  - College Health Information Management Executives (CHIME)
  - Health Information Management and Systems Society (HIMSS)
    - Current Board of Director Elected Member
  - Technology Informatics Guiding Education Reform (TIGER)

Conflict of Interest Disclosure

Beverly Bell, MHA, BS, RN, FHIMSS,CPHIMS has no real or apparent conflicts of interest to report.

Learning Objectives

1. Describe leadership's impact on driving technology, innovation and quality.

2. Compare and contrast 3 exemplar characteristics of successful technology innovation in practice.

3. Describe the driving forces that innovative leaders can anticipate to make revolutionary changes which impact patient care across the continuum.

Agenda

- **TIGER Overview**
- **Leadership Collaborative Report**
  - Background
  - Trends
  - Triple Aim
  - Innovative Nurse Leader Model
  - TIGER Leadership Exemplars
  - TIGER Recommendations
- **Q&A**

TIGER (Technology Informatics Guiding Education Reform)

- A *focus* on better preparing the clinical workforce to use technology and informatics to improve the delivery of patient care.

- Developing the *necessary skills* for a clinicians' portfolio – must include basic computer competencies, information literacy and informatics skills.
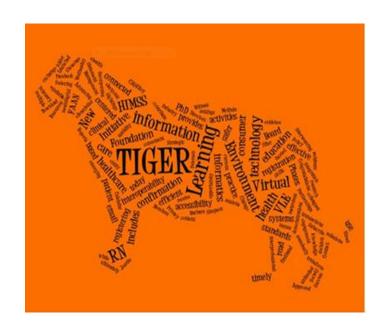
Mission

Advancing the integration of health informatics to transform practice, education and consumer engagement™
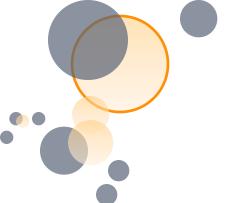
Leadership Collaborative
A Short History

- Revolutionary leadership engages to transform healthcare through the utilization of technology.
- The original leadership collaborative report was developed utilizing the following workgroups:
    - Inventory of existing resources for leadership development programs
    - Review informatics competencies for nurse leaders
    - Identify and describe synergies with Magnet Program and Health IT
    - Identify and prioritize leadership development needs

Recommendations from Original Leadership Collaborative Report 2007 – 2009

- Develop programs for nurse executives and faculty that stress the value of information technology and empower them to use Health IT knowledgably

- Expand and integrate informatics competencies into Nursing Leadership Development Programs

- Promote sharing of best practices using Health IT effectively to improve the delivery of nursing care

- Promote alignment with the Magnet Recognition Program as a mechanism to demonstrate nursing excellence in using technology to improve nursing practice and the deliver of safer, more effective patient care

Trends Post Leadership Collaborative Report

- Integration of mobile devices into the workplace

- Implementation of integrated and interoperable Health IT record platforms for increasing communication to providers, consumers, pharmacies, payers, etc.

- Moving past implementation of a Electronic Health Record and crossing into data mining for care of communities and populations

- Social Networking (Facebook Twitter, etc.)

National Trends
Post Leadership Collaborative

- 2009 American Recovery and Reinvestment ACT and 2010 Patient Protection and Affordable Care Act (ACA).

- Meaningful Use

- IOM Future of Nursing Report Recommendations

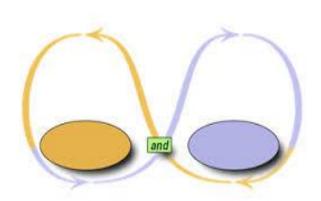# Charge to Update Leadership Collaborative Report………

- Improving healthcare quality is not something that can be solved by implementing HIT as the "Silver Bullet"
- Requires a leadership approach where nurse leaders are knowledgeable about how information technology can help redesign practices so that they are standardized, evidence based and results remain clinically integrated
  - Practices are transformed to improve cost effective outcomes for patients
  - Values of the culture maintained and communities and populations served are enhanced
  - Leaders continue to engage with staff and consumers to build the knowledge, and infrastructure around sustainability
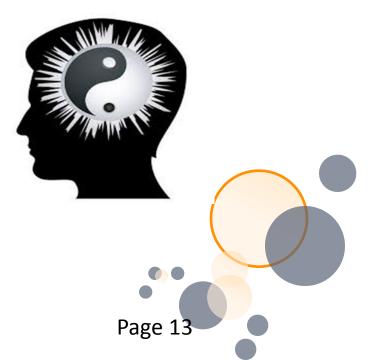
Leveraging Technology and Practice through Transformational Leadership

- Create synergy through the elimination of either or approaches and consider technology and practice simultaneously

Triple Aim: Improvement in Patient Experience of Care

KEY – Patient Engagement

- (Technology) Continued development of HIT communication mobile device platforms such as smart phones and tablets

- (Practice) Meaningful alerts and team communication real time assessment information, problem solving, and intervention planning & evaluation

- (Outcome) – Use a combination of mobile and web based technology tools to provide and receive real time feedback and care support as appropriate for patient population and communities involved with

Triple Aim: Improvement in Health of Populations

- Measuring the impact of health IT requires a leader who uses data captures as a byproduct of care delivery to generate new knowledge about how care needs to change for the future

- Accomplish improvements through <u>data mining techniques</u> leverage performance <u>dashboards</u> throughout the organization to provide caregivers with knowledge and tools for continuous improvements

- Embrace clinical analytics to improve care for populations make information shareable and comparable

Triple Aim: Reduction in Healthcare Costs

- Streamline workflow and improve efficiency through integration of electronic documentation, nurse call, and phone communication device
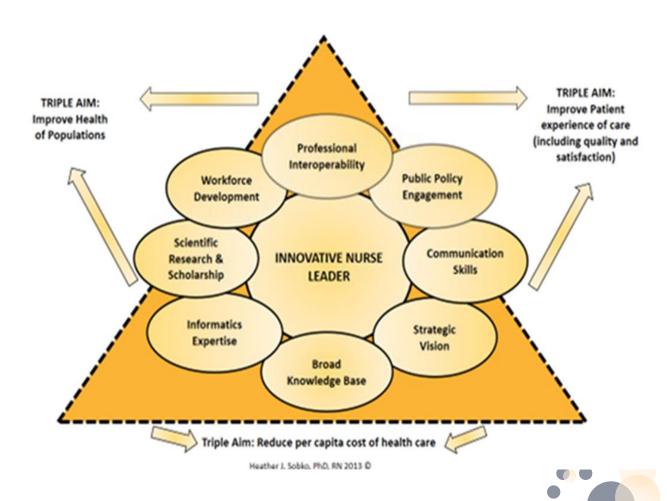
Ideas

- Leverage Innovative telehealth and mobile health IT to reduce readmissions and emergency department visits
- Health IT to support long distance clinical management of chronic disease management.
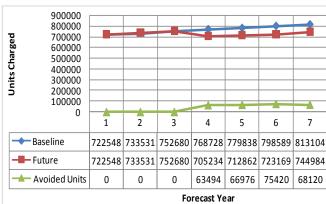
Innovative Nurse Leader

Innovative Nurse Leader

Innovative Nurse Leaders will,

1. Align internal and external stakeholders to explore new business models for care delivery using health IT as the lever for change

2. Utilize technology to expand the role of the nurse with approaches to care such as the patient centered medical home, telemedicine, virtual care monitoring and robust post-acute care services to lower costs and improve quality

3. Propel forward the next generation of performance improvement through technology

4. Integrate clinical and administrative activities that are aligned with organizational strategic plans and masterfully utilizes data analytics for ongoing evaluation

5. Use systematic evaluation to interpret data accurately and share this process of evaluation with others to demonstrate how data are used to generate knowledge, promote improvement of clinical practice, improve patient outcomes and foster population health when interpreted effectively

Forecast Year	1	2	3	4	5	6	7
Baseline	722548	733531	752680	768728	779838	798589	813104
Future	722548	733531	752680	705234	712862	723169	744984
Avoided Units	0	0	0	63494	66976	75420	68120

TIGER Leadership Exemplars

- The search for examples of excellence in leadership was guided by the following areas identified in article The Future of Nursing: How HIT Fits in IOM/RWJF Initiative (2010):

  - Leaders in the Effective Design and Use of EHRs

  - Integrators of Patient Information

  - Full Partners in Decision Making

  - Care Coordinators Across Disciplines

  - Experts to Improve Quality, Safety, Efficiency, and Reduce Health Disparities

  - Advocates for Engaging Patients and Families

  - Contributors to Standardize Infrastructure Within the EHR

  - Researchers for Safe Patient Care

  - Preparing the Workforce

- Six exemplars were selected for their outstanding leadership that drove, empowered and executed the transformation of healthcare through the use of Health IT

  - For additional information on the selected exemplars and other submitted exemplars, go to the TIGER Virtual Learning Environment (VLE)

    Murphy, J. (2010). The Future of Nursing: How HIT Fits in IOM/RWJF Initiative. JHIM, 24 (2), 8-12

Exemplar: Kaiser Permanente Leadership Collaborative

- Kaiser Permanente (KP)
  - Founded in 1945, is one of the nations largest not for profit health plans and multi-system healthcare organization that includes 37 hospitals
- Project Description
  - Team of nursing leaders initiated a project to redesign care delivery
  - Nurses voiced they needed a healthcare system that would: simplify my path, support me with knowledge, and reduce my non-value added tasks
    i. Video ethnography of nurses providing care in a med/surg environment
    ii. Interviewed key stakeholders across the organization to prioritize the current pain points as well as opportunities to improve care
- Achievement/Outcome
  - To accelerate the adoption of smart, standards-based, interoperable, patient centered technology that will make healthcare delivery safer, more efficient, timely and accessible
  - To leverage the power of the EHR, enabling technology and continuous performance improvement to transition to highly reliable, evidence based care
  - SmartCARE strategy was developed
    i. Prioritized the major areas of nursing technology: Rapid Sign On, Clinical Intelligence, Context Awareness/Workflow automation, and Clinical Mobile Communications

Exemplar: Kaiser Permanente Leadership Collaborative

- Success Factors
  - Clinical care dashboard was implemented to support evidence based practice and clinical efficiency
    i. Displays the status of time sensitive interventions such as pain reassessment and turning/repositioning
    ii. Nurses navigate the dashboard on average 3 times in a shift to obtain real time updates on their patients
- Leadership Areas Demonstrated
  - A strategic vision that was developed with a broad knowledge base from stakeholders representing operations, technology, and informatics expertise across the enterprise. The stakeholders defined the **effective design of technology**. The use of ethnography demonstrated using innovative **communication** skills in order to learn about and represent the needs of caregivers in the organization

Exemplar: Department of Veterans Affairs (VA)

- Department of Veterans Affairs (VA)
  - An EHR pioneer with greater than 25 years of experience with clinical information systems
- Project Description
  - To improve quality through innovation, technology and workforce development in order to support the transformation to a 21st century health care delivery system
    i. Transformation from a medical model to a patient-centered model of care
    ii. Transition Computerized Patient Record System (CPRS) to the next generation of browser-based EHR
- Achievement/Outcome
  - Comprehensive health informatics workforce development program was deployed to prepare a workforce capable of catalyzing, implementing, utilizing and supporting health information technology innovations
  - Several large scale education and training programs were delivered via a virtual learning environment; corporate memberships to AMIA and HIMSS were obtained; partnership with AMIA established to deliver a VA AMIA 10x10 certificate program
  - Standardized health informatics positions and career paths were created

U.S. Department of Veterans Affairs

Exemplar: Department of Veterans Affairs (VA)

- Success factors
  - Strong leadership endorsement and support, inter-professional collaborations, and partnering with outside agencies to create a sustainable program
- Leadership Areas Demonstrated
  - Leveraged their informatics expertise and utilized different innovative nurse leader components to mobilize **workforce development** initiatives, including professional interoperability and promoting **scholarship** to broaden the informatics knowledge base of caregivers in their system

Exemplar: North Shore Long Island Jewish Health System (NSLIJHS)

- North Shore Long Island Jewish Health System (NSLIJHS)
  - Largest clinically-integrated healthcare network in the state of New York, as well as the third largest nonprofit, secular healthcare system in the nation
  - 16 hospitals, skilled nursing facilities, the Feinstein Institute for Medical Research, the Hofstra North Shore LIJ School of Medicine, trauma centers, home health agencies, hospice agencies, and more than 400 physician practices
- Project Description
  - Implemented a multi-site, system wide electronic health record and making a commitment to advance interprofessional collaboration and care
- Achievement/Outcome
  - An enterprise-wide structure was developed to plan and lead the implementation which resulted in engaged leaders and clinicians from across the enterprise
  - Preparation included transformation workshops focusing on scope of practice, partnership councils, and healthy work cultures
  - Rather than build to current state, NSLIJHS deliberately moved into an environment that supported best practice with evidence-based tools and clinical practice guidelines with content review and validation by interprofessional teams including physicians
  - Post go-live infrastructures have been put into place to support practice optimization and all revisions are driven by metrics and supported by evidence

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Exemplar: North Shore Long Island Jewish Health System (NSLIJHS)

- Success Factors
  - Creating an organizational model of care that was supported by evidence-based interprofessional care planning and documentation as well as over 330 interprofessional Collaborative Care Councils
  - Prior to go live, clearly identify metrics for success. Post go live, tell the story and have data to demonstrate success
- Leadership Areas Demonstrated
  - Strategic vision to set the approach to implementation, use of evidence-based tools and guidelines to enhance **scholarship,** fostering teamwork with councils and **communication skills**, expanding full interprofessional scope of practice enhancing **workforce development** and professional interoperability, and leveraging informatics expertise
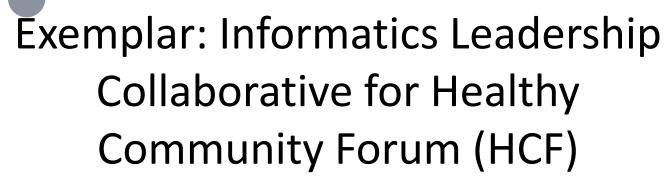
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Exemplar: Informatics Leadership Collaborative for Healthy Community Forum (HCF)

- Healthy Community Forum (HCF)
  – Partnership of nursing faculty, hospital based clinical educators, informatics specialists from UC Davis Health Systems, Kaiser Permanente, Dignity Health, American River Community College, Samuel Merritt University, California State University and Sacramento State University
- Project Description
  – Recognized the need for a nursing workforce that has the knowledge and skill in evidence based practice and information technology to achieve positive patient outcomes utilized an innovative approach to help develop nurse competencies through the use of case studies
  – With an integration of established academic and clinical informatics competencies, interdisciplinary case studies have been created and implemented. These provide nursing students and front line nurses with opportunities to meet the competencies
- Achievement/Outcome
  – Aggregated patient data applied with evidenced based practice approach was designed to improve patient outcomes

Exemplar: Informatics Leadership Collaborative for Healthy Community Forum (HCF)

- Success Factors
  - The ability of bedside nurses to
    i. identify population trends and outcomes within the clinical setting that are below benchmark
    ii. collaborate with an inter-professional workforce to effect improved outcomes
- Leadership Areas Demonstrated
  - **Professional interoperability** in the community, **scholarship** as a foundation for **workforce** and academic informatics **workforce development**, and integrating **communication skills** between academic and clinical settings to improve care through analytics and evidence based practices

Exemplar: UCLA Health EHR Implementation

- University California Los Angeles (UCLA) Health
  - Founded in 1955, UCLA Medical Center became Ronald Reagan UCLA Medical Center in 2008, reopening in a new 10-story structure
  - Encompasses Ronald Reagan UCLA Medical Center, Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA and Mattel Children's Hospital UCLA
- Project Description
  - Deployed an EHR and demonstrated the value of operational departmental ownership in the successful transformation
- Achievement/Outcome
  - Deployment team used a structured, data-driven readiness program that designed a package of implementation initiatives to help ensure a successful transition to the EHR

Exemplar: UCLA Health EHR Implementation

- Success factors
  - Driven by the Chief Nursing Informatics Officer, several unique modalities contributed to the success:
    i. *Sneak Peeks* of high volume and high risk workflows, creation of readiness scorecards
    ii. 24/7 personalization/customization laboratory
    iii. 1:1 support to faculty and residents before and after implementation, and mobile competency checks
    iv. Support team is transitioning the program to stabilization and optimization
- Leadership Areas Demonstrated
  - The **strategic vision** of the CNIO to assure that the infrastructure and activities were in place for **workforce development** in informatics. They utilized **communication skills** to assure that faculty, residents, and clinicians were prepared and supported throughout the transition

UCLA Health Ronald Reagan UCLA Medical Center

Exemplar: Brigham & Women's OR Initiative

- Brigham and Women's OR Initiative
  - International leader in virtually every area of medicine and has been the site of pioneering breakthroughs that have improved lives around the world
  - Major teaching hospital of Harvard Medical School
- Project Description
  - Optimization and innovation post EHR implementation
- Achievement/Outcome
  - Initially, one diagnosis was chosen to design and implement an assessment tool within the OR electronic record which increased awareness of potential risks of patient positioning injuries and focused nurses' attention on interventions for prevention.
    - i. This resulted in improved nursing documentation with clinical decision making at the point of care

BWH BRIGHAM AND WOMEN'S HOSPITAL

Exemplar: Brigham & Women's OR Initiative

- Success factors
  - The positive impact of nurse scientists engaging and partnering with front line nurses
  - Staff engagement and leadership efforts to support and promote evidenced based practice
- Leadership Areas Demonstrated
  - **Professional interoperability** and **communication skills** between research and the front lines in order to leverage their **informatics expertise** to **develop their workforce** in utilizing HIT to achieve positive outcomes in the OR

TIGER Leadership Exemplar Conclusions

1. Throughout the exemplars, Innovative Nurse Leaders applied comprehensive knowledge in the areas of informatics, IT, evidence based clinical care, leadership, policy, and healthcare to improve care outcomes
2. Distinguishing characteristic of the Innovative Nurse Leader is the ability to lead the integration of innovative health IT across the continuum of care to improve care coordination both within and across care settings
3. Innovative nurse leaders have a strong strategic vision, outstanding leadership skills, and a foundation built on scholarship
4. Positioned to promote engagement across all levels within the organization, taking an enterprise-wide view of health thus breaking down traditional silos of care delivery
   a) Defining a system of transprofessional collaboration where all domain experts work in parallel to develop, implement, and evaluate HIT
   b) Involves expertise in professional interoperability, or the ability to effectively lead and engage teams comprised of highly diverse individuals and groups
   c) Requires strong motivational skills and the ability to energize and focus on knowledge transfer between a variety of professions to work effectively toward common value-based goals and objectives that result in a seamless continuum of healthcare delivery
   d) Interpret input from multiple professionals, spanning business, finance, evidence-based healthcare, HIT, and regulatory initiatives, in order to identify areas to apply HIT to foster generation of new care delivery models that will advance healthcare

7 TIGER Recommendations

1. Foster collaboration and innovation to rapidly implement ideas into practice by leveraging the knowledge of all professions
2. Accelerate the development, adoption and integration of innovations into practice by demonstrating a consistent pattern of adoption of new ideas and best-practice processes that demonstrate health improvement
3. Transform stakeholder relationships to support innovation and fund initiatives for improving care
4. Lead nursing engagement in public policy initiatives, particularly those that are well-aligned with TIGER vision and goals, including the following areas:
   a) National/Federal Mandates: Meaningful Use, Quality Measures, Joint Commission, ACA, PCORI
   b) Local/Regional: HIE, Medical Home, Interoperability
   c) Institutional: Magnet Status and Competitive Footprint

TIGER Recommendations cont.

5. Innovate and inquire, applies comprehensive knowledge in the areas of informatics, information systems, evidence-based clinical care, leadership, policy, and healthcare to improve care outcomes
   a) Development of business models that allow for the testing of new health IT ideas
   b) Champion research and innovation across all levels of clinical practice including the promotion of evidence-based practice activities and mastery of clinical competencies by making research a core professional requirement across the organization.
   c) Data driven decision making supports the changes in clinical practice will propel the care of patients and populations in the future
6. Promote and leverage alignment with the Magnet Recognition Program as a mechanism to demonstrate excellence in nursing using technology to improve nursing practice and the delivery of safer, more effective patient care

TIGER Recommendations cont.

7. Leverage existing resources and initiatives to capture and replicate current best practices and promote current awareness of the status of the industry

   a) American Nurses Association (ANA) has spearheaded and participated in a number of Health IT initiatives including the development of standardized nursing languages

   b) Institute of Medicine's (IOM) report on "The Future of Nursing" has four priorities for nurses

   c) American Organization of Nurse Executives' (AONE) position paper on the "Nursing Informatics Executive Leader"

   d) Healthcare Information and Management Systems Society (HIMSS), states that nursing informatics leaders are essential not only as a bridge between practice and technology, but as change agents who can shape behavior improving current models of care delivery

Acknowledge and Thank TIGER Leadership Development Collaborative Participants

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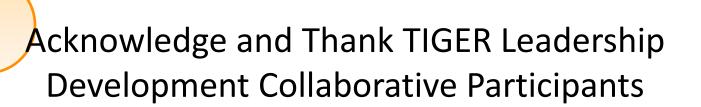
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TIGER Website

www.thetigerintiative.org