

# Clinical Transformation Trek... The Journey.

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The pace of change for health care providers is overwhelming at best. In today's world of collaborative medicine and mobility, access to actionable, integrated clinical information and applications, regardless of location or device, is a "must have" not a "nice to have."

Blythedale Children's Hospital like most hospitals have been exposed to the demands of health reform, clinical integration, new reimbursement methods, deployment of electronic health records, and implementation of ICD-10, quality reporting and ever increasing regulation that are putting significant strain on the organization. This also presented an opportunity, to establish a vision and program for a Clinical and Business Transformation Platform.

## **Transformation Framework**

Our journey started with rethinking the clinical and business processes with focus on outcome, clinical quality, service quality and financial metrics. Our approach to process transformation required concurrent examination and redesign of key clinical and business processes, technology and the "people". This exercise help create the vision and documented the "Frame of the Future" which set the scope. Our Leadership team was fully engaged with their commitment to transformation, the ongoing communication and preparedness for a change were fundamental keys to achieve a successful and sustainable transformation.

To launch this major organizational and process-focused transformation, we worked closely with our leadership to reach consensus on understanding the drivers, need for change and urgency to achieve defined changes. We put together a clear and understandable vision of the future and a well aligned strategy to achieve the future vision and targeted outcomes. Our primary goal was to "craft" the future vision so it may reach far beyond the current boundaries of the organization's business practices and better integrate disparate environments to achieve a more cohesive organization.

Our core team was assembled with individuals from key departments that were considered "experts" recommended by their department head, not technophobes and those who are likely to be receptive to change. Participation in these meeting was mandatory. We met weekly and had follow up action items to complete and deliver from one meeting to another. We invited as needed additional resources from within and outside the hospital.

**The challenge:** To maximize physician, nurse and administrative performance, hospitals must create a fluid HIT environment that provides on-demand access to patient data and patient care applications.

**50,000 FOOT PERSPECTIVE** Health information technology is a pivotal factor in creating sustainable health systems that deliver quality services and programs along a coordinated continuum of care. Availability and on-demand access to patient information anytime, anywhere are non-negotiable parameters. The ability to share patient data along the continuum of care affords optimal clinical decision support and the opportunity to achieve better patient outcomes.

Performance in the future must be efficient, effective, relevant and accountable. Outcomes in patient care, stakeholder satisfaction, revenue management, market penetration and population health improvement must be sustainable. Organization capacity for transformation will require investment in skilled resources; strategic leadership; information technology; program, project and process management; and collaboration with new partners. The following monograph provides an understanding of the current environment, identifies the gaps that must be closed and provides a strategic framework for senior leaders to build upon.

The realization of changes required for Transformation:

Today	Future
Data Silos	Integrated \ Aggregated information
Manual labor – Reporting & Analytics	Automated \ Push\Pull information
Paper	Electronic
Reactive response to clinical conditions	Automate tools alerts clinicians on key conditions
Lack of process management	Process reflected in the technology solutions
Information is focused on short term	Long Term \ Trended \ Comparative\ predictive
Clinical and administrative data is disconnect	Integrated aggregated view
Lack of informatics & biomedical capabilities	Robust infrastructure

Our journey merely start and end in Technology, key driver has been the ability to define in simple terms its potential to perform. More specifically, in the context of transformation, the capacity to encompass the Hospital ability to successfully apply its skills and resources including leadership, people, information technology, finances, process management, knowledge, culture and relationships with other organizations, to accomplish its mission, execute on specific goals and satisfy stakeholder expectations as a high-value health care organization we aim to be.

**Clinical Framework**

With primary focus on activities centered on process redesign, informational analysis and strategic decision making to drive change and improved quality, efficiency, safety, coordination, and integration of the patient care we deliver, the Chief Medical Officer played a key role in transforming the provider experiences, productivity and increasing operational efficiencies by outlining a new decision-making structures to ensure:

- Care is patient-centered and coordinated across provider venues, not just the inpatient stay.
- Systematic processes encourage standardization and evidence-based practice.
- Transparent operations ensure clear authority and responsibility for point-of-care decision making.
- Engaged patients, who understand prevention, and involved in their own care.
- Cost reduction and quality improvement measures are in place.

**Technology Framework**

HIT department played prominent roles in assisting hospital executives in meeting these challenges, in technology there is no magic bullet, but creating an agile environment that offers the most options is likely to be a promising route:

- An architecture and platforms that leverage Investments in legacy systems with new investments and allows an “accrual” of benefits to maximize the return of investment.

- Adopt a user-centric approach that ensures the user experience is “seamless, predictable, responsive and secure” regardless of the device used.
- Investment in information technology is coupled with care delivery redesign.

### **Measuring Success**

We knew how important it would be to understand the goals we wanted to achieve at a strategic level; design metrics reflecting the goals that can be measured accurately and objectively, built the metrics into processes and systems so they are automatic byproducts and, develop communication for the metrics approach to promote desirable change in behavior. Here what we apply and learn along the way:

- Share a clear vision of the future with executives, physician leaders, management, and staff
- It is critically important to design “for” physicians rather than doing things “to” physicians
- Plan well and adjust well; Put in place a plan that outlines the goals and critical assumptions of the Clinical Transformation program and includes a realistic estimate of the time and resources required. We believe it is just as important to establish processes and structures to monitor and make decisions about adjustments to the plan based on *actual experience*.
- Create innovative “end to end” solutions; it is important to envision a dramatically different future, but at the same time be able to make that future a reality by being able to implement new processes and supporting technology.
- Promote the organization’s acceptance of substantial changes in the way people work and interact.
- Manage all the component pieces of the transformation so they “fit” and so that each participant in the process is very clear about their part.

### **In Summary**

The methods and regulations of health reform will be sorted out in coming years. Health care organizations cannot risk waiting until everything is resolved to make necessary changes. The path toward accountability is clear: transformation away from fragmented health care delivery and a focus on acute care to prevention and wellness, care coordination and population health management is necessary. Investment in information technology, outcomes improvement and new processes of care will be essential. Is your health care organization ready?