

Meaningful Solutions

Maryland HIMSS

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Stephanie Reel
CIO and Vice President
Johns Hopkins Medicine



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Meaningful survival



Meaningful change



Meaningful solutions



Meaningful Solutions

- Health Care Reform
 - and why we need meaningful solutions
- Why 'IT' Matters
- And a bit of advice from a friend...



JHM Mission

The mission of Johns Hopkins Medicine is to improve the health of the community and the world by setting the standard of excellence in medical education, research and clinical care. Diverse and inclusive, Johns Hopkins Medicine educates medical students, scientists, health care professionals and the public; conducts biomedical research; and provides **patient-centered medicine** to prevent, diagnose and treat human illness.



JHM

Preparing for Health Care Reform

- Integrated, seamless, patient-focused system
- Committed to mission
(Research, Teaching, Patient Care)
- Adaptive learning organization
- Improve health of population
- Reduce costs and deliver true value



Health Care Reform: Guiding Principles

Johns Hopkins Medicine will...

- Lead the nation in the realization of optimal health and patient-centered care by being uniquely fueled by collaborative discovery and science.
 - Inclusion and engagement
 - Shared decision-making
 - Research, education and clinical training



Guiding Principles

Johns Hopkins Medicine will...

- Be outcomes driven.
 - Demonstrable value not volume alone
 - Bio-Informatics
 - Care models continually assessed
 - Clinical outcomes research



Guiding Principles

Johns Hopkins Medicine will...

- Achieve cost-effective expense reduction.
 - Elimination of redundancies
 - Care delivery - right place, right time...
 - People working to the top of their scope
 - Maximize value of technology
 - Clear delineation of roles
 - Understand & reduce unnecessary variability in care
 - Rapid dissemination of best practice



Guiding Principles

Johns Hopkins Medicine supports...

- Standardization, centralization, and formalization.
 - Clinical protocols
 - Standardization of nursing practices
 - Standardization of administration
 - Single patient identifier
 - Single credentialing process
 - Standardization and implementation of the “5 Cs”



Guiding Principles

Johns Hopkins Medicine supports...

- A structure that aligns people, processes, and systems.
 - Leadership restructuring
 - Bed and resources management
 - Credentialing, access, revenue cycle, etc.
 - Recruitment
 - Dissemination of education and research



Guiding Principles

Johns Hopkins Medicine supports...

- Incentives (financial and otherwise) that align people, processes, and systems.
 - Excellence
 - Innovation
 - Vision
 - Accountability
 - Stewardship
 - Results



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Guiding Principles

- Johns Hopkins Medicine's transformation will be continually adaptive.
 - Utilizing technology
 - Value of human capital/new leader development
 - Geographic opportunities



Guiding Principles

- Johns Hopkins Medicine's implementation of health reform initiatives will be transparent.



Guiding Principles

- Johns Hopkins Medicine's implementation of health reform initiatives will be collaborative.
 - Across all JHM components
 - Across the Schools (Medicine, Public Health, and Nursing)
 - With community partners



Health Reform Will Happen at JHM as an “ACO” or an “aco”

- ACO demonstrations
- State Multi-Payor Patient-Centered Medical Home Pilot
- Readmission project with HSCRC
- Center for Medicare and Medicaid Innovation (\$10 billion)
- Epic
- Other federal payment and service delivery demonstrations or pilots
- HSCRC or other rate pilots
 - Bundling, Medicaid FFS population, etc.

Goal: Develop integrated clinical enterprise



But we need...

An Integrated System

- JHM has been hindered by its current *entity-centric* IT approach and fragmented operations.
- Results in:
 - increased costs
 - inadequate coordination of care
 - operational inefficiencies
 - barriers to access
 - difficulty monitoring performance
 - limited support for clinical research
 - inhibited patient-centered care



Case For Change

No surprises here...

Patient and Family-Centered Care is critical:

- Current environment is complex and inefficient, and cannot effectively promote required level of integration.
- Cumbersome hand-offs and manual processes introduce risk and increase costs.
- Emphasis will be on safety, quality and productivity to promote a more integrated care delivery model across JHM.
- Focus will include clinical analytics, performance metrics and meaningful feedback to our care providers.
- Innovation derived from our research will be key; the science of safety and health care delivery – an opportunity for Hopkins to lead the way.



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What did we do?

- 16 months
- 13 Work Groups
- >35 site visits
- >1000 participants across JHM
- **Conclusion:** Limited number of solutions offers the breadth and depth of enterprise applications with a client base of peer organizations.



We agreed we needed...

- Coordinated care through a shared patient record
- High quality, integrated, and pervasive clinical and patient management systems
- Data standardization and sharing across care settings and functions
- Modern user interface
- Simplified reporting of metrics
- Common workflow and rules engine
- Platform for innovation



Foundation For Transformation

An integrated solution will support our mission, and promote our science.

- **Uniting** a health system and a medical school; **linking** research, education, and patient care; **embedding** research into daily practice.
- **Providing** meaningful access and query tools to support individualized preventive and treatment programs.
- **Supporting** the discovery of new knowledge.



Summary

- The solution will provide an integrated, seamless patient-centric approach to health care across JHM with the ability to learn from daily practice and create new knowledge
- Can we do it?
 - Oh yeah...we can do it! We have no choice; it matters.



Why does “IT” matter?



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A New Home for the PICU



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May 2011

A visit to the White House...



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And now, some advice!



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How to Swim with Sharks

by Voltaire Cousteau

Meaningful Survival (revisited)



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Rule #1

Assume unidentified fish are sharks.



- Not all sharks look like sharks.
- Some fish that are not sharks may act like sharks!



Rule #2

Do not bleed.



- Experience shows that bleeding prompts a more aggressive attack, even in uninvolved or more docile sharks.
- It is difficult not to bleed when injured.
- Those who cannot learn to control their bleeding should not attempt to swim with sharks.
- If a shark knows it has injured you but you do not bleed, the shark may question its potency or believe you to have supernatural powers.



Rule #3

Counter any aggression promptly.



- Sharks rarely attack without warning.
- The appropriate countermove is a sharp blow to the nose. Almost invariably this will prevent a full-scale attack.
- An ingratiating attitude will not dispel an attack; in fact, those who hold this erroneous view can often be identified by their missing limbs.



Rule #4

Get out if someone is bleeding.



- Blood will elicit aggressive behavior even in the most docile of sharks.
- You cannot protect the injured swimmer once blood has been shed.
- Those who survive attacks rarely venture to swim with sharks again.



Rule #5

Use anticipatory retaliation.



- An unexpected sharp blow to the shark's nose will remind the shark that you are both alert and unafraid.
- The procedure may need to be repeated frequently with forgetful sharks and need be done only once for sharks with total recall!



Rule #6

Disorganize an organized attack.



- The proper strategy is diversion.
- Sharks as a group are especially prone to internal dissension.
- Divert an organized attack by introducing something that sets the sharks to fighting among themselves.
- Usually by the time the internal conflict is settled, the sharks cannot even recall what they were setting about to do, much less get organized to do it.



More words of wisdom...

“Achieve greatness. Start where you are, use what you have, do what you can.”

-Arthur Ashe



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An old African Proverb...



Every morning, a gazelle wakes up, and realizes that he must run faster than the fastest lion, or he will be eaten.

Every morning, a lion wakes up, and realizes that she must run faster than the slowest gazelle, or she will starve to death.

The moral of the story...

It doesn't matter if you are a gazelle or a lion, when the sun rises, you had better be running!



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