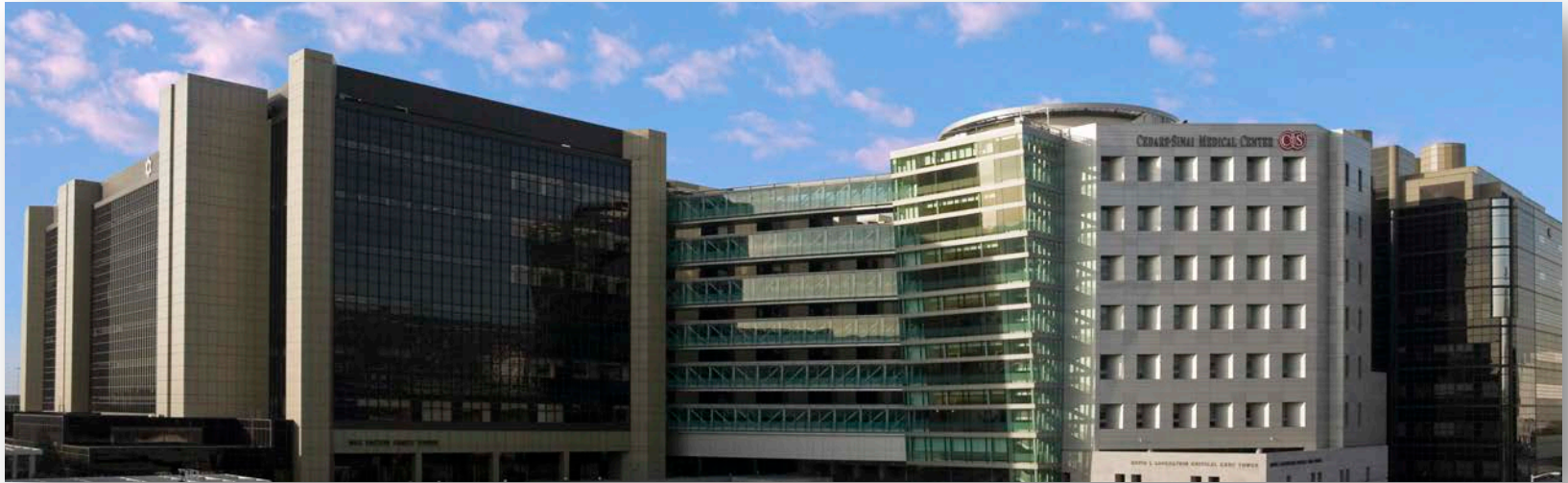


HIMSS Southern California 4th Annual Chief Information Officer Forum



Darren Dworkin
Chief Information Officer

Cedars-Sinai Health System

December 2011

Leading the Quest

- One of the largest not-for-profit medical centers in the western United States with 958 licensed beds
- More than 10,300 full-time employees, 2,100 physicians on medical staff, 2,800 nurses and more than 2,000 volunteers
- In FY2011, more than 7,000 babies delivered, 31,000 operating room procedures, 80,000 emergency department visits, 50,000 admissions and 621,000 outpatient visits



- Focusing on research advances and comprehensive clinical care, including:
 - Cedars-Sinai Heart Institute
 - Samuel Oschin Comprehensive Cancer Institute
 - Maxine Dunitz Neurosurgical Institute
 - Medical Genetics Institute
 - Regenerative Medicine Institute
- Only nonprofit, private hospital in Los Angeles County with a Level I Trauma Center and one of only four such centers in the entire region



Leading the Quest

As one of the nation's leading academic medical centers, Cedars-Sinai has earned its reputation as:

- Los Angeles' Most Preferred Hospital for more than two decades in National Research Corporation's independent survey of LA residents.
- One of the few hospitals nationwide awarded the Magnet Excellence in Nursing designation three consecutive times by the American Nurses Credentialing Center for quality care and commitment to nursing development
- Consistently named one of America's Best Hospitals by *U.S. News & World Report*, with 12 specialties nationally ranked in 2011
- Cedars-Sinai Medical Group repeatedly ranked one of California's top performing physician organizations for highest overall quality by the Integrated Healthcare Association



Leading the Quest

Global Reputation for Highest Quality Care

- Because of innovations, record in reducing hospital-acquired infections, one of the few medical centers across the nation invited into a pilot program of The Joint Commission's Center for Transforming Healthcare
- New 30-bed Advanced Heart Failure Unit, first of its kind in California, seeks to improve care with team approach to patient management, real-time monitoring of cardio function
- Primary Stroke Center, certified by The Joint Commission, dedicated to preventing, diagnosing and treating strokes, offering expertise, leading-edge technology
- Neonatal intensive care unit in the Maxine Dunitz Children's Health Center offers comprehensive technology with compassionate patient care in world-class, Level III regional facility -- one of the largest in Southern California



Leading the Quest

Translational Research Leader

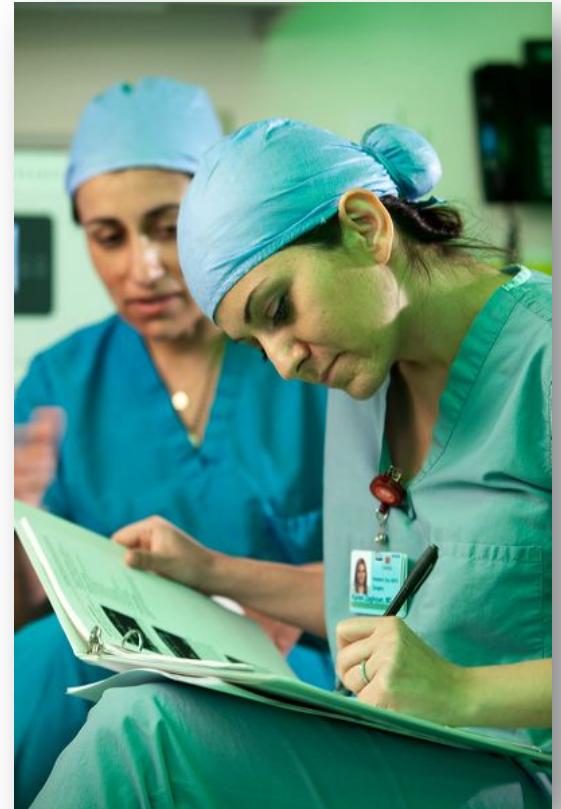
- Ranks among the nation's top independent hospitals in National Institutes of Health (NIH) funding
- More than 200 Cedars-Sinai faculty members and 460 research staff
- Offers PhD in Biomedical Science and Translational Medicine
- More than 775 active sponsored research projects
- More than 475 research papers appear annually in peer-reviewed journals



Leading the Quest

Major Training Center

- More than 480 residents and fellows in graduate medical programs, with fellowships in 80 specialties and subspecialties
- Home to one of California's largest internal medicine residency programs with 140 residents
- Supports more than 570 medical student rotations annually
- Clinical programs for nursing students affiliated with more than 15 universities and colleges



Leading the Quest



Significant Community Benefactor

Contributed more than \$600 million in FY2011 for community benefit to:

- Increase access to healthcare for underserved populations and empower communities to become healthier via prevention programs and services
- Conduct research leading to innovative treatments for a broad spectrum of diseases and to educate, prepare healthcare professionals for the future

100 BEST PLACES TO WORK IN IT 2011



Our people make the difference.

Delivering Healthcare Technology in the provider setting is increasingly complicated !!!




Delivering Healthcare Technology in the provider setting is increasingly complicated !!!

... and changing (rapidly)!

demand 

cost 

payment 

....technology ? 

AHA Special *Bulletin!*

HHS INTENDS TO DELAY STAGE 2 FOR 'MEANINGFUL USE' OF EHRs

Wednesday, November 30, 2011

Department of Health and Human Services (HHS) Secretary Kathleen Sebelius today [announced](#) that the department intends to delay the proposed start of Stage 2 meaningful use requirements for the Medicare and Medicaid electronic health record (EHR) incentive programs until fiscal year (FY) 2014 (October 1, 2013) for hospitals. Stage 2 was scheduled to begin in FY 2013 (October 1, 2012).

The AHA has advocated that the Stage 2 requirements begin no sooner than FY 2014, and only when at least 75 percent of all eligible hospitals and physicians/professionals have successfully reached Stage 1, as providers are grappling with a host of information technology (IT) challenges to support administrative transactions and health reform initiatives.

The 5010 standard is a key building block for transition to the new ICD-10 coding system, set for October 1, 2013. The AHA is supportive of the move to ICD-10 because it brings benefits for better clinical documentation, logical incorporation of codes for new technologies and greater specificity to support accurate payment. However, changes in the environment that have occurred since ICD-10 was mandated for October 2013, including meaningful use, are putting significant pressures on hospitals. Implementing ICD-10 on schedule requires that the transition to 5010 go smoothly. It also requires that all parties be ready. We are closely tracking readiness of vendors and providers to implement ICD-10.

For more on the Medicare and Medicaid EHR incentive programs, visit www.aha.org/aha/issues/HIT/mu.



- the role of information technology?
 - capital intensive
 - agile platform
 - new normal
 - transparency of information
- key roles ?
- skills in high demand ?
- how will IT adapt ?

Our Future Transformation: Accountable Care

Fee for Service

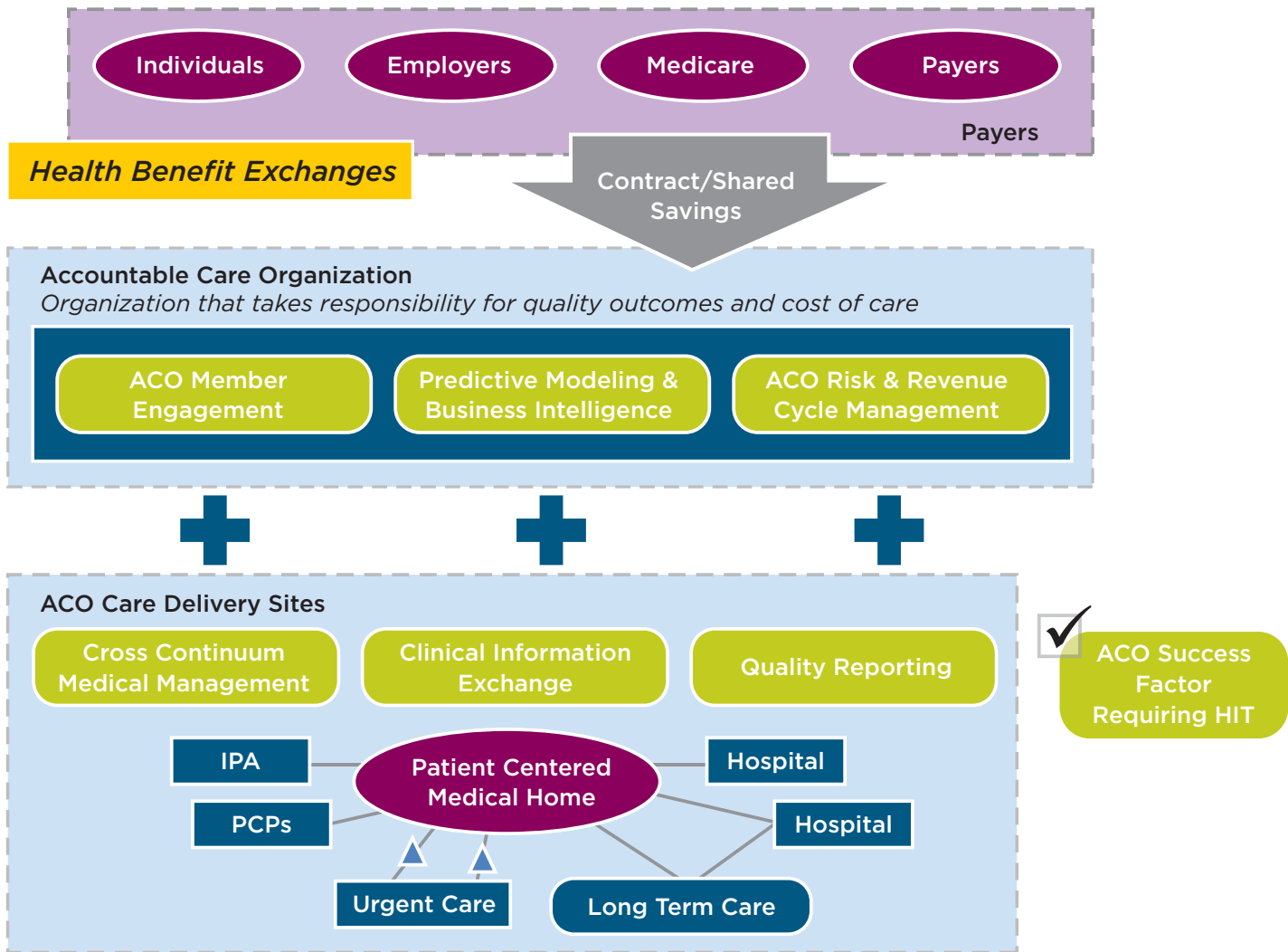
- Patient
- Illnesses
- Services
- Silos
- Limited information
- Individual performance



Value-Based Payment

- Patient population
- Health & wellness
- Quality, efficiency
- Across care settings
- Shared, 24/7 information
- System-level performance

Success = Linkage Across the Continuum



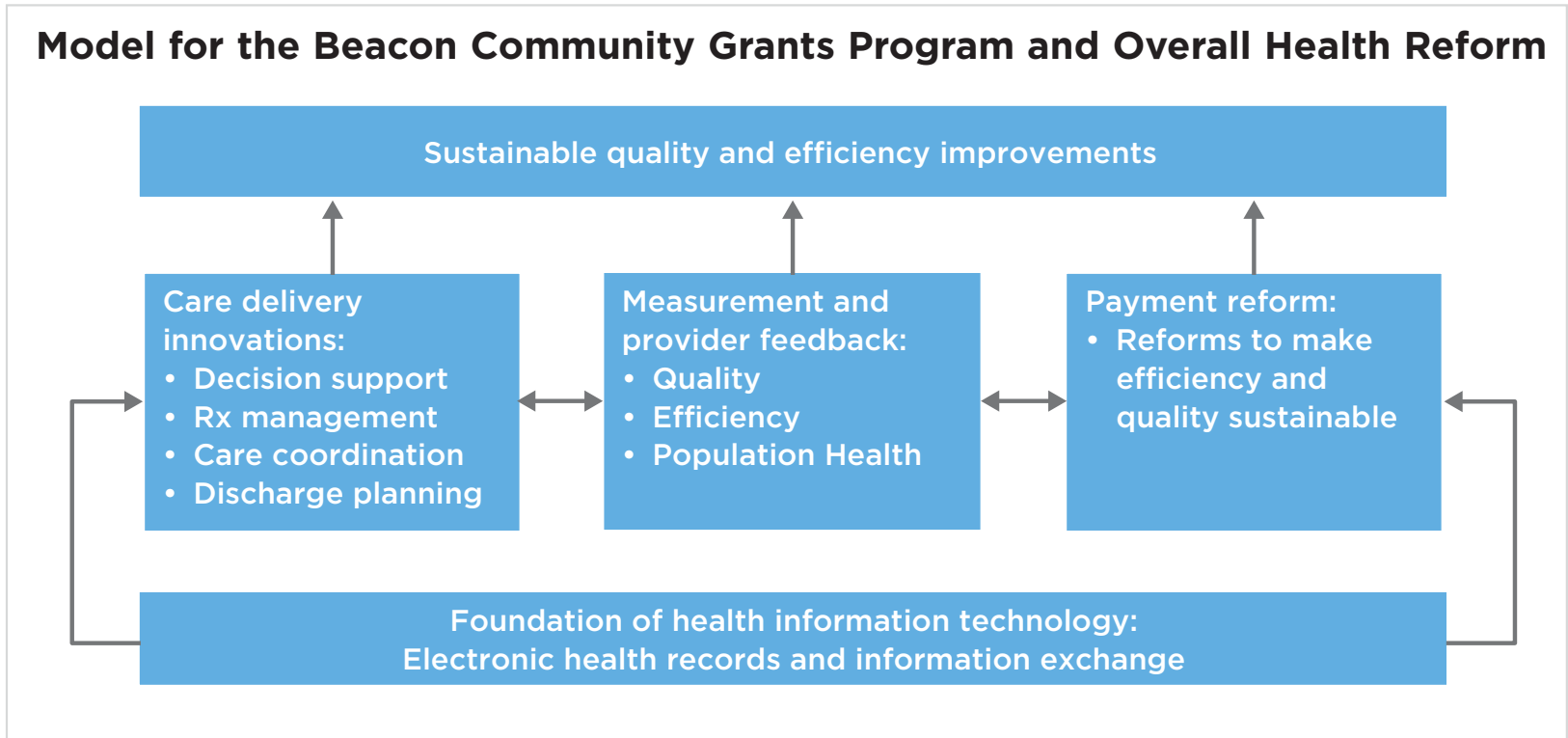


Figure 2 — Beacon Community Program Template.

Source: Melinda Beeuwkes Buntin, et al. “Laying the Infrastructure for National Health Reform.” Health Affairs, Vol. 29, No. 6, pp 1214-1219

| Success Factor | ACO Maturity | | |
|--|---|--|---|
| | Early | Developing | Mature |
| I. ACO Member Engagement | Episode of care Call center support | Pre-care intervention; Member outreach; Social media (one to one) | Prevention; Lifestyle consultation; Remote monitoring; Social media (many to many) |
| II. Cross Continuum Medical Management | Case management | Care coordination; Patient centered medical home | Disease management; Health maintenance |
| III. Clinical Information Exchange | Static; Read-only access; User request-based | Pushed (automatic); Continuity of care documents | Real time sharing across all venues; Patient access |
| IV. Quality Reporting | EHR (meaningful use stage 1) | EHR (meaningful use stages 2 and 3) | Real-time, dashboard/desktop, ad hoc reporting |
| V. Business Intelligence, Predictive Modeling and Analytics | Patient focused; Episode/encounter focused data; Retrospective; Clinical and financial | Population-based; Continuum of care data; Predictive health analytics | Social and network data; Behavioral analytics; Real-time |
| VI. ACO Risk and Revenue Management | Cost accounting across the continuum of care; Membership data management | Provider network management; Global contracting; Allocation of payment | Capitation management |

the role of the CIO

the role of the CIO

MAY 18, 2010

IBM survey: CEOs say they can't handle growing business complexity

Only 49 percent of responding CEOs think their organizations are prepared to deal with a more complicated business environment

By [Paul Krill](#) | [InfoWorld](#)

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Many CEOs are doubtful their enterprises can handle a volatile, increasingly complex business environment, according to an IBM survey being revealed on Tuesday.

The biennial IBM Global CEO Study was conducted late last year and early this year and featured interviews with 1,541 CEOs, general managers, and senior public sector leaders from 60 countries and 33 industries worldwide. Eight in 10 CEOs, the survey found, expect their environment to grow more complex, while only 49 percent believe their organizations are equipped to deal with it, IBM said. This factor represented the largest leadership challenge identified in eight years of research, IBM said.

the role of the CIO

CTO - made it work

CIO - lead IT

CMIO - drive clinical implementations

CNIO - implementations and nursing

CCIO - implementations



the role of the CIO

CxO - Provide leadership for large system projects over the long vision



Stakeholder Relationship Journey Assessment

This quick self-assessment is intended to indicate the general level of your IT organization's relationship with business stakeholders (including the executive committee, LOB heads and other peers to the CIO). Check the box for each point that is routinely and typically true with a large majority of the stakeholders in your organization.

In general, our business stakeholders typically and routinely...

- Have appropriate understanding of the benefits, risks and limitations of information technology
- Perceive IT as a sound investment relative to other capital spending
- Trust us with discretionary funds to use for the betterment of the business
- Involve our organization in the corporatwide budgeting process
- See us as the preferred service provider for strategic applications
- Proactively turn to us for advice on technology to enable their initiatives
- Perceive us less as a separate service provider and more as an integral part of the business
- Publicly acknowledge our strategic importance to their particular business area or function
- Consider the CIO a business stakeholder just like the other heads of business units/functions
- Appreciate and respect the CIO's role in identifying cross-enterprise challenges/solutions
- Proactively seek our advice on business process transformation
- Understand and appreciate our role in transforming business operations

- Engage us in strategic discussions about the end-customer experience/customer-facing services
- Involve our senior IT leaders—not just the CIO—in decision-making discussions
- Engage us in decision-making discussions outside of executive- or steering-committee meetings
- See us as a source of talent to hire into their own organizations for business roles
- Have entrusted our CIO to start and/or lead a line of business in addition to heading up IT
- Seek our advice and contributions for innovation and differentiation initiatives
- Act on business ideas originating with the CIO or IT organization
- See us as a primary generating source of new business opportunities

Scoring:

Add the total number of checked boxes above to determine your cumulative score range: _____

the role of the CIO

“prediction”

CxO - CMIO/CNIO with CTO



so what is the good news about all this
change ??



Health IT hottest career trend for college graduates

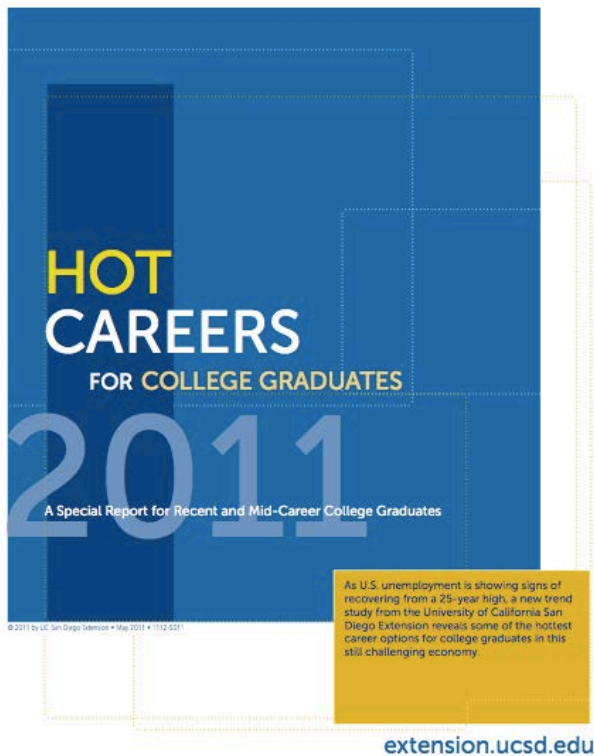
May 19, 2010 | Molly Merrill, Associate Editor

LA JOLLA, CA – Healthcare information technology is the hottest career option for college graduates, according to a new trend study from the University of California San Diego Extension.

The study, which was based on enrollment figures, national employment statistics and interviews with San Diego business executives, lists 14 careers that are believed to be top choices for recent and midcareer college graduates in this recession.

Thanks in part to government initiatives health IT is advancing, the need for technicians to keep medical records organized and confidential is also growing, the study says. Emerging jobs such as healthcare integration engineer, healthcare systems analyst, clinical IT consultant and technology support specialist will all require technicians.

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HOT CAREERS FOR COLLEGE GRADUATES 2011

A Special Report for Recent and Mid-Career College Graduates

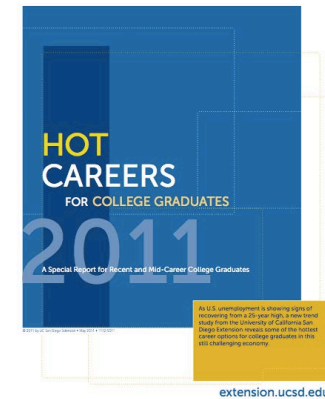
As U.S. unemployment is showing signs of recovering from a 25-year high, a new trend study from the University of California San Diego Extension reveals some of the hottest career options for college graduates in this still challenging economy.

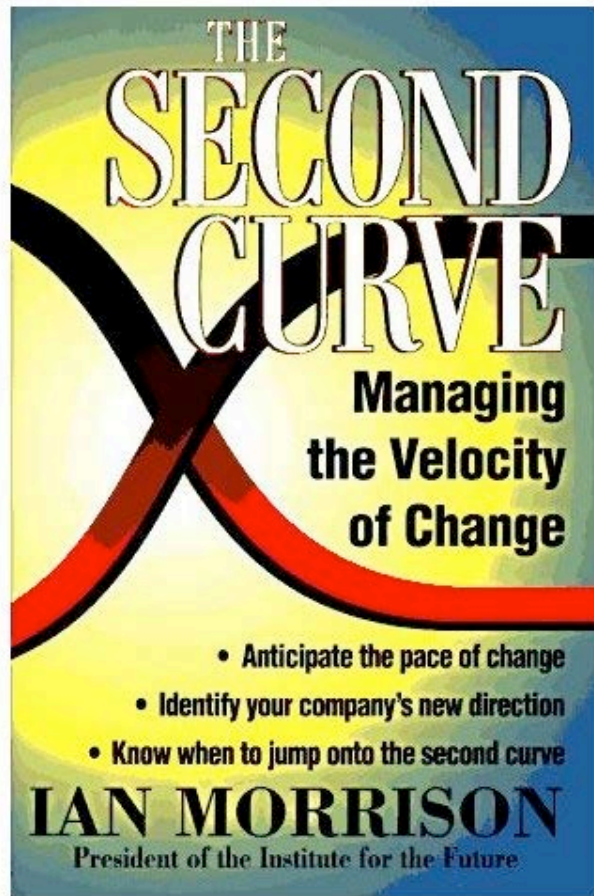
extension.ucsd.edu

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#1 healthcare information technology

#2 data analytics

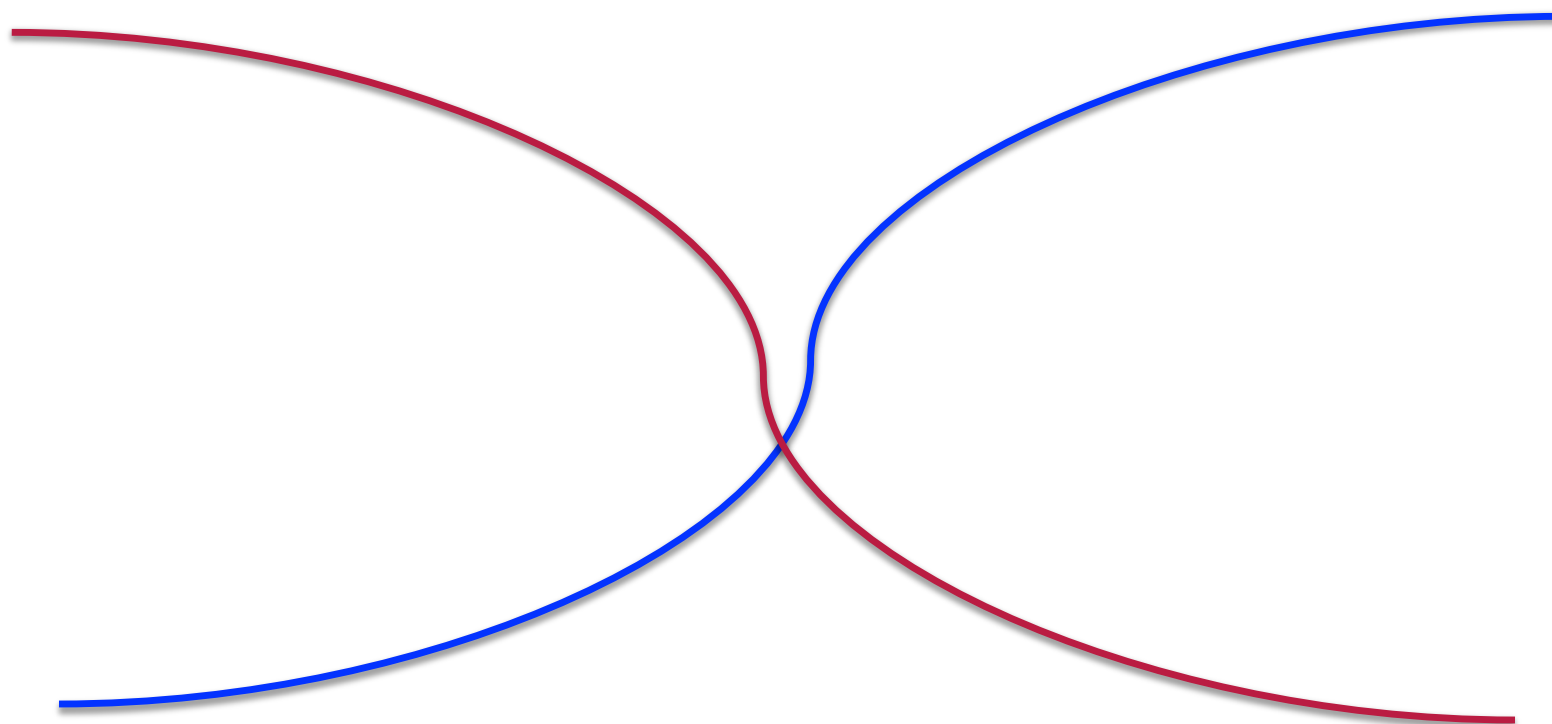




www.ianmorrison.com

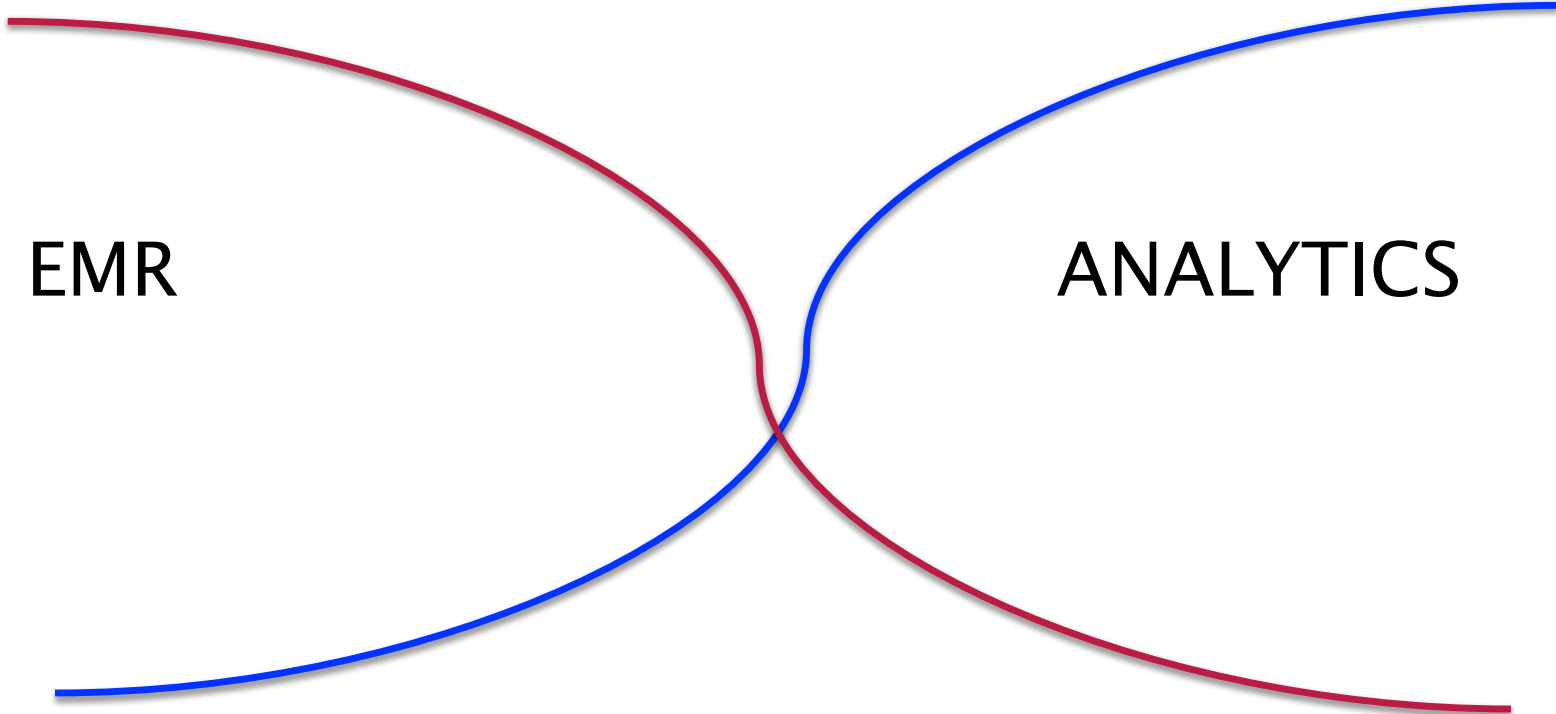
first curve

Second curve



first curve

Second curve



EMR

ANALYTICS

Implementing EMR

1. buy a system
2. configure system
3. TADA!!!

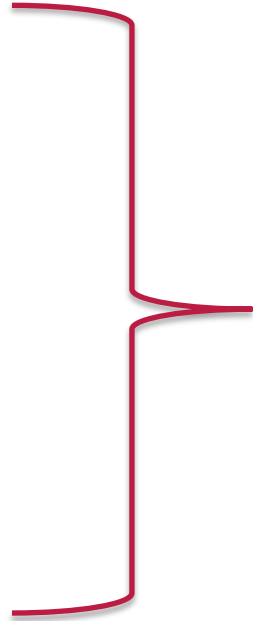
... but make sure it is a good system (table stakes)

- engagement
 - involve everyone – especially your clinicians
- collaborative build
- communicate (again and again)
- listen

- design
- test
- validate
- train
- invest in infrastructure
- pay attention to workflow
- understand handoffs
- beware of conversions
- follow your interfaces
- simulate walk through
- shadow chart on unit
- listen to the unit and clinic staff
- trust your vendor's experiences
- manage your unique differences but recognize the ones that are not
- practice downtime
- balance compliance and quality with clinician time
- train after go live (again)
- plan for optimization
- ...

- I'm upset !
- the value of senior leadership support

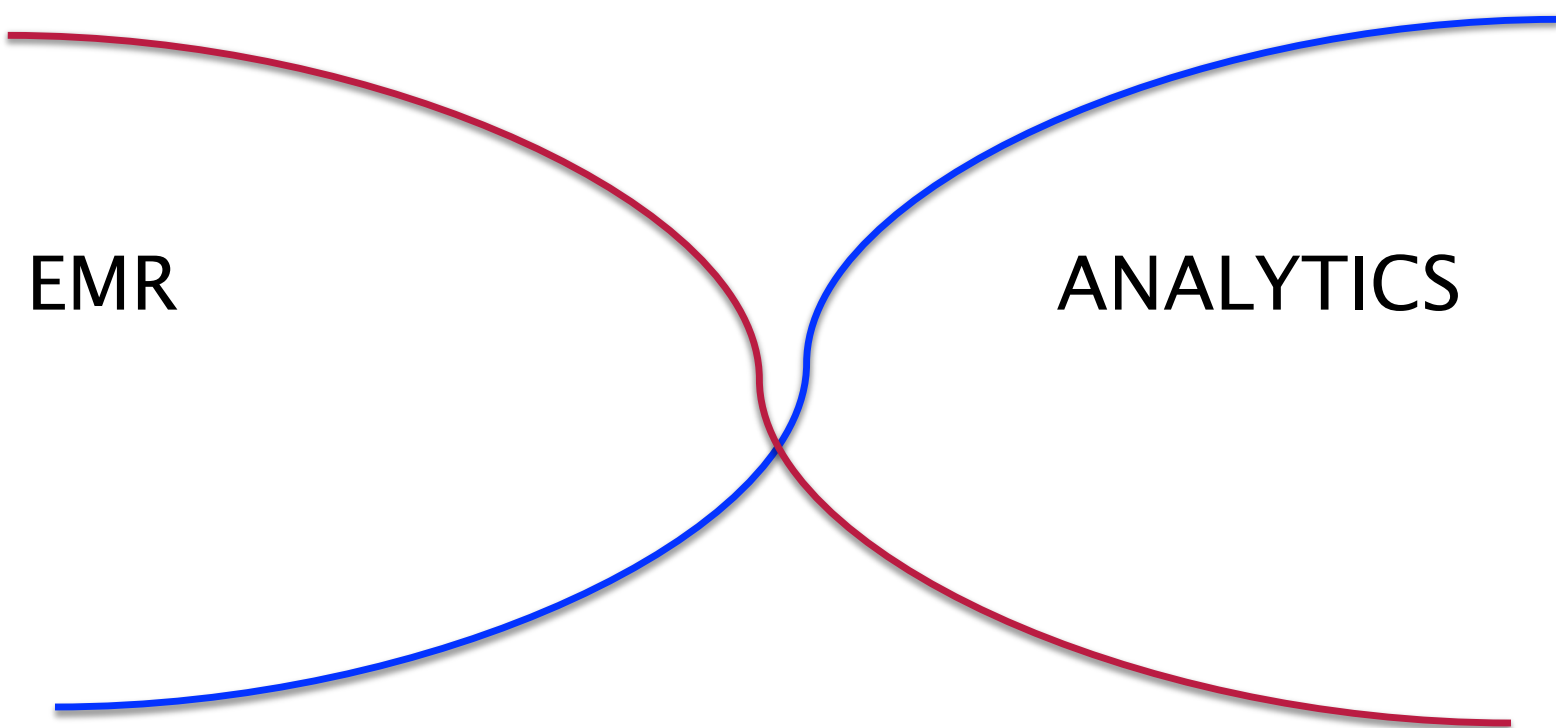
- Cerner
- Epic
- Meditech
- Allscripts
- Siemens



different but ...
implementation

first curve

Second curve



EMR

ANALYTICS

24 Participant Organizations *(Includes CSHS)*

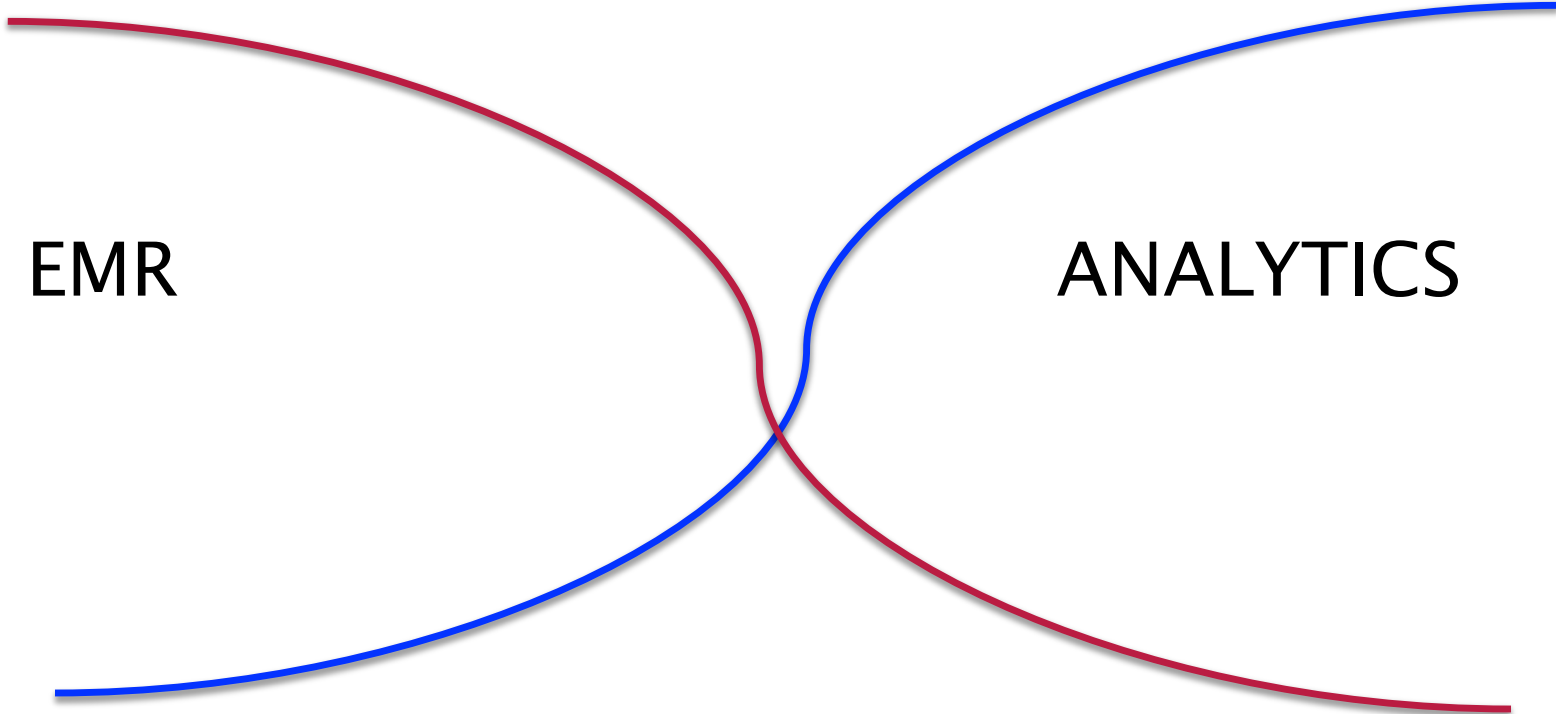
Of the 35 eligible participants, 24 participated; a 69% participation rate

Total survey incumbents reported – 1,578

| Organization | City | State | High Pay Markets |
|---|---------------------------|------------------|-------------------------|
| Carilion Clinic | Roanoke | VA | |
| <i>Cedars Sinai Hospital</i> | <i>Los Angeles</i> | <i>CA</i> | |
| Cleveland Clinic | Beachwood | OH | |
| Kettering Health Network | Kettering | OH | |
| Mount Sinai Medical Center (Miami) | Miami | FL | |
| Mount Sinai Medical Center (NY) | New York | NY | X |
| New York Presbyterian Hospital | New York | NY | X |
| NYU Langone Medical Center | New York | NY | X |
| Ohio State University Medical Center | Columbus | OH | |
| OSF Healthcare System | Peoria | IL | |
| Premier Health Partners | Dayton | OH | |
| Rady Children's Hospital | San Diego | CA | X |
| Sentara Healthcare | Norfolk | VA | |
| Spectrum Health | Grand Rapids | MI | |
| Swedish Health Services | Seattle | WA | |
| Tampa General Hospital | Tampa | FL | |
| UCLA Health System | Los Angeles | CA | X |
| UCSF Medical Center | San Francisco | CA | X |
| University Health Systems of E. Carolina (Pitt) | Greenville | NC | |
| University of Maryland Medical Center | Baltimore | MD | |
| University of Pennsylvania Health | Philadelphia | PA | |
| Vanderbilt University | Nashville | TN | |
| Weil Cornell | New York | NY | X |
| Yale - New Haven Hospital | New Haven | CT | X |

first curve

Second curve



EMR

ANALYTICS

what about analytics ??

- Right Time
- Right Place
- Self Serviced
- Personalized

It is all about the information

- Right Time
- Right Place
- Self Serviced
- Personalized



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