Adventures In Adaptability:
Baptist Health System’s Meaningful Use Journey
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Beginning the Adventure - Evaluation

**adaptability** (dictionary.com) – able to adjust readily to different conditions

**FACT** Meaningful Use requires adaptability.

Historically, has your health system been eager to adapt to change?

MU adaptability includes:

- New **concepts** and new **data** requiring new **understanding**
- New or modified **processes** to generate and collect necessary data
The Baptist Health Tools for MU – Phase 1

- The McKesson percentage-based measures - \textit{ITA scorecards}
- The McKesson based quality measures are called \textit{Quality e-Measures (QeM)}
- McKesson queries get data from the transactional, daily-business data files and populate the scorecards
- Added to our scorecards were 2 “third-party” (non-McKesson) vendors (\textit{T-System, Logicare})
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Evaluating the Adventure

Baptist Health MU Stage 1 project – estimating what should happen:

\[ \frac{1}{3} \]  An educational project

\[ \frac{1}{3} \]  A process project

\[ \frac{1}{3} \]  A technology / software project

Each third is equally important!
Adapting Along the Way

A year into our program…

… the time arrived to evaluate our progress and assure our preparations were in place to successfully declare for a 90-day MU1 period on May 1, 2012

We found…

…Inconsistencies and misunderstandings

WE CHANGED AND ADAPTED
Adapting Along the Way

Understanding the 30% CPOE Metric:

• Source of many arguments and heated discussions
• Confusion over what this measure required, who is required to enter the order
• Required Baptist Health to ADAPT! and leverage our strengths

T-System data

• High Provider CPOE adoption
• Vendor willing and able to help us develop 3rd party data feeds from T-System to our McKesson scorecards
We Were Not the Only Ones Adapting

Changing the Game…

- Mid-2010, Feds planned to count ED patients as part of the inpatient population and Baptist Health initiated a project to add ED data into the EHR
- Late 2010, Feds decided ED patients were not going to count
- Baptist Health quickly QUIT our ED project
- 2011, the final rule was published and ED patients were back in
- Baptist Health continued focusing on the ALL Inpatients method
- Our Ed MDs pressured the organization to implement T-System – because it was the right fit for our organization
- CPOE adoption by Baptist Health ED MDs was very strong – and Dr. Hitchcock helped our organization understand how to meet and exceed the CPOE measure using the ALL Patients instead of ALL Inpatient method to attest to MU1

ADAPT!  ADAPT!  ADAPT!  ADAPT!  ADAPT!
Adapting Along the Way

What we inherited:

• We didn’t have a single %-age based scorecard
• Baptist Health 3rd party EDIS (T-System) and patient education/discharge instruction software (LogiCare) require importing feeds to the scorecards – none of which had been started
• The Quality e-Measures had not been discussed

We had a long way to go & a short time to get there.
Adapting Along the Way
....the Intervention Part (Getting Real)

- We had a lot of work to get done
- We were behind
- We needed help

Baptist Health hired a consultant to help us better understand our tracking tools, educate the organization, and define our tracking methods to prepare us meet MU Stage 1 thresholds

Fortunately for us, we got someone very good! A Catalyst

**CATALYST** - Chemistry: a substance that causes or accelerates a chemical reaction without itself being affected (dictionary.com)
Inviting the ED to the MU Party

• Fast track the software implementation
• Understand the underlying algorithms associated with triggering positive MU outcomes
• Involve ED leadership and management in the conversation
• Explain, define, and validate
• Monitor, Monitor, Monitor
Adapting Along the Way ITA Scorecards

Our Work in 2012

- Engage the McKesson scorecard team
- Complete implementation data background information files
- Install the ITA scorecards
- Work MANY hours on the 3rd party feeds and the associated challenges of working with 3 vendors
- Learn how to develop and use SSIS data transfers along the way
- Validate data feeds are capturing underlying data within the applications
- Educate that McKesson ITA Scorecard is the source of truth
- Focus on consistently meeting Stage 1 thresholds
Adapting Along the Way
Quality eMeasures Scorecards

• As if we were not having enough fun… our work on the Quality e-Measures started
• Used a McKesson hosted tool separate from our ITA Scorecards
• Required more 3rd party data feeds- this time from T-System and Horizon Surgery Manager (HSM)
• Overcoming challenges, we began feeding a week’s worth of data at a time into the external QeM website

The numbers were believable.
Adapting Along the Way
90 Days Start

- More fun, plenty of issues, and more *heated discussions*
- However, around the 90-day declaration start date, the stars aligned, the thunderclouds parted, the sun rose high in the sky...we were ready to attest!

Start: May 1, 2011
Finished: July 29, 2011
Adapting Along the Way -
More Opportunities to Adapt

• McKesson changed the third party specs twice during this adventure
• We had to re-load 3rd party data more times than we can count
• We had leadership changes

ADAPT!
Adapting Along the Way
What Really Happened

Baptist Health MU Stage 1 project – estimate of what **DID** happen:

- 5% • An educational project
- 15% • A process project
- 80% • A technology / software project
The Payoff

- Baptist Health qualified for the Stage 1 payments and entered the data on the Federal website 8/15/12
- Baptist Health’ Stage 1 payment – 5 hospitals – ~ $13 million
- The $money$ arrived Friday, September 28, 2012
- Stage 1 – year 2 - ~ $9.5 million
A Successful Adventure
Lessons Learned

• Focus on MU intent: **Improved Care & Reduced Costs**
• Think *actionable* and *operational*
• *KISS*…*Keep It Simple*
• Keep the project teams to a manageable number
• Give each percentage of the project its due
• Measurement tools need to measure something quantifiable and be consistent
• New or revised processes need to be **implemented**!
  - Bad processes are not sustainable
• Get help if you need help
Adventures In Adaptability – Our MU2 Journey

• Continue MU1 Attestation Full Year 2013
• Develop our corporate objectives and strategic directions to achieve MU2 90-day in 2014
• Create the Baptist Health MU2 Road Map identifying the applications required MU2 certification
• Begin preparing for simultaneous upgrades and implementations required to meeting MU2 requirements