Barnabas Health

Life is better healthy.

The Role of Governance in the Evolution of Healthcare IT

Heart of America HIMSS chapter

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Content

- **ABOUT BARNABAS HEALTH (BH)**

- **INFORMATION TECHNOLOGY AND SERVICES ORGANIZATIONAL DEVELOPMENT**

- **THE ROLE OF GOVERNANCE**

- **SUMMARY**

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ABOUT BARNABAS HEALTH

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# ABOUT BARNABAS HEALTH...CONTINUOUSLY GROWING

Future

Future

- Largest health care system in New Jersey
- Second largest private employer in New Jersey
- Services in 18 of the state's 21 counties
- Medical Staff represents one-fifth of New Jersey's practicing physicians
- Major affiliate of New Jersey Medical School and Drexel University College of Medicine for Medical Education

Future
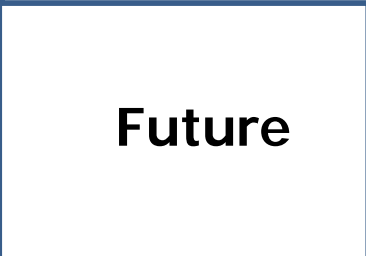
Future

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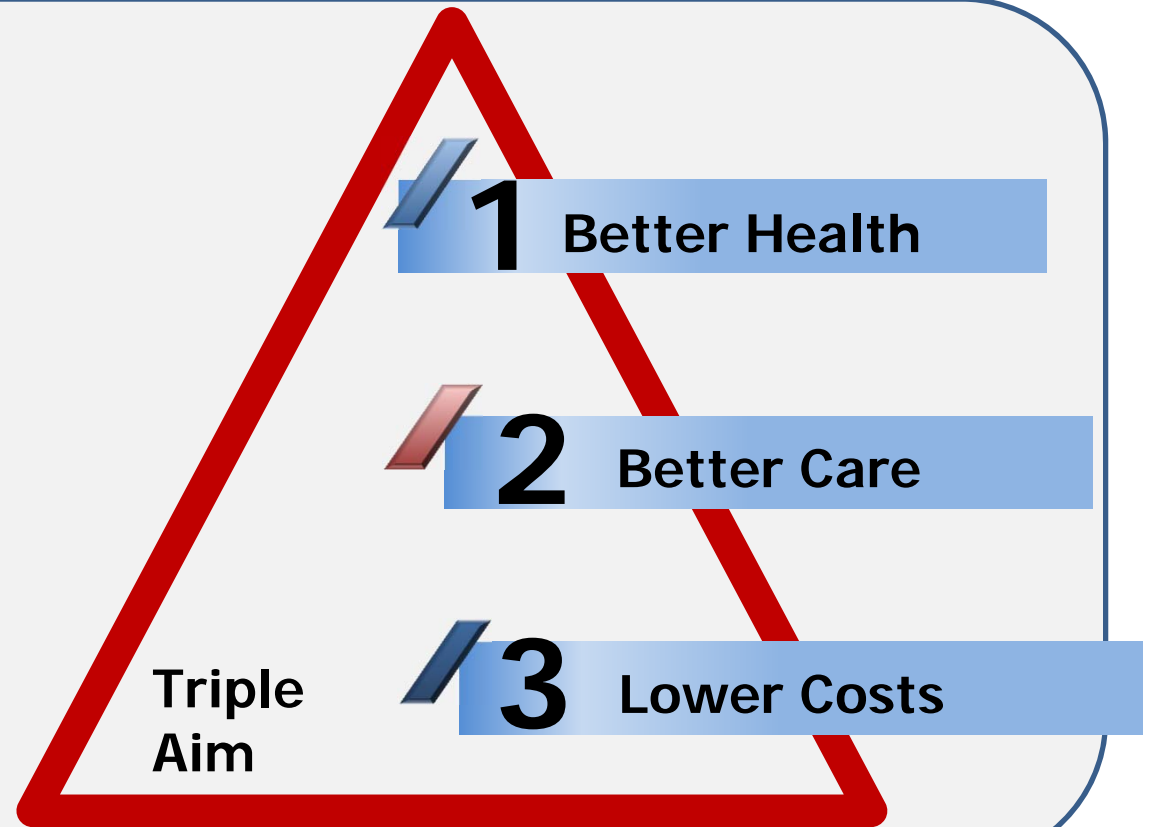
Barnabas Health Overview

- 7 acute care hospitals
- 3,790 patient beds
- 2 Children's Hospitals
- Behavioral Health Network
- Hospice and Home Care
- Medical Group and ACO's
- 5,200 affiliated physicians

- 21,000 employees
- 215,000 Inpatient and Same Day Surgery patients
- 540,000 Emergency Department patients
- 20,000 newborns
- 1.7 million outpatients

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BARNABAS HEALTH IT&S VISION

Create a high performance organization with engaged staff members who are constantly learning and striving to advance the strategies of Barnabas Health.

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BARNABAS HEALTH IT&S MISSION

IT&S provides technology leadership, superior customer service, and cost effective solutions to enable the mission and strategic objectives of Barnabas Health and the communities we serve.

Triple Aim

1 Better Health

2 Better Care

3 Lower Costs

INFORMATION TECHNOLOGY AND SERVICES ORGANIZATIONAL DEVELOPMENT

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High Performance

Operational Excellence

Reactive

February 3, 2015

REACTIVE STAGE OF ORGANIZATIONAL DEVELOPMENT

The characteristics of a Reactive organization are as follows:

- ❖ *Federated with operational silos*
- ❖ *Disparate processes & Technologies*
- ❖ *Inconsistent communication and coordination practices*
- ❖ *Immature tools sets*
- ❖ *Focus on delivering short term resources needs...limited planning*
- ❖ *Perception by end-users lower than expected*
- ❖ *Need for additional oversight and management of investments*
- ❖ *Limited performance management ...avoidance of courageous conversations*
  - ▪ *Low employee engagement scores*

OPERATIONAL EXCELLENCE STAGE OF ORGANIZATIONAL DEVELOPMENT

The characteristics of an Operational Excellence organization are as follows:

- ❖ *Plans clearly defined, consistent IT operating model*
- ❖ *Common processes based on standards*
- ❖ *Common deployment of mature tools set*
- ❖ *Constant communication and coordination – elimination of silos*
- ❖ *Consistently applied effective business and IT practices*
- ❖ *High staff morale with higher than average engagement scores*
- ❖ *Best practices firmly imbedded in daily operation*
- ❖ *Meeting operational and financial metrics*
- ❖ *Knowledge management functions fully implemented*
- ❖ *A model within a particular organization of transformational leadership*

Accountability

HIGH PERFORMANCE STAGE OF ORGANIZATIONAL DEVELOPMENT

The characteristics of a High Performance, Learning organization are as follows:

- ❖ *Value creation as the primary driver*
- ❖ *Anticipate business needs of our member organizations*
- ❖ *High level of end-users satisfaction*
- ❖ *Highly supportive of coordinated care across the system*
- ❖ *Clinical systems that support the delivery of high quality, standardized care based on evidence-based medicine*
- ❖ *Well above average engagement scores for all staff members*
- ❖ *Industry model for excellence*

Creation Of A Learning Organization

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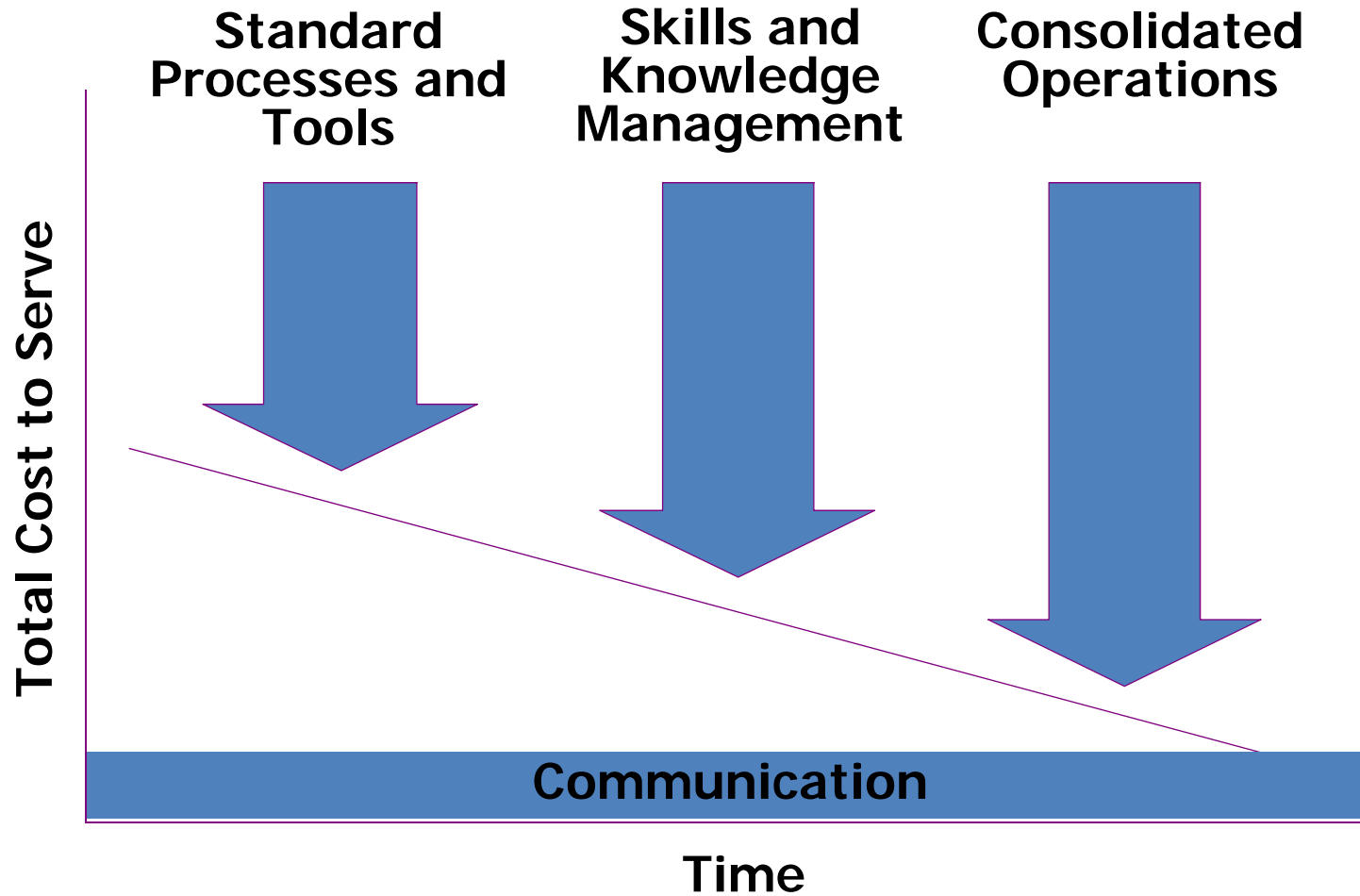
A HIGH PERFORMANCE ORGANIZATION WILL DELIVER SIGNIFICANTLY HIGHER VALUE.

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GOVERNANCE

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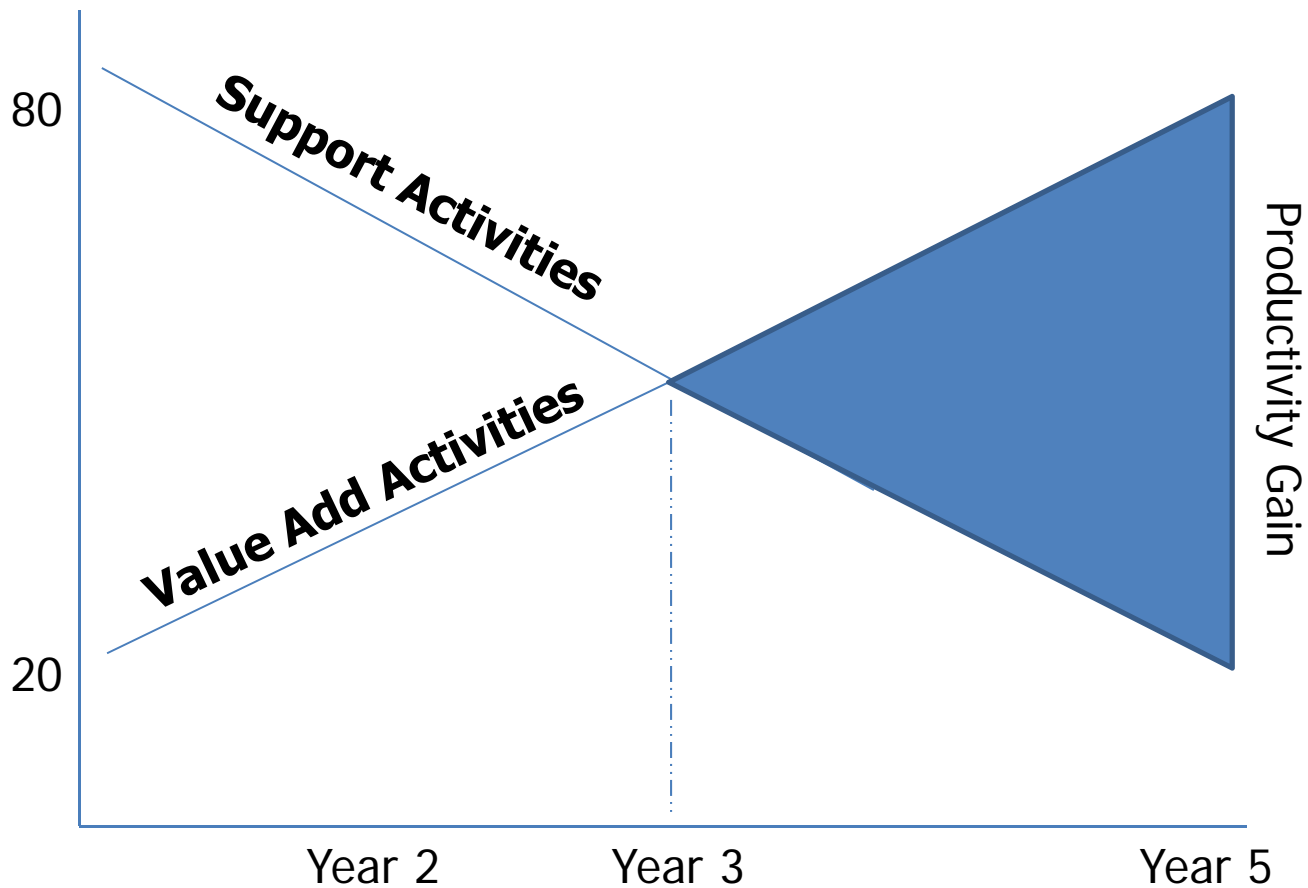
Why Governance?

- ## Governance
  - Ensures decisions are made in the right context (strategic and business goals)
  - Ensures Guiding Principles are considered in each decision
  - Ensures decisions are made in a timely and definitive manner
  - Ensures decisions are made at the right level
  - Provides an escalation pathway for conflict resolution
  - Ensures that the impacts of decisions are understood across the entire organization
  - Key to optimal use of scarce resources

A highly integrated health information system is an ecosystem where actions of one often affect the response of another

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BH Information Technology
Governance Structure

System Operations Group

EXECUTIVE STEERING CMTE
Executive Stakeholders

Communicates Strategy and Policies   Major decisions, Major Projects, Budget and Policy Escalate to ESC

OPERATIONAL STEERING CMTE
Clinical ‖ Business

Consult
Collaborate

Recommendations and decision requests escalate to ESC

Existing BH groups consulted to ensure appropriate representation in the decision-making process

Finance

Med Rec

Legal

Pharmacy & Therapeutic

Quality/Pt. Safety

Privacy

Compliance

Patient Care

Consult

Collaborate

Requirements

MULTI-DISCIPLINARY WORKGROUPS
Subject Matter Experts & Program Team

- Clin Doc
- Orders
- OR
- ED
- Ancillaries

- ADT/Reg
- Scheduling
- Billing/AR
- HIM
- MU

- Ambulatory
- Patient Portal
- Home Health
- Research
- Training
- HR

- Interfaces
- Conversion
- Reporting
- Finance
- Security
- Other(s)

Consult
Collaborate

EXISTING PHYSICIAN Leadership

EXISTING AMBULATORY Leadership

OTHER LEADERSHIP GROUP(S)

EXISTING PHYSICIAN COMMITTEES

EXISTING AMBULATORY COMMITTEES

BENEFITS, PROCESS REDESIGN, ORG CHANGE, OTHER GROUPS

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Roles and Responsibilities

Executive Steering Committee

Meeting Frequency: Monthly

Responsibility	Participants
- Responsible for the approval of IT&S overall strategy - Responsible for the approval of all business cases - Responsible for communicating and enforcing the IT&S Guiding Principles and Governance Model - Responsible for consistency of decisions across all clinical and administrative applications - Champion change management and adoption activities and communication in respective functional areas and departments throughout BH - Ensure major decisions are aligned with strategic priorities	- Lead Executive of every member organization - Exec VP of Operations - Chief Financial Officer - Chief Medical Officer - Chief Information Officer - Others Ad Hoc as needed

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Roles and Responsibilities

Operational Steering Committee: Clinical

Meeting Frequency: Monthly; Ad-Hoc meetings as needed

Responsibility	Sample Participants (Chair TBD)
- Responsible for consistency of decisions across all clinical applications - Approve decisions of clinical application work groups on an ongoing basis - Champion change management and adoption activities and communication in respective functional areas and departments - Resolve issues in a way that delivers a standard clinical solutions across the organization - Provide recommendations on scope change requests from a clinical perspective - Communicate decisions to respective functional committees and teams - Escalate decisions or recommendations that impact scope, budget and timeline to Executive Steering Committee - Ensure program alignment with strategic clinical direction	- CMIO - CMOs - Director of Ambulatory - Ambulatory Application Mgr - Areas - Physician Practices - Nursing Leadership - Practice Administration - Professional Billing - HODs (hospital outpatient departments) - Quality Improvement - HIM - Informatics - MD champions - ITS - Others ad-hoc as needed

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Roles and Responsibilities

Operational Steering Committee: Business

Meeting Frequency: Monthly; Ad-Hoc meetings as needed

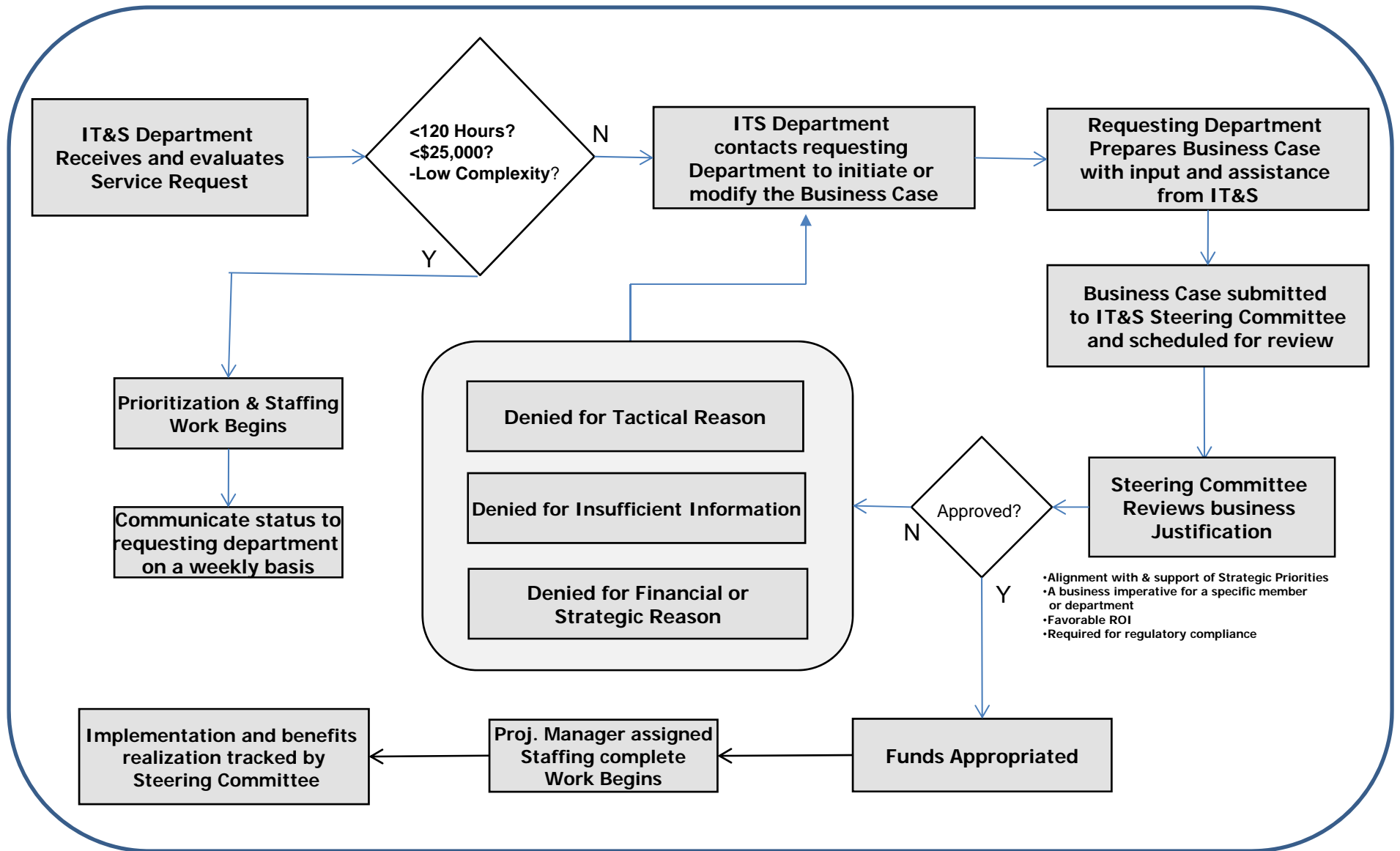| Responsibility	Participants
• Responsible for consistency of decisions across all business areas • Approve decisions of business application work groups on an ongoing basis • Champion change management and adoption activities and communication in respective functional areas and departments • Resolve issues in a way that delivers a standard business solutions across the organization • Provide recommendations on scope change requests from a business perspective • Communicate decisions to respective functional committees and teams • Escalate decisions or recommendations that impact scope, budget and timeline to Executive Steering Committee • Ensure program alignment with strategic business and operational direction	• Chief Financial Officer • Chief Human Resources Officer • HIM • Revenue Cycle Management • Chief Legal Officer • Chief Compliance Officer • Others ad-hoc as needed

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Roles and Responsibilities

Security Oversight Group (SOG)

Meeting Frequency: Monthly; Ad-Hoc meetings as needed

Responsibility	Participants
• Responsible for consistency of decisions across all business areas related to information security and privacy • Review security and privacy incidents for regulatory and information risk management • Review and discuss cybersecurity challenges and risk to the health system • Responsible for authorizing the development and implementation of Information Security policies, standards, procedures and guidelines for Barnabas Health System and its affiliate • Review and approve proposed strategic initiatives to ensure they align with Barnabas Health System enterprise strategies and methodologies	• Chief Information Officer • Chief Legal Officer & Privacy Officer • Chief Human Resources Officer • VP Internal Audit • VP Applications • Chief Information Security Officer • Manager Internal Audit • Deputy Counsel Legal Officers • Others ad-hoc as needed

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Service Request (Work Order) Submission and Evaluation Process

IT&S Department Receives and evaluates Service Request

<120 Hours? <$25,000? -Low Complexity?

N →

ITS Department contacts requesting Department to initiate or modify the Business Case

→

Requesting Department Prepares Business Case with input and assistance from IT&S

Y ↓

Prioritization & Staffing Work Begins

↓

Communicate status to requesting department on a weekly basis

Business Case submitted to IT&S Steering Committee and scheduled for review

Denied for Tactical Reason

Denied for Insufficient Information

Denied for Financial or Strategic Reason

Approved?

N

Steering Committee Reviews business Justification

•Alignment with & support of Strategic Priorities
•A business imperative for a specific member or department
•Favorable ROI
•Required for regulatory compliance

Y ↓

Implementation and benefits realization tracked by Steering Committee

←

Proj. Manager assigned Staffing complete Work Begins

←

Funds Appropriated

SUMMARY

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SUMMARY

As Healthcare IT, we need to enable the organization in providing every patient with the exceptional experience of

- Patient Engagement – where we partner to improve health
- Information – delivered where it needs to be when it needs to be there
- Navigation – where care transitions are flawless
- Standardization – where there is a single standard of excellence across the organization
- Value – where the need for care is met with the most effective and efficient care

… in a delivery landscape changing

from	Focus	to
Provider centric	Focus	Patient/consumer centric
Episodic / Fragmented	Patient Care	Integrated / Coordinated
Value-blind reimbursement	Value	Value-based reimbursement
Quality outcome data is private & protected	Information	Transparent / publicly released outcomes data
Fragmented and disjointed	Technology Infrastructure	Interoperable IT in support of patient care
Customer	Physician Relationship	Partner

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Healthcare IT is no longer an island but the fabric that enables the strategic objectives of the organization.

.....this strategic positioning requires that proper governance is implemented in order to drive the value expected by the organization:

- Think strategically
- CIO as a thought leader
- Disciplined approach to delivery
- Fiscal responsibility
- High performance
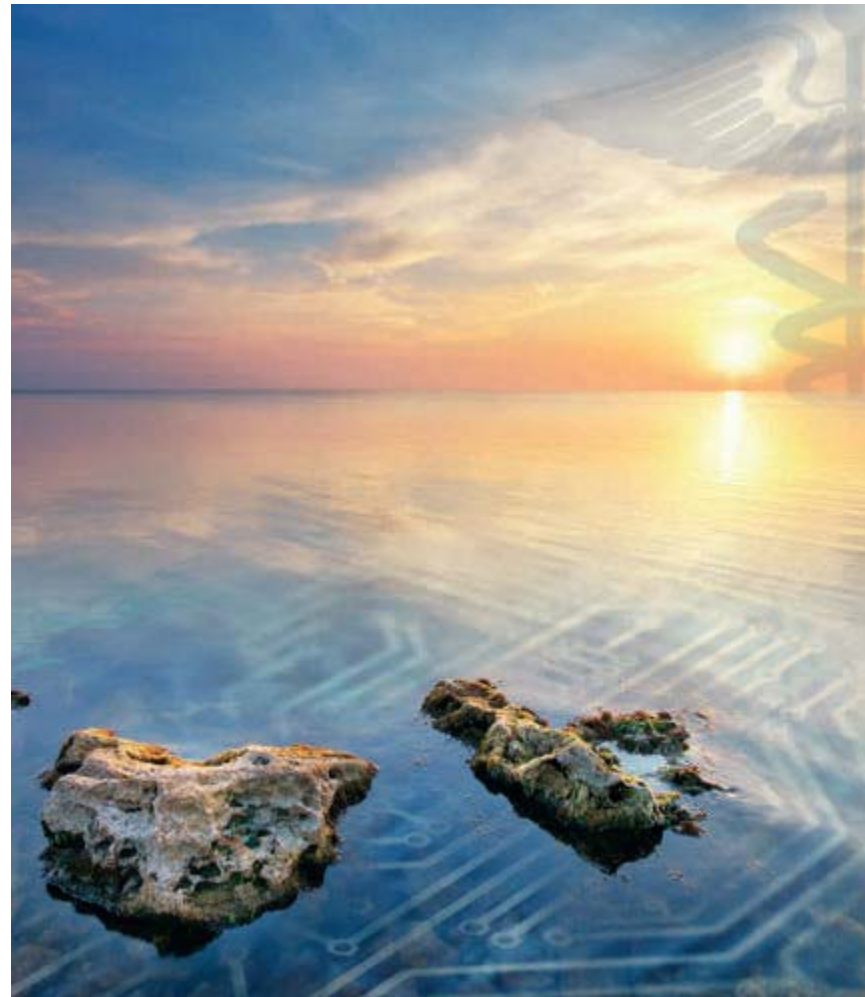
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BARNABAS HEALTH...CONTINUOUSLY CHANGING

It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

~ Charles Darwin, 1809-1882

Future

Future

Future

Future

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