Moving from Communication to Collaboration for Results

Denni McColm
Chief Information Officer
Citizens Memorial Healthcare
Abstract

• Today in the health information technology environment, communication isn’t enough. As leaders in the field, we must collaborate to get results.

• Collaboration is more than just conveying information. Collaboration involves working together toward shared goals.

• Denni will discuss roles, strategies and models for collaborating within organizations, across organizations, across communities and most importantly, with the patients we serve.
Citizens Memorial Healthcare
An Overview
CMH Facilities
CMH Staff
Citizens Memorial Healthcare

- JCAHO Accredited
- Sole Community Provider
- Organization
  - Public Hospital District and
  - Non Profit Foundation
CMH Services

The first choice for customer focused healthcare for every generation

- Acute Care (76 Beds)
- Emergency Services
  - Level III trauma center
  - Ambulance Services
  - Hosted Air Ambulance
- Home Health, Hospice, HME, Health Transit
- Long Term Care Facilities (6)
- Residential Care Facility (1)
- Physician Clinics (30 clinics, 75 providers)
- Outpatient Services
- Ambulatory Surgery Center
- Carrie J. Babb Cancer Center
CMH Service Area
<table>
<thead>
<tr>
<th>Year</th>
<th>IT Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>Strategic Planning – Seamless Care Across the Continuum</td>
</tr>
<tr>
<td>2000</td>
<td>IT Needs Assessment, Goals, Philosophy, Vision</td>
</tr>
<tr>
<td>2001</td>
<td>Vendor Selection &amp; Implementation Approach/Plan</td>
</tr>
<tr>
<td>2002</td>
<td>Core Financial &amp; Clinical Systems</td>
</tr>
<tr>
<td>2003</td>
<td>Physician Practice Management System, Home Care, LTC Financial, Hospital Nursing, CPOE, Physician Documentation (paperless in hospital)</td>
</tr>
<tr>
<td>2004</td>
<td>PACS, LTC Clinical (paperless in LTC)</td>
</tr>
<tr>
<td>2005</td>
<td>Electronic Ambulatory Record in Physician Clinics (paperless in clinics)</td>
</tr>
<tr>
<td>2006</td>
<td>Emergency Room &amp; Bedside Medication Verification with Barcodes</td>
</tr>
<tr>
<td>2007</td>
<td>In-home tele-management (Well@Home)</td>
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<tr>
<td>2008</td>
<td>Speech Recognition, PACS Expansion</td>
</tr>
<tr>
<td>2010</td>
<td>GoogleHealth PHR Integration, HR, Telehealth &amp; Telediagnostics, Cardiac PACS</td>
</tr>
<tr>
<td>2011</td>
<td>Microsoft HealthVault Integration, Quality/Risk Management, Ambulance Software</td>
</tr>
<tr>
<td>2012</td>
<td>Smart Pumps, Integrated Patient Education, Nurse Call/iBeds, eWhiteboards</td>
</tr>
</tbody>
</table>
EMR Client by Meditech

Summary List

- Allergies
- Diagnosis
- Active Medications
- Clinical Data
Achievement & Recognition

- Most Wired 2005-2012
- 2010 Missouri Quality Award Winner
- HIMSS Davies Award
- HIMSS Analytics – Stage 7 Award
Communication to Collaboration
• Communication
• Coordination
• Cooperation
• Collaboration

http://www.ride.ri.gov/adulteducation/Documents/Tri%20part%201/Collaboration%20vs.%20the%203c's.pdf
Collaboration vs. C-Three (Cooperation, Coordination, and Communication), by Leo Denise
Communication – Exchanging Information

Newsbeat
- CJBCC Merchandise Sale
- CMH welcomes newest employees
- Employee Rights and Responsibilities Under the Family Medical Leave Act
- CMH Retirement Plan
- Insurance Premium Holidays

Rapid Pulse - Wednesday, March 6, 2013 - Rapid Pulse is published on Wednesdays each week and is the CMH employee e-newsletter.

Values - I am Positive, Respectful, Innovative, Dedicated, Empowered. Together we are CMH PRIDE.

Calendar of Events
Communication – Exchanging Information

A Year of Good Health

2013 Calendar

Diabetic Eye Disease and Macular Degeneration
LUNCH & LEARN
FRIDAY, APRIL 12 • NOON - 1:30 P.M.
CMH COMMUNITY ROOMS

Learn more about diabetic eye disease and macular degeneration with Chetan Sani, M.D., from the CMH Eye Specialty Center. There is no cost to attend, but seating is limited.

To RSVP call 417-328-6010 or register online at http://conta.cc/14dv68g.

VITALITY

THE RIGHT TOOLS

A MATTER OF TIME
CREATIVE VOLUNTEER IDEAS FOR BUSY FOLKS

15 EASY INDOOR GAMES TO PLAY WITH KIDS
FEELING PAIN?
LEARN ABOUT AN EASY NEW PROCEDURE
Coordination – Moving Together

Value-Centered Leadership
- Mission
- Vision
- Core Values

What must we accomplish?

Strategies
- Goals
- Action Plans
- Responsibilities

Flagpoles of Excellence: The Strategic Management System
- Service
- Quality
- People
- Finance

The Work System: Process-based Management
- Employee Performance and Development Alignment

Process Results and System Outcomes (scorecards)

Information, Analysis, Learning and Innovation

“Make it Better” Projects

Key Level Work I Processes
- Lead the System
- Deliver Health Services and Build Loyalty
- Support the System

Provide Value-Driven, Process-Focused Leadership

The Current and Future Healthcare Environment

Baldrige Criteria
Coordination – Moving Together

<table>
<thead>
<tr>
<th>3 to 5-Year Objectives</th>
<th>Annual Action Plans</th>
<th>Priority</th>
<th>Responsibility</th>
<th>Project Plans</th>
<th>Responsibility</th>
<th>Timetable</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate and possibly deploy “Talent Management” philosophy (Pathways for Success)</td>
<td>B</td>
<td>Penny Hruby</td>
<td>Grow in Place / Professional Development</td>
<td>Polly Mueller / TBD</td>
<td></td>
<td>GTR 2</td>
<td></td>
</tr>
</tbody>
</table>

- Retain Strategy (Retention)
- Retain, develop, and recruit loyal workforce
- Expand Nursing Educational Opportunities

2012-2013 Strategic Plan Roll-out

CMH Flag Poles of Excellence

Quality | Service | People | Finance
Coordination – Moving Together

Possible New Service is identified through DDSOG, Capital Budget Request, VOICES, Tell It to the Chief, agility to respond to internal/external environment and Community.

Just Fix It (JF)
F:\Depts\All Depts\CMH Policies & Forms\Forms\Performance Improvement\Just Fix It Process.doc

Current Process or Service (Internal Resources)
MIB-P
F:\Depts\All Depts\CMH Policies & Forms\Forms\Performance Improvement\MIB-P 1.23.12.xls


Identify Problem or Opportunity
Customer and Requirements (CTQs)
Determine Benchmark
Evaluate & Analyze Current Process
Decision (how to improve) (make or buy)
Establish Measurements
Trial
Implement
Reevaluate
Continue to Monitor until Goal Achieved

Make It Better
Cooperation – How We Work Together

OUR CMH CORE VALUES:
How we each should believe
How we achieve our Mission

I am...
Positive
Respectful
Innovative
Dedicated
Empowered

Together, we are CMH PRIDE
### Three C’s

<table>
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<tr>
<th>Communication</th>
<th>Exchanging information</th>
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<tr>
<td>Coordination</td>
<td>Moving Together</td>
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<tr>
<td>Cooperation</td>
<td>How we work together</td>
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</table>
## Collaboration

<table>
<thead>
<tr>
<th>Three C’s</th>
<th>Collaboration</th>
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<tbody>
<tr>
<td>Communication</td>
<td>Exchanging information</td>
</tr>
<tr>
<td></td>
<td>Using information to create something new</td>
</tr>
<tr>
<td>Coordination</td>
<td>Moving together</td>
</tr>
<tr>
<td></td>
<td>Seeks divergent insight</td>
</tr>
<tr>
<td>Cooperation</td>
<td>How we work together</td>
</tr>
<tr>
<td></td>
<td>Thrives on differences</td>
</tr>
</tbody>
</table>
Collaboration

• Pursuit of a specific result, about outcomes

• Usually involve major differences in perspective
  – Successful collaborations end at some common point, but they do not begin there

• Not constrained by formality or rules or agendas
  – Rather a mindset or toolset, a way to go about creating solutions and improvements
Collaboration Toolset

- Define the challenge
- Gather the collaborators
- Share workspace
- Allow the time
- Harness the result
Define the Challenge

- What is the challenge, problem, improvement desired?
- Why is it important?
- How will we define success?
Define the Challenge - Project Infocare

- Enable a patient to enter anywhere into our continuum of care and have a personal identity that is maintained across that continuum
- Physicians and other caregivers will have access to all of that patient’s information within the healthcare system
- Providers will be able to document efficiently within the software system, which will free them to have more time to spend with patients
- The investment of time, talent and money will enable CMH to be a technologically advanced healthcare organization poised to grow and offer new services to our patients and the community at large

"Project Infocare has enabled us to achieve the patient-centered integration across our system that I had envisioned for our organization for many years. The system has put us in a position to grow and meet the needs of the community and to adapt rapidly to regulatory and reimbursement changes."

Donald J. Babb | Chief Executive Officer | CMH
Gather the Collaborators

• May be just 2-3 people with different perspectives on the challenge or may be a formal group
• May be “accidental” or may be by invitation
• Add to bring an essential additional content or value that isn’t present
• Open seat policy, anyone welcome
• May need to gather information from reluctant or uninterested collaborators
Gather the Collaborators – Project Infocare

- Everyone welcome to help make the decision
- Formal IS Steering Committee & Implementation Teams
- Informal Forums
- Outreach to reluctant collaborators
  - Active solicitation by multiple methods with follow up
Share Workspace

- A place where people can be together, may be virtual
- A “sandbox” where collaborators can work simultaneously to create or change
- Dry erase board, projected screen, collaborative workspaces
Share Workspace – Project Infocare

- Training Trips
- Computer Lab
- Forums
- Projected Screens
- Shared Documents
- Physician Resource Room
Allow the Time

- Beyond brainstorming to designing or creating
- Challenging and may require virtual encounters
- When time is limited, come prepared to make the most of it
Allow the Time – Project Infocare

- Two day planning retreat
- Team members floated time to project
- Weekly forums for staff and physicians

Information Systems Implementation Planning Highlights

Pathfinding
Key stakeholders:
- patients,
- physicians & other caregivers,
- system end users, and
- administration & Boards

Aligning
Techniques and practices:
- understand and become experts on the system before training,
- phase in functions in order to ensure sufficient resources for support during training, implementation and post-live,
- build a foundation upon which an EMR can be developed/utilized,
- seek process improvements in each step to enhance workflow,
- identify problem people and make a positive effort to engage them in the process, and
- market the project to end users throughout the continuum of care.

Modeling
The role of the ISSC was determined to be to:
- allocate resources,
- remove obstacles,
- establish parameters,
- serve as cheerleaders,
- implement to maximize functionality
- serve as communication liaisons.

Empowering
Implementation Teams. Key qualities to seek in Implementation Teams include:
- knowledge of department or function,
- trusted/respected, works well with other departments, interest/enthusiasm,
- communicator/listener, organized/can meet deadlines, and motivated.
Harness the Result

- Execute (Use the other 3 C’s)
- Think of the result as the prototype and
- Disseminate
Harness the Result – Project Infocare

• Smooth transition
  – Order sets & favorites
  – One-on-one training
  – Phased approach
  – Point of service scanning
  – Go Paperless

• Dissemination
Collaboration Example – Miles for Smiles
Collaboration Example – Barcoding in LTC
Collaboration Example – Patient Engagement
Collaboration

- Innovation is about divergent thinking and the creation of something new and collaboration is an essential tool for achieving it.
- Like all creative forces, it is messy and unpredictable.
- Unlike cooperation, coordination and communication, it is not a planned exercise of a tidy ten-step process.
- This C word is different!

- Leo Denise is an innovations consultant and contributing writer to INNOVATING
Model – Strategies - Roles
Collaboration Model / Toolset

- Define the challenge
- Gather the collaborators
- Share workspace
- Allow the time
- Harness the result
Collaboration Strategies

• Be specific about the challenge
• Go see it from the other perspective
• Share the screen or workspace
• Set up shared workplaces
• Set the stage for informal collaboration
• Get input even from reluctant collaborators
• Train for collaboration
• Bring information to the table
Collaboration Roles

• IT is a collaborative enabler
• Know all of the players, can bridge their lingo
• We bring the technology to the table that can transform the discussion

Collaboration + Technology = Value