



Frederick Health Aligns Workflows Across Care Settings With MEDITECH

Introduction

Frederick Health chose to implement MEDITECH ExpansE in order to create one centralized patient record across its acute care and ambulatory settings. This implementation would require not only updating its current EHR but also replacing disparate EHRs in its ambulatory practices — an ambitious endeavor. In response, Frederick Health's C-suite engaged MEDITECH to provide the project management expertise needed for a successful rollout.

SNAPSHOT

Opportunity

To standardize and optimize care organization-wide during the ExpansE update and Ambulatory implementation.

Solution

Engaged MEDITECH to support the CMIO in establishing standardization and aligning tailored workflows across care settings.

Benefits

- Breaking down silos using a single, integrated record
- Increasing provider efficiency and satisfaction
- Personalizing provider workflow through specialty-driven widgets

Profile

Frederick Health Hospital (Frederick, MD) is the hub of Frederick Health and the only acute care hospital in the county. Located 50 miles from Baltimore, this nonprofit, 269-bed facility and its outpatient services account for 285,000 visits every year. Frederick Health Hospital achieved HIMSS Stage 7, was recognized by CHIME as one of Healthcare's Most Wired 8 organizations, and was named one of Healthgrades® America's 100 Best Hospitals™ in the nation.

As with any change, implementing the new solution required more than just learning new technology. Frederick Health's acute and ambulatory environments relied on different technologies and workflows, which created silos. Implementing Expanse would address the technology issue, but executive leadership still needed to establish standards and align workflows across care settings for more comprehensive care. To lead the initiative, Frederick Health's C-suite appointed the organization's first chief medical information officer.

To set the new CMIO up for success, Frederick Health expanded its partnership with MEDITECH to include Physician Peak Performance Program CMIO Advisory Services for onboarding, mentoring, and physician-related support services. As part of the program, the MEDITECH physician consultant assists the CMIO with making the necessary changes to bridge care settings.

Moving away from silos

With a CMIO to establish standards and align workflows, Frederick Health's medical staff leaders could tackle inconsistencies such as the disparate use of problem lists and physician documentation tools across settings. Other challenges the new CMIO faced included:

- Physician documentation based on plan, not problem, which scattered information across multiple care plans.
- Overreliance on free text within the narrative notes, limiting the usefulness of discrete data possibilities in notes.
- Seldom-used, physician-specific order sets that decreased efficiency, preventing Frederick Health from defining standards.
- Misused or underutilized Problem List functionality.

Laying the foundation for a new, integrated approach

After evaluating their processes, Frederick Health leadership realized that they lacked the consistency and cohesiveness needed to integrate care across the delivery network. In 2019, they launched a new data governance committee — including representatives from IT, nursing, and finance — to begin standardizing data definitions and terminology across the organization, including ambulatory practices. These steps coincided with the Expanse implementation, which began in August 2019 and continued through October 2020.

Hiring Robert Wack, MD, as CMIO was a key step in bringing teams together, as it shifted the project's focus from IT-based to provider-led. MEDITECH's CMIO Advisory Support assisted Dr. Wack in his new role. With MEDITECH guidance and experience, Dr. Wack was able to implement specific tools and features to assist providers with coordinating their workflow, managing tasks across the organization, and ensuring clinical objectives were met.

"As the new CMIO for our system, I greatly appreciate the valuable assistance provided by MEDITECH's Physician Advisory Services. Our engagement significantly accelerated a steep learning curve."

Robert Wack, MD
Chief Medical Information Officer
Medical Director, Continuum of Care
Frederick Health



IT analysts provided functional knowledge of the applications and offered support as needed, but the decisions were made by provider groups responsible for reviewing the operational and perceived outcomes. In addition, Provider Advisory Councils directed the acute, emergency department, and ambulatory implementation — creating a multidisciplinary workgroup led by Dr. Wack.

Educational sessions for the Provider Advisory Councils provided a solid foundation of basic physician system informatics concepts, principles, and system functionality. They received targeted, hands-on training in how to:

- Develop strategies that successfully manage EHR implementation projects and process redesign.
- Support leadership and adoption.
- Achieve organizational goals through standardization.

Adjusting processes to support integration across care settings

Frederick Health used the Provider Advisory Council and Ambulatory Workgroup Optimization Committee meetings to determine shared processes between acute and ambulatory settings, such as problem list management, order set governance, documentation standardization, medication order alerts, and personalization. These processes paved the way to establish joint workflows for medication reconciliation and transitions of care.

When provider documentation within the Problem List shifted from plan-focused to problem-focused, information became more centralized and easier to share. Frederick Health providers also leveraged new functionality within the Problem List to manage active problems versus historical problems. Previously, a problem could exist on both the Active and Historical Problem Lists at the same time. Now, with the new Exclusivity setting, Frederick Health could restrict problems from appearing on both lists at the same time to avoid confusion and redundancy.

“MEDITECH Professional Services working with our IT team has provided a platform for great project communication for quick issue escalation and problem resolution.”

Jackie Rice
Vice President, Chief Information Officer
Frederick Health

Frederick Health IT analysts expanded and improved order sets that could be applied per care setting to help providers work more efficiently. Additionally, expanding the required fields within order sets helped to increase both efficiency and provider satisfaction, especially when default options could be established. Order sets used to address specific conditions such as diabetes included default responses related to condition-specific queries answered by nurses while interviewing patients.

Previously, Frederick Health providers relied on speech recognition macros and quick text for documentation. MEDITECH emphasized the importance of expanding on existing practices of documenting actionable, discrete data whenever possible to facilitate analytics and decision-making. They introduced the providers to three new documentation methods that would capture data discretely and minimize the documentation burden:

- **Typicals:** Allows providers to determine preset responses used on a regular basis, or considered “normal” for a patient to be experiencing.
- **Tailoring:** Presents providers with only the questions necessary for them to answer, hiding questions that don’t commonly require responses.
- **Branching:** Bases tailored documentation on the providers’ responses.

Using all three of these documentation methods has helped Frederick Health to create consistency and support ease of use within its Expanse EHR.

Personalizing the chart to find information more efficiently

On average, providers spend one-third of their time searching for information within the EHR. Personalizing how information appears in patients' charts and determining what information is most readily available to specific providers saves time and improves satisfaction. MEDITECH worked with Frederick Health to personalize chart views, documentation, ordering, and patient lists.

As part of these personalization efforts, MEDITECH worked with Dr. Wack and his committees to help providers better understand the advantages of using widgets. Widgets are specialized displays of information arranged within the patient's chart that can be specific to the provider or specialty. MEDITECH helped with designing specialty-specific widgets

so providers could review vital information more efficiently without having to search through the chart. The team implemented specialty-specific widgets for the ED and for specific roles such as hospitalist, intensivist, and cardiologist. MEDITECH recommended creating specific widgets to display allergies, problems, medications, and outstanding orders, at a minimum.

To further decrease ordering and documentation time, MEDITECH helped physicians expand and improve their use of preferences and favorites for quick access to commonly used problems. The MEDITECH physician consultant recommended Frederick Health providers focus on establishing commonly used templates, problems, and clinical panels, and provided a sample list.



Prioritizing data initiatives with Expanse

Frederick Health refined processes to capture discrete data within provider documentation and across the EHR; the organization was then able to leverage that data to improve the depth and transparency of its analytics using the following solutions:

Quality Vantage helps Frederick Health to manage, deploy, and execute MEDITECH's ARRA, MACRA, and CPC+ reports, as well as meet quality measures reporting goals. The health system is able to monitor providers' and facilities' quality and objective performance regularly, making it easier to determine who's struggling and why. That way, issues are addressed well before the reporting period end and attestation.

Business and Clinical Analytics gathers and analyzes data from across the EHR for predictive insights. For example, Frederick Health used COVID-19 dashboards in its Incident Command Center to track COVID-19 incidents, testing, ventilator availability, and supply usage. It also uses dashboards to monitor vaccinations and comply with other daily state and local reporting requirements.

Harnessing data to advance quality of care

Learn how Jackie Rice, VP and CIO of Frederick Health, and Valerie DeCamp, VP and CQO of Southern Ohio Medical Center, are prioritizing data initiatives and leveraging

Expanse solutions to gain transparency and insights.



Watch the on-demand webinar.

Population Health data is used to analyze patient demographics, and **Patient Registries** create cohorts for managing a variety of chronic conditions. Aggregated EHR, claims, and HIE data are used to generate insights directly in Expanse, including the calculation of HCC and ACG risk scores.



Celebrating a successful implementation across settings

Frederick Health went LIVE with Expanse in October 2020, followed by Expanse Ambulatory in December 2020. Dr. Wack cites strong project management and provider collaboration as keys to their success; the extended training and enterprise-wide, provider-led implementation guidance from MEDITECH's Physician Advisory Services were significant contributors. Frederick Health continues to engage with MEDITECH as an early adopter of Expanse Genomics.

"Our precision medicine and genetics program includes hereditary genetics in oncology, neurology, and cardiology, and we're ramping up pharmacogenomics across numerous specialties," said Jackie Rice, VP and CIO at Frederick Health. "A gene-informed approach will present clinicians with genetic information within the patient record to help them make the best decisions for their patients. By flagging prescriptions for drug-to-gene interactions and helping to determine the most appropriate medications based on patients' genetic profiles, we look to reduce drug failures, prevent hospital readmissions, and help find patients the right medication the first time," continued Rice.

10 keys to a successful implementation

Frederick Health worked alongside MEDITECH's Implementation team to complete one of their most successful go-LIVEs in memory. Here are the 10 keys that contributed to this outstanding implementation.

1. Leadership planned early and communicated consistently with staff all the way to go-LIVE.
2. Dr. Wack, MEDITECH Ambulatory trainers, and MedPower, a learning management system vendor, collaborated closely to develop and refine computer-based training. Providers were required to complete these CBTs prior to in-class learning.
3. MEDITECH consultants worked alongside providers to build preferences, favorites, and quick text, and assisted with further training as requested.
4. Front office staff trained well in advance of go-LIVE, with dedicated training allocated to superusers for each office.
5. Situation, background, assessment, recommendations, or SBARs, were implemented; managerial and departmental leaders reviewed with staff prior to go-LIVE.
6. Providers were engaged throughout the implementation, including walking them through the new MEDITECH Ambulatory processes that replaced third-party solutions.
7. An at-the-elbow support team of more than 40 people supported the go-LIVE.
8. C-suite, IT, and physician leaders collaborated closely throughout the engagement to anticipate problems, as well as staff and plan accordingly.
9. Shared dictionaries provided cohesion across care areas that were previously operating in silos.
10. Personalized workflows help providers navigate the system according to their specialty, without compromising consistency.





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