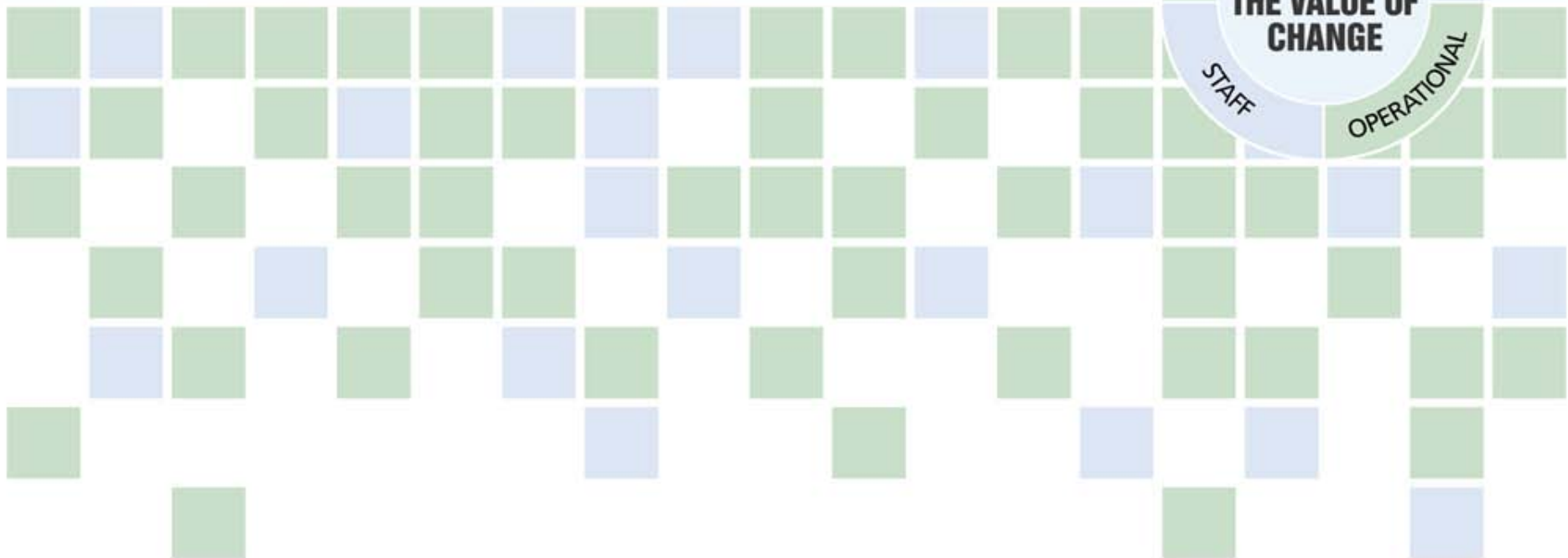




Assessing the Economic Stimulus Package

Maximizing the potential of ARRA
And
Meeting “Meaningful Use”



Presenters

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- VP and CIO, Atlantic health

□ Celwyn Evans

- Senior Partner, Greencastle Consulting



Overview


- Key Learning Objectives
- Atlantic Health Background
- Pre-ARRA IT Strategic Plan and Technology Environment
- Corporate Level Response to ARRA
- Assessing the impact of ARRA on Atlantic Health
- Refining the IT Strategic Plan and Project Portfolio
- Driving for Adoption and Clinical Outcomes
- Lessons Learned
- Results and Next Steps

Key Learning Objectives

- ❑ Understand where your organization fits into the stimulus package
 - Getting incentives or avoiding penalties
- ❑ Importance of assessing ARRA readiness to align the IT strategy and project portfolio
 - Best way to do this
- ❑ Value of relationships with key political leaders, advocate organizations, and vendors
- ❑ Need to manage expectations in response to changes
 - Internal and external stakeholders

Atlantic Health

- ▶ Two hospitals
- ▶ 10,000 employees
- ▶ 2,400 physicians
- ▶ 250 residents
- ▶ 1,197 licensed beds
- ▶ 50+ operating rooms
- ▶ 6,800 births
- ▶ 62,000 admissions
- ▶ 600,000 outpatient visits
- ▶ 158,000 emergency visits
- ▶ Children's Hospital
- ▶ Heart Hospital
- ▶ Cancer Center
- ▶ Cardiovascular Institute
- ▶ Neurosciences Institute


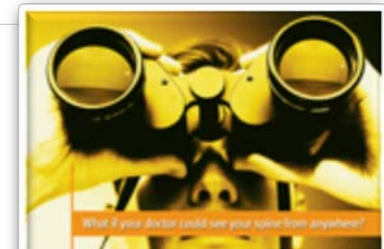


What matters is to be out in front.

Achieving a level of healthcare seems to work.
 Finding new answers, new treatments.
 Putting the most innovative technologies
 into the hands of the very best doctors.
 Not just looking to the future. But creating it.
 That's our passion.
 That's our mission.
 We want to be the best.
 So you have the best.

ATLANTIC HEALTH

THE PASSION TO LEAD

What if your doctor could see your spine from anywhere?

Key technology that gives doctors instant access to patient data.
 An advanced MRI spine scanner that can be used in the office.
 A new MRI scanner that can be used in the office.
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 A new MRI scanner that can be used in the office.

ATLANTIC HEALTH

THE PASSION TO LEAD



STEVE JOBS

FORTUNE

THE **100 BEST COMPANIES TO WORK FOR**

YES THEY'RE THE BEST

CHECK OUT NO. 23 ZAPPOS WHO KNEW THAT WORKING CLAYTONS SICK FISH COULD BE SO COOL!



Atlantic Health

- Non-profit, multi-hospital system located in Northern New Jersey
- Service Area consists of 3 million residents in eight counties in Northern and Central New Jersey
- Atlantic Health is the primary academic and clinical affiliate in New Jersey of Mount Sinai School of Medicine and the Mount Sinai Hospital
- Partner with the Cancer Institute of New Jersey
- Over 50 medical/surgical specialties



Pre-ARRA IT Strategic Plan and Technology Environment

- **Clinical Vision**

- Deliver high quality, safe, affordable patient care
- Improve the health status of the communities we serve
- Educate in an exemplary manner to our health care professionals

- **Atlantic Health has been actively pursuing patient safety strategies**

- **Computerized Provider Order Management (CPOM) is an integral part of Atlantic Health's strategy to increase patient safety**

- Significant component of the Electronic Health Record benefiting clinicians & patients
- Improve Physician experience through workflow and decision support



Pre-ARRA IT Strategic Plan and Technology Environment

- Barcode Medication Administration is an Atlantic Health prerequisite for CPOM
 - Nursing documentation assists in moving forward with CPOM
 - Physician Portal & Clinical Data Repository provide access
 - CPOM is key component of closed loop medication management

- Phased implementation approach over several years
 - Replaced Pharmacy System
 - Implemented Electronic Medication Administration Reporting
 - Computerized Provider Order Management
 - Bar-coded medication and patient identification

Atlantic Health's Corporate level response to ARRA

□ Obtain a Well Rounded Global View on ARRA

➤ Information:

- Began gathering all available information on the Economic Stimulus Package

➤ Relationships:

- Began reaching out to understand their position
 - State Political leaders
 - New Jersey Hospital Association
 - American Association of Medical Colleges
 - CHIME
 - Key Vendors

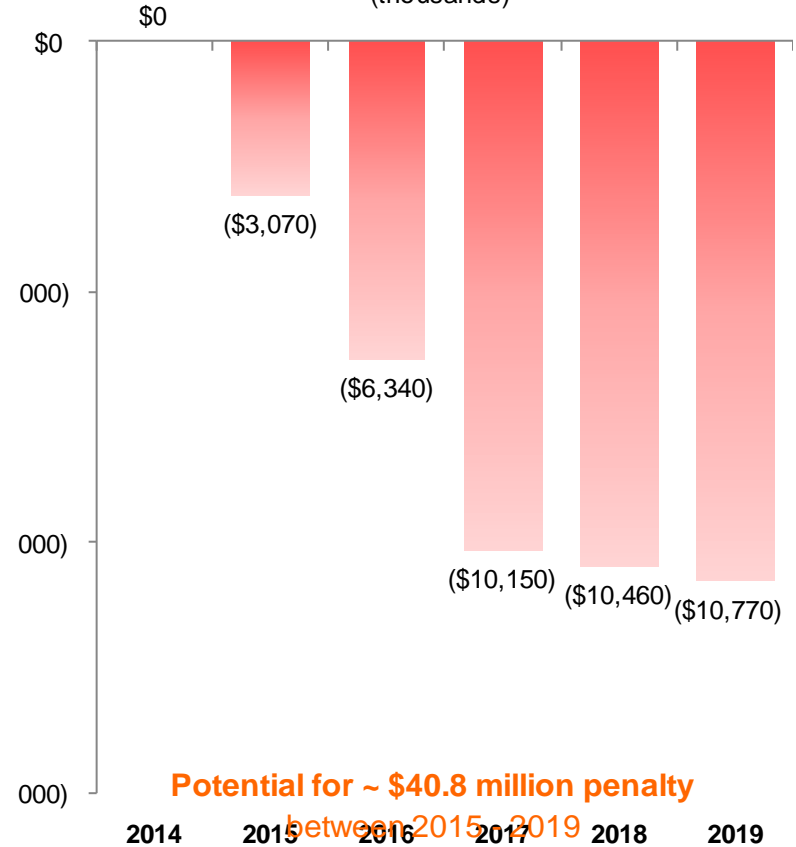
Total Medicare Summary

Hospital + Physician

Total Potential ARRA Incentive - Medicare
(thousands)



Total Potential ARRA Penalty- Medicare
(thousands)



Eligible for Medicare stimulus incentive for both hospital and office-based physicians



Assessing the impact of ARRA on Atlantic Health

- Impact on overall organizational strategy
- Impact on IT Strategic Plan
 - Created working definition of “Meaningful Use”
 - Contrasted with existing IT Strategy Roadmap
 - Identified and addressed Gaps
- Impact on IT Project Portfolio
 - Re-prioritized projects
 - Re-set expectations with key leaders
 - Made “meaningful use” a formal project

ARRA Readiness Assessment Scope

- Assess readiness in order to determine the potential financial opportunity available through the ARRA
- Evaluate:
 - Current project portfolio and IT strategic plan
 - Capacity to archive, retrieve and report quality indicators
 - Level of adherence to security and privacy standards
 - Level of adoption and “meaningful use” of installed clinical technology
 - Gap between current and required and ability to catch up
 - The opportunity cost

Driving for Adoption and Clinical Outcomes

Meaningful Use =

- + Technology (data, interoperability)
- + Quality (reporting & outcomes)
- + Adoption
- + Security and Privacy
- + Certification (provider and vendor)



Refining the IT Strategy and Project Portfolio

- ❑ Determine the timeframe for “Meaningful Use” certification
 - (Year 2011, 2012, 2013)
- ❑ Refine the IT Strategy
 - Identify gaps and adjust strategy if required
- ❑ Refine the IT Project Portfolio
 - Adjust portfolio while avoiding “Gold Rush” mentality
- ❑ Reset IT Stakeholder Expectations if required
 - Discuss alternatives
 - Will your overall strategy suffer
 - Contingency (what if HHS runs out of money)
 - “When will we get certified?”

Lessons Learned

- ❑ Develop an *Organization Wide* strategy to address ARRA
- ❑ Proactively assess impact of ARRA on organizational priorities
 - Understand what can be gained
 - Review the impact of “*Meaningful Use*”
 - *What is it? What does it mean? What will it cost?*
- ❑ Establish a sense of urgency for an ongoing review of priorities where needed
- ❑ Continually communicate to manage evolving expectations regarding ARRA

Results and Next Steps

- ❑ Assess the gap between the organizational strategy and the actions required to maximize the ARRA incentives
- ❑ Understand scope and value of ARRA for the organization
- ❑ Understand the required changes to the IT Strategy and Project Portfolio
- ❑ Manage IT stakeholder expectations
- ❑ Continually assess the vendor certification process
- ❑ Continue to monitor meaningful use criteria