JULY 2015
WWW.HHNMAG.COM

42 Genomics: Now It's Personal
47 A True System of Stroke Care
53 Flexible Design

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2015 Most Wired

Who made this year's list? How is health care overall 'optimizing' all the data?

At Lakeland (Fla.) Regional Medical Center, CIO Elizabeth Kerns says, "Nearly every business function and clinical process is built to leverage our technology foundation."

American Hospital Association

HealthCare's most wired™

2015 Most Wired

BY MATTHEW WEINSTOCK | DATA BY SUZANNA HOPPSZALLERN

Optimize. It's not a super sexy word. It sounds more like a command Tony Stark would bark at his computerized helper Jarvis to get the Mark 45 Iron Man suit ready for battle. With apologies to the genius/billionaire/playboy/philanthropist, optimization is actually the mantra for today's real-life health information virtuoso.

After more than a decade of building the foundational elements of a digitized health care environment, and billions of dollars in federal and private sector spending, hospitals and health systems are tapping into the power of the bits and bytes they've been collecting. This coincides not only with the requirement to meet federal standards for meaningful use of health information technology, but also the push toward value-based payments, population health management and cost-efficiency.

As evidenced by data collected over the 17-year history of Health Care's Most Wired Survey, hospitals and health systems have continually ratcheted up their use of cornerstone IT applications. For instance, 95 percent of the 2015 Most Wired hospitals have standing, evidence-based electronic order sets built into their CPOE systems. That's up from 79 percent in 2010. Since 2008, the percentage of Most Wired organizations that have a compliance-driven alert system for Centers for Medicare & Medicaid Services key indicators leapt from 50 percent to 79 percent in 2015.

While work still needs to be done to bring implementation of these types of applications to 100 percent — and sustain their use over time — leaders at Most Wired hospitals are not merely resting on their laurels waiting to install the next gadget; they are using data to drive clinical improvement and shape strategy.

"Through implementation of our Epic system, we've been able to elevate the use of real-time information at the bedside," says Paula Smith, senior vice president and chief information officer, Oakwood Healthcare, Dearborn, Mich. "We consolidated multiple, disparate systems into a single database that has provided more streamlined documentation of care delivery at every transition-of-care event."

Records from emergency department visits, for instance, are instantly available to caregivers at the receiving inpatient unit. This, Smith says, accelerates quality care because the clinicians are prepared in advance of the patient's arrival.

Organizations on the 2015 Most Wired list are extending the use of IT systems outside the hospital's four walls, including connecting directly with patients. In fact, improvement in patient engagement — in its many forms — stands out in this

Results from the 17th annual Most Wired Survey show that hospitals and health systems are making progress in utilizing information technology to connect with patients.

'Technology is Our Differentiator'

Clinicians at Lakeland Regional Medical Center have a powerful tool to fight sepsis, but it's not some new antibiotic. It's data.

About two years ago, the medical center began utilizing a sepsis crawler that combs through data in the electronic health record system to identify at-risk patients. Sepsis strikes more than 1 million Americans yearly, and between 28 and 50 percent of them die.

"It identifies patients who are becoming septic even before our clinicians can," says Elaine Thompson, president and CEO of the Lakeland Regional Health Systems.

Sepsis isn't the only area where predictive analytics is coming into play. The EHR also runs algorithms to spot patients at risk of deep vein thrombosis and catheter-related infections. And, a readmissions calculator helps to identify congestive heart failure patients who may be at risk of returning to the hospital within 30 days after discharge. That list is sent to care transition coaches who work with patients on their treatment plans.

"Instead of doing this for everyone with congestive heart failure, we can identify people most at risk and allocate the right resources at the right time," Thompson says.

This philosophy plays out across the organization. An enterprise data warehouse pulls information from the inpatient and ambulatory systems, as well as other applications, to provide near real-time information — there's about a two-hour delay — to a team of data scientists who apply predictive analytics. They help to identify patients most in need of attention — those at risk of a readmission, those on a complex medication regimen or someone who doesn't have a strong support system. The organization then can target patients for interventions, says Vice President and Chief Information Officer Elizabeth Kerns.

Given that the medical center's leadership team boasts four engineers — to go along with three full-time doctors and a chief nursing officer — this kind of analytical approach to care delivery shouldn't come as a surprise. They see digital tools working in tandem with clinicians to improve not just care delivery, but also the health of the community, says Thompson. In fact, the organization's strategic plan calls for delivering nationally recognized health care, strengthening the health of the community and advancing health.

"Our mission, our vision, our culture all depend on technology," says Kerns. "Technology is our differentiator. Nearly every business function and clinical process is built to leverage our technology foundation."

Elizabeth Kerns

Technology is our differentiator. Nearly every business function and clinical process is built to leverage our technology foundation.

Photograph by Tina Sargeant

year's survey. More than two-thirds of the Most Wired extend the care environment to the patient and family via the Internet, providing education about his or her condition and allowing for e-visits with the care team, among other things. This dovetails nicely with efforts to improve population health.

At MetroHealth System, an automated screening and alert system led to a 15-fold increase in screening and 23 percent increase in diagnosis for depression between 2011 and 2014. There was a 25 percent increase in adolescent immunizations during the same period, largely a result of automated messaging to parents. And, importantly, between 2011 and 2012, a 15 percent increase in patients scheduling and completing referrals 30 days after discharge, reports David Kaelber, M.D., chief medical informatics officer for the Cleveland-based health system. All of these efforts are ongoing.

The engaged patient

Part of the emphasis on patient engagement can certainly be traced to meaningful use regulations. In Stage 2 and the proposed rule for Stage 3, the Centers for Medicare & Medicaid Services places an emphasis on ensuring that patients can access their health records and become more connected with their providers. Stage 2 requires hospitals to show that 5 percent of all discharged patients have viewed, downloaded or transmitted their health information to a third party.

Of course, making records available is one thing, getting patients to participate online is something else entirely. At Citizens Memorial Hospital, Bolivar, Mo., staff called patients during the 90-day attestation period to get them to sign up for the patient portal and use secure messaging, says Chief Information Officer Denni McColm.

"We had to do some crazy things," she explains. "If you signed up for the portal and sent a secure message, you were entered into a contest to win an iPad or a TV. We had one staff person in particular who would call up patients and say, 'I saw you were at the doctor's. I wanted to see how you were doing. Why don't you get on the portal and let me walk you through it.' And she would get them signed up."

Most of those patients remain active users of the portal, McColm says.

To a certain degree, engaging patients online is a question of value, says Michael McCoy, M.D., chief health information officer, Office of the National Coordinator for Health IT. Is there enough information and meaningful interaction with providers to entice a patient to regularly visit a portal and become engaged?

"From my perspective, hospitals are missing the mark," he says. "They complain about the number of [meaningful use] measures, rather than finding ways for doctors to be more proactive and responsive."

While she contends that the regulations are too burdensome, Chantal Worzala, director of policy at the American Hospital Association, agrees that portal usage ultimately will increase as the sites become more user-friendly and useful. She says it's encouraging to see in the Most Wired data that hospitals are going beyond meaningful use requirements to find ways of promoting patient engagement. For instance, 63 percent of Most Wired hospitals offer self-management for chronic conditions through the patient portal. And, 67 percent can incorporate patient-generated data through the portal, an important point since proposed Stage 3 regulations would require that hospital EHRs ingest patient-generated data from nonclinical settings for more than 15 percent of unique patients.

Worzala says there are still significant hurdles to marrying patient-generated data with an EHR, not the least of which is standards. McCoy adds that physicians are rightfully concerned about "being overloaded with noise." It will be important going forward to figure out what information is truly useful to clinicians.

To that end, Worzala says the federal government needs to slow down on the regulator front.

"This is an opportune time to build on the tremendous investment in EHRs over the past few years," she says. "We have so much interesting technology, let's allow providers to figure out what the best uses are for providing care."

Most wireless

As with nearly everything in society, mobile technology is another part of the puzzle. The key is finding ways to connect with patients on their terms.

"I was surprised to see the high level of usage on mobile devices," says Russ Branzell, president and CEO of the College of Healthcare Information Management Executives, *H&HN's* partner in the Most Wired project. "We are seeing that mobility is an expectation in all parts of a consumer's life. They'll demand that from a patient engagement standpoint."

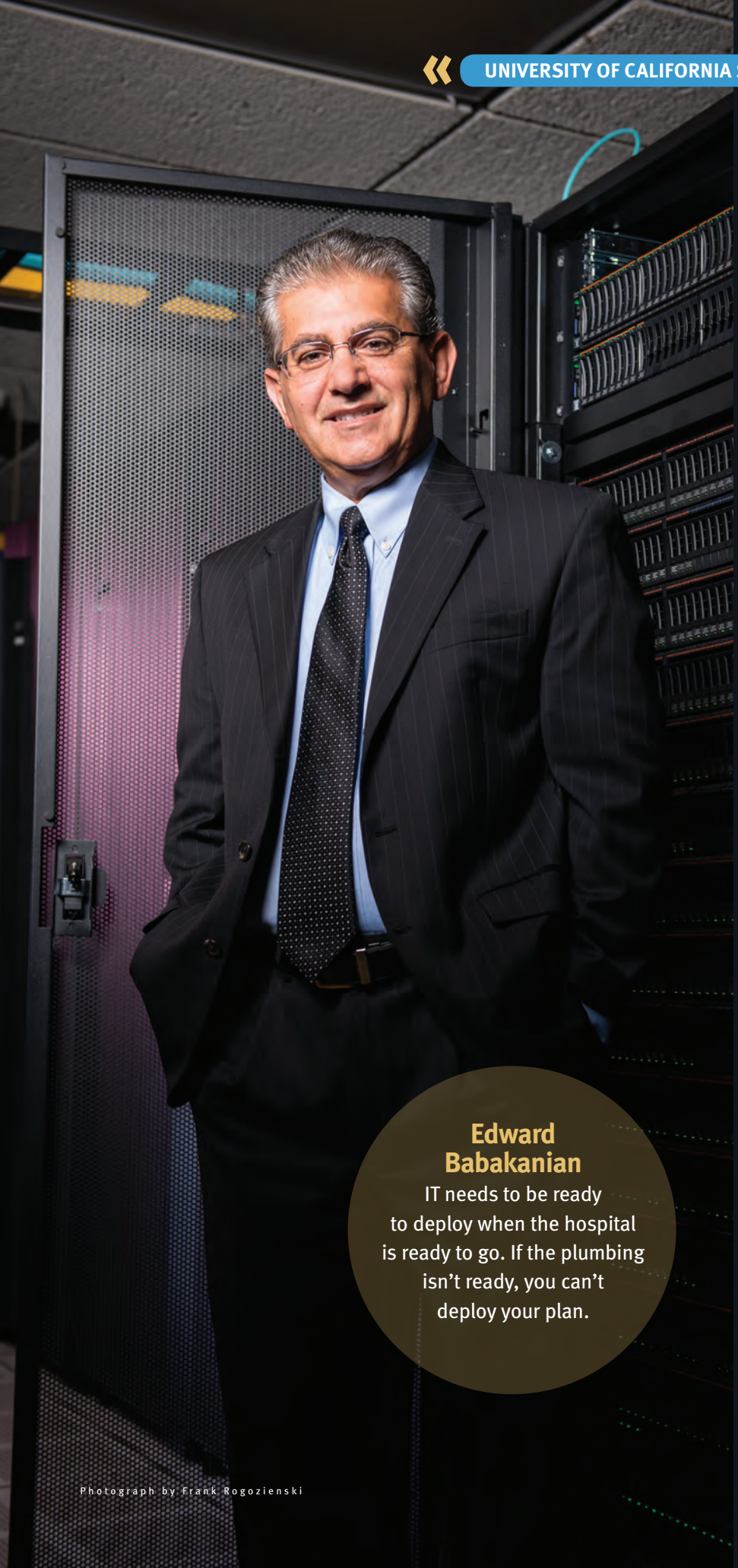
Among Most Wired hospitals, 89 percent allow patients to access the portal via a mobile app, up from just 58 percent last year. Even among all respondents, there was a huge jump — 47 to 79 percent. Additionally, 63 percent of Most Wired organizations enable secure messaging, up from 40 percent in 2014. And 50 percent provide a mobile app for a personal health record, compared with 32 percent a year ago.

Looking more broadly, the field is challenged by the interoperability dilemma and the ability to exchange data across the continuum. As long as that challenge remains, it will be difficult for hospitals to fully move toward accountable care and value-based delivery.

"When you are at [financial] risk as a hospital, you want other providers who are caring for your patients to have the data," says McCoy. "You want to ensure that patients are getting the right care at the right time."

Part of the problem is that the payment system hasn't caught up with the practice of more integrated care, says Branzell, who is quick to add that once incentives are aligned, hospitals need to be prepared to change lanes.

"Hospital leaders have to be ready because there's a growing appetite to move away from fee for service," he says.



Edward Babakanian

IT needs to be ready to deploy when the hospital is ready to go. If the plumbing isn't ready, you can't deploy your plan.

Photograph by Frank Rogozienski

An Agent of Change

Edward Babakanian views his role more as chief technology evangelist than chief information officer.

"My job is to demystify information technology and to be a catalyst for change," says the CIO of the University of California San Diego Health System.

For the past 20 years, Babakanian has worked to ensure that IT is not just a part of the health system's broad strategic plans but, in some cases, out in front; or at least anticipating change.

"IT needs to be ready to deploy when the hospital is ready to go. If the plumbing isn't ready, you can't deploy your plan," he says.

Today, a large part of the change that Babakanian is championing focuses on patient engagement and connectivity. In 2012, UCSD was one of the first health systems in the country to start piloting technology with Qualcomm Life, a subsidiary of Qualcomm Technologies, to enable patients to send real-time health data to their care teams. Patients were given weight scales, blood glucose meters and blood pressure cuffs that could upload data wirelessly directly to the their health records.

"We are actively involved with many other companies, including Apple, that will be coming out with devices that can pick up your vital signs and transmit them to the medical record," Babakanian says. "This will get us to the next step so that any clinical information that can be captured while people are just walking around is available."

UCSD is also at the leading edge of using technology that's relevant in the here and now. Ambulatory clinics are stocked with point-of-care devices such as glucometers and urine analyzers that wirelessly transmit data back to the electronic health record. The real-time capture of data enables clinicians to make more informed decisions.

There's also a robust patient portal with close to 80,000 users. Beyond the typical transactional functions, the portal gives patients access to their health records, which is especially handy for those conducting virtual visits with their physicians.

Mostly done for low-risk patients, virtual visits are handled via videoconferencing where both the clinician and patient can view the requisite medical data. And while it's no substitute for an in-person visit, Babakanian says that they are seeing an uptick in usage.

"We are also enabling patients to use the secure portal to document their own care," Babakanian says, noting that a patient could record that they get dizzy after a sugary intake, which could be a precursor to being diabetic, or at least something that a physician should know about. "This gives us the ability to do a better job of diagnosing and caring for that patient."

HealthCare's most wired™

2015 Most Wired

Abington (Pa.) Health	www.amh.org	2	790
Abraham Lincoln Memorial Hospital	Lincoln, Ill.	www.almh.org	1	25
Adventist Health	Roseville, Calif.	www.adventisthealth.org	19	2,700
Adventist Health System	Altamonte Springs, Fla.	www.adventisthealthsystem.com	25	4,608
Advocate Health Care	Downers Grove, Ill.	www.advocatehealth.com	12	3,743
Akron (Ohio) Children's	www.akronchildrens.org	2	394
Albany (N.Y.) Medical Center	www.amc.edu	2	734
Aleda E. Lutz VA Medical Center	Saginaw, Mich.	www.saginaw.va.gov	1	108
Alice Hyde Medical Center	Malone, N.Y.	www.alicehyde.com	1	76
Altru Health System	Grand Forks, N.D.	www.altru.org	1	270
AnMed Health	Anderson, S.C.	www.anmedhealth.org	1	412
Ann & Robert H. Lurie Children's Hospital of Chicago	www.luriechildrens.org	1	280
Anne Arundel Medical Center	Annapolis, Md.	www.aahs.org	1	385
Atlantic Health System	Morristown, N.J.	www.atlantichealth.org	4	1,600
Aurora Health Care	Milwaukee	http://aurorahealthcare.org	15	2,223
Avera Health	Sioux Falls, S.D.	www.avera.org	32	1,782
Baptist Health South Florida	Coral Gables	http://baptisthealth.net	6	1,530
Baptist Health System	Birmingham, Ala.	http://baptisthealthalabama.org	4	846
Battle Creek (Mich.) VA Medical Center	www.battlecreek.va.gov	1	203
Baystate Health	Springfield, Mass.	www.baystatehealth.org	4	898
Beaufort (S.C.) Memorial Hospital	www.bmhsc.org	1	197
Beaumont Health System	Royal Oak, Mich.	www.beaumont.edu	3	1,726
Berkshire Health Systems Inc.	Pittsfield, Mass.	www.berkshirehealthsystems.org	2	327
Beth Israel Deaconess Medical Center	Boston	www.bidmc.org	1	600
Bon Secours Baltimore Health System	http://bonsecoursbaltimore.com	1	115
Bon Secours Charity Health System	Suffern, N.Y.	http://charity.bonsecours.com	3	582
Bon Secours Health System	Marriottsville, Md.	www.bshsi.org	14	2,687
Bon Secours St. Francis Health System	Greenville, S.C.	www.stfrancishealth.org	2	338
Bon Secours Virginia Health System	Richmond	www.bshsi.org	7	1,399
Bothwell Regional Health Center	Sedalia, Mo.	www.brhc.org	1	137
Bristol (Conn.) Hospital	www.bristolhospital.org	1	110
Broadlawns Medical Center	Des Moines, Iowa	www.broadlawns.org	1	99
Bronson Battle Creek (Mich.)	www.bronsonhealth.com	1	181
Bronson Lakeview Hospital	Paw Paw, Mich.	www.bronsonhealth.com	1	35
Bronson Methodist Hospital	Kalamazoo, Mich.	www.bronsonhealth.com	1	434
Brookdale University Hospital and Medical Center	Brooklyn, N.Y.	www.brookdalehospital.org	1	525
Brooke Army Medical Center	Fort Sam Houston, Texas	www.bamc.amedd.army.mil	1	425
Brooklyn (N.Y.) Hospital Center	www.tbh.org	1	466
Cadence Health	Winfield, Ill.	www.cadencehealth.org	2	472
Calvert Memorial Hospital	Prince Frederick, Md.	www.calverthospital.org	1	103
Cancer Treatment Centers of America	Boca Raton, Fla.	www.cancercenters.com	5	370
Carilion Clinic	Roanoke, Va.	https://carilionclinic.org	7	768
Carle	Urbana, Ill.	www.carle.org	1	345
Carle Hoopeston (Ill.) Regional Health Center	www.carle.org/Hoopeston.aspx	1	24
Carolinas HealthCare System	Charlotte, N.C.	www.carolinashealthcare.org	16	2,853
Catholic Health Services of Long Island	Rockville Centre, N.Y.	www.chsli.org	6	1,862
Cedars-Sinai Health System	Los Angeles	www.cedars-sinai.edu	1	952
Centra Health	Lynchburg, Va.	www.centrahealth.com	4	685
Central Maine Medical Center	Lewiston	www.cmmc.org	3	200
CentraState Healthcare System	Freehold, N.J.	www.centrastate.com	1	276
Centura Health	Englewood, Colo.	www.centura.org	15	2,000
Cheyenne (Wyo.) Regional Medical Center	www.cheyenneregional.org	1	222
Children's Health	Dallas	www.childrens.com	2	426
Children's Hospital Colorado	Aurora	www.childrenscolorado.org	1	526
Children's Hospital of Philadelphia	www.chop.edu	1	500
Children's Mercy Hospital	Kansas City, Mo.	www.childrensmercy.org	2	354
CHOC Children's Hospital	Orange, Calif.	www.choc.org	1	279
Christ Hospital	Cincinnati	www.thechristhospital.com	1	555
CHRISTUS Health	Irving, Texas	www.christushealth.org	22	3,727
Cibola General Hospital	Grants, N.M.	http://cibolahospital.com	1	25
Cincinnati Children's Hospital Medical Center	www.cincinnatichildrens.org	1	628
Citizens Memorial Hospital	Bolivar, Mo.	www.citizensmemorial.com	1	86
Community Health Network	Indianapolis	www.ecommunity.com	4	797
Community Memorial Hospital	Burke, S.D.	www.sanfordhealth.org/Locations/Community/Burke,SD	1	16
Concord (N.H.) Hospital Inc.	www.concordhospital.org	1	210
Cook Children's Health Care System	Fort Worth, Texas	www.cookchildrens.org	1	327
Cooper University Health Care	Camden, N.J.	www.cooperhealth.org	1	550
Covenant Health	Knoxville, Tenn.	www.covenanthealth.com	9	1,873
CoxHealth	Springfield, Mo.	www.coxhealth.com	5	954
Crawford Memorial Hospital	Robinson, Ill.	www.crawfordmh.org	1	25
Crozer-Keystone Health System	Springfield, Pa.	www.crozerkeystone.org	5	1,000
Danbury (Conn.) Hospital	www.wchn.org	1	315
Deaconess Health System	Evansville, Ind.	www.deaconess.com	4	493
Denver Health	http://denverhealth.org	1	498
Detroit Medical Center	www.dmc.org	8	2,000
Dignity Health	San Francisco	www.dignityhealth.org	38	3,400
Doylestown (Pa.) Hospital	www.dh.org	1	238
Duncan (Okla.) Regional Hospital	www.duncanregional.com	1	147
Eastern Maine Healthcare Systems	Brewer	www.emhs.org	8	804
Eastern Maine Medical Center	Bangor	www.emmc.org	1	367
Edward-Elmhurst Healthcare	Naperville, Ill.	www.healthydriven.com/		

● Number of hospitals ● Number of beds

Denni McColm

The hospital had been acquiring and affiliating with clinics and other providers. It was time to start acting like one organization.

Photograph by Stephens Photography

Building a Foundation to Grow

More than a decade ago, leaders at Citizens Memorial Hospital took the bold step to invest mightily in information technology. Recall that those were the nascent days of health IT. The Office of the National Coordinator for Health IT didn't come into existence until 2004.

Still, across the industry, people were beginning to visualize how automated and digitized systems could streamline workflow and improve patient care. The board and executive team at the 89-bed rural hospital in Bolivar, Mo., were no different. In 2002–2003, they invested $6 million — roughly 12 percent of the organization's $50 million operating budget — on a health IT system.

"It was as much as we had spent on any building at that time," says Denni McColm, CMH's chief information officer. "We had long discussions about the false sense of security that people had that their doctors knew everything about them. At that time, a patient's paper medical records could have been spread across 33 different locations so, of course, doctors had to redo tests."

The significant capital investment coincided with a strategic plan to focus on the CMH brand. The hospital had been acquiring and affiliating with clinics and other providers. It was time to start acting like one organization, McColm says.

Flash forward to 2015: CMH is doing more than acting like one organization, it is using health IT as the underpinning to grow and drive care coordination across its market.

For instance, when CMH added a sixth long-term care facility to its portfolio in 2011, there was no hesitation in expanding the necessary infrastructure to ensure the flow of patient records.

"We administer a lot of medications to those 500 residents," McColm says of the six long-term care facilities. "When we discharge a patient, we don't have to send the paper record. We just send the patient, because the record is all together" and available electronically.

CMH is also showing positive results in utilizing IT to improve population health. Through two years of a medical home program, IT is being used in 12 rural health clinics to help case managers improve care. They've seen significant improvement in care for people with diabetes, including a 7 percent climb in patients whose A1C is less than 8 percent; an 11 percent increase in females getting a mammogram; and a 10 percent increase in patients getting a colorectal cancer screening.

"IT is part of the foundation to grow and meet the needs of the community," McColm says.

HealthCare's most wired™

2015 Most Wired

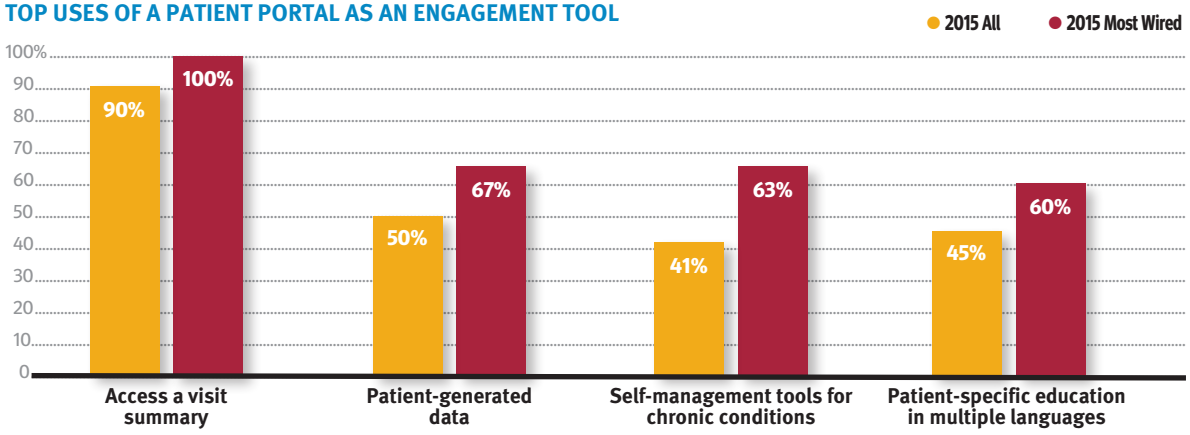
edward-elmhurst-healthcare	3	690
Eisenhower Medical Center | Rancho Mirage, Calif. | www.emc.org	1	350
Elliot Health System | Manchester, N.H. | http://elliothospital.org	1	232
Emory Healthcare | Atlanta | www.emoryhealthcare.org	6	1,830
Englewood (N.J.) Hospital and Medical Center | www.englewoodhospital.com	1	275
ETMC Regional Healthcare System | Tyler, Texas | www.etmc.org	12	1,087
Exeter (N.H.) Health Resources | www.exeterhospital.com	1	100
Fisher-Titus Medical Center | Norwalk, Ohio | www.fisher-titus.org	1	65
Flagler Hospital | St. Augustine, Fla. | www.flaglerhospital.org	1	335
Florida Hospital | Orlando | www.floridahospital.com	1	2,392
Fort HealthCare | Fort Atkinson, Wis. | www.forthealthcare.com	1	72
Frederick (Md.) Memorial Hospital | www.fmh.org	1	258
Geisinger Health System | Danville, Pa. | www.geisinger.org	6	1,837
Genesis Health System | Davenport, Iowa | www.genesishealth.com	5	465
Genesis HealthCare System | Zanesville, Ohio | www.genesishcs.org	1	317
Grady Health System | Atlanta | www.gradyhealth.org	1	525
Grand View Health | Sellersville, Pa. | www.gvh.org	1	194
Gritman Medical Center | Moscow, Idaho | www.gritman.org	1	25
Grundy County Memorial Hospital | Grundy Center, Iowa | www.grundycountyhospital.org	1	25
Gundersen Health | La Crosse, Wis. | www.gundersenhealth.org	1	268
Guthrie Clinic | Sayre, Pa. | www.guthrie.org	3	344
Hackensack (N.J.) University Medical Center | www.hackensackumc.org	1	775
Hallmark Health System | Medford, Mass. | www.hallmarkhealth.org	2	182
Hancock Regional Hospital | Greenfield, Ind. | www.hancockregional.org	1	69
Harris Health System | Houston | www.harrishealth.org	3	815
Harrisburg (Ill.) Medical Center | www.harrisburgmc.com	1	78
HCA | Nashville, Tenn. | www.hcahealthcare.com	166	43,356
HealthPartners | Bloomington, Minn. | www.healthpartners.com	5	636
Henry Ford Health System | Detroit | www.henryford.com	6	1,929
Henry Mayo Newhall Hospital | Valencia, Calif. | www.henrymayo.com	1	238
Heritage Valley Health System | Beaver, Pa. | www.heritagevalley.org	2	547
Holy Family Memorial | Manitowoc, Wis. | www.hfmhealth.org	1	100
Holy Spirit Health System | Camp Hill, Pa. | www.hsh.org	1	311
Hospital of Central Connecticut | New Britain | www.thocc.org	1	414
Hugh Chatham Memorial Hospital | Elkin, N.C. | www.hughchatham.org	1	81
IASIS Healthcare | Franklin, Tenn. | www.iasishealthcare.com	17	3,600
Ingalls Memorial Hospital | Harvey, Ill. | www.ingalls.org	1	350
Inova Health System | Falls Church, Va. | www.inova.org	5	1,753
Intermountain Healthcare | Salt Lake City, Utah | www.intermountainhealthcare.org	22	2,552
JFK Medical Center | Edison, N.J. | www.jfkmc.org	1	425
John D. Dingell VA Medical Center | www.detroit.va.gov	1	108
Jupiter (Fla.) Medical Center | www.jupitermed.com	1	260
Kaiser Permanente | Oakland, Calif. | www.kp.org	35	7,520
Kaleida Health | Buffalo, N.Y. | www.kaleidahealth.org	4	988
Kalkaska (Mich.) Memorial Health Center | www.munsonhealthcare.org/kmhc	1	8
Katherine Shaw Bethea Hospital | Dixon, Ill. | www.ksbhospital.com	1	80
King's Daughters Medical Center | Ashland, Ky. | www.kdmc.com	2	475
KishHealth System | DeKalb, Ill. | www.kishhealth.org	2	63
Kittson Memorial Healthcare Center | Hallock, Minn. | www.kmhc.net	1	15
Kootenai Health | Coeur d'Alene, Idaho | www.kh.org	1	254
Lafayette (La.) General Health | www.lafayettegeneral.com	3	400
Lafayette (La.) General Surgical Hospital | www.lafayettegeneral.com	1	10
Lake Regional Health System | Osage Beach, Mo. | www.lakeregional.com	1	100
Lakeland (Fla.) Regional Medical Center | www.mylrh.org	1	851
Lakeland Healthcare | St. Joseph, Mich. | www.lakelandhealth.org	3	347
Lancaster (Pa.) General Health | www.lghealth.org	2	623
Lawrence (Kan.) Memorial Hospital | www.lmh.org	1	125
Lee Memorial Health System | Fort Myers, Fla. | www.leememorial.org	4	1,423
Lehigh Valley Health Network | Allentown, Pa. | www.lvhn.org	4	964
Lexington Medical Center | West Columbia, S.C. | www.lexmed.com	1	413
Licking Memorial Hospital | Newark, Ohio | www.lmhealth.org	1	150
Lincoln Hospital & North Basin Medical Clinics | Davenport, Wash. | www.lincolnhospital.org	1	25
Loma Linda University Medical Center – Murrieta (Calif.) | www.llumcmurrieta.org	1	106
Lowell (Mass.) General Hospital | www.lowellgeneral.org	2	396
Loyola University Medical Center | Maywood, Ill. | www.loyolamedicine.org	1	523
Lucile Packard Children's Hospital Stanford / Stanford Children's Health | Palo Alto, Calif. | www.stanfordchildrens.org	1	311
Madigan Army Medical Center | Tacoma, Wash. | www.mamc.amedd.army.mil	1	240
Mahnomen (Minn.) Health Center | www.mahnomenhealthcenter.com	1	10
Maimonides Medical Center | Brooklyn, N.Y. | www.maimonidesmed.org	1	704
Main Line Health | Philadelphia | www.mainlinehealth.org	5	1,295
Maine Medical Center | Portland, Maine | www.mmc.org	1	637
Maria Parham Medical Center | Henderson, N.C. | www.mariaparham.com	1	102
Marion (Ind.) General Hospital | www.mgh.net	1	97
Marshall County Hospital | Benton, Ky. | www.marshallcountyhospital.org	1	25
Martha Jefferson Hospital | Charlottesville, Va. | www.marthajefferson.org	1	146
Martin Health System | Stuart, Fla. | www.martinhealth.org	3	456
Mary Greeley Medical Center | Ames, Iowa | www.mgmc.org	1	190
Mason General Hospital | Shelton, Wash. | www.masongeneral.com	1	25
Mayo Clinic Arizona | Phoenix | www.mayoclinic.org/patient-visitor-guide/arizona	1	268
Mayo Clinic Florida | Jacksonville | www.mayoclinic.org/patient-visitor-guide/florida	1	304
Mayo Clinic Hospital – Rochester (Minn.) | www.mayoclinic.org	1	1,255
McAlester (Okla.) Regional Health Center | www.mrhcok.com	1	95
MedStar Health | Columbia, Md. | www.medstarhealth.org	10	3,151
Memorial Healthcare | Owosso, Mich. | www.memorialhealthcare.org	1	100
Memorial Healthcare System | Hollywood, Fla. | www.mhs.net	6	1,900
Memorial Hermann | Houston | www.memorialhermann.org	12	3,723
Memorial Hospital of Union County | Marysville, Ohio | www.memorialohio.com	1	93
Memorial Sloan Kettering Cancer Center | New York City | www.mskcc.org	1	473
Mercy | Chesterfield, Mo. | www.mercy.net	35	4,291
Mercy Health | Cincinnati | www.mercy.com	23	3,843
Mercy Health Saint Mary's | Grand Rapids, Mich. | www.mercyhealthsaintmarys.com	1	377
Mercy Health System of Maine | Portland, Maine | www.mercyhospital.com	3	127
Mercy Medical Center | Cedar Rapids, Iowa | www.mercycare.org	1	341
Meridian Health | Neptune City, N.J. | www.meridianhealth.com	5	1,771
Methodist Health System | Dallas | www.methodisthealthsystem.org	4	1,185
Metro Health | Wyoming, Mich. | www.metrohealth.net	1	208
MetroHealth System | Cleveland | www.metrohealth.org	1	460
Middlesex Hospital | Middletown, Conn. | www.middlesexhospital.org	1	200
Mid-Valley Hospital | Omak, Wash. | www.mvhealth.org	1	25
Ministry Mercy Medical Center | Oshkosh, Wis. | http://ministryhealth.org	1	65
Ministry Saint Clare's Hospital | Weston, Wis. | http://ministryhealth.org	1	99

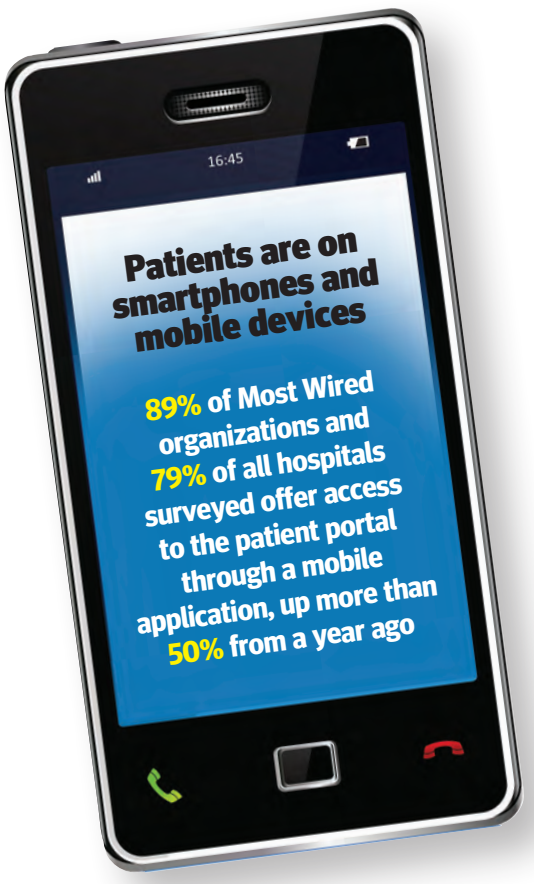
● Number of hospitals ● Number of beds

Portals: Involving patients in their care

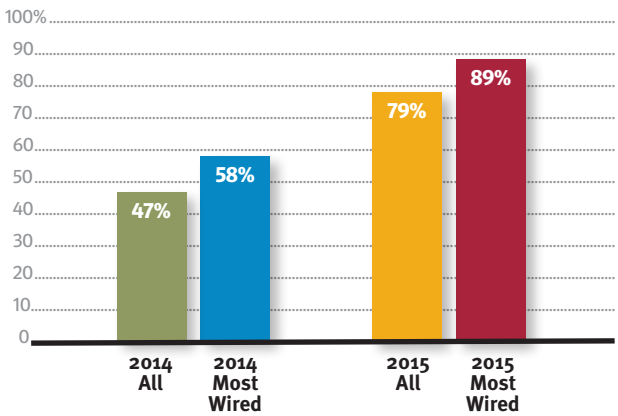
To drive up patient engagement and meet meaningful use regulations, Most Wired hospitals are building more robust patient portals. "Engaging patients through a portal personalizes their care and makes them more educated consumers," says Craig Kinyon, CEO, Reid Hospital & Health Care Services, Richmond, Ind. Two-thirds of Most Wired hospitals are using the patient portal to actively involve patients with their own care by capturing ongoing health information directly from patients, family members or other caregivers and offering self-management tools for chronic conditions. "Through the patient portal, we have enabled our patients to be able to view critical clinical information from the comfort of their home or smartphones," says Bill Moran, senior vice president and CIO at The Brooklyn (N.Y.) Hospital Center.

TOP USES OF A PATIENT PORTAL AS AN ENGAGEMENT TOOL





PERCENTAGE OF HOSPITALS OFFERING ACCESS TO THE PATIENT PORTAL THROUGH A MOBILE APPLICATION



EXTENDING THE CARE ENVIRONMENT TO THE PATIENT AND FAMILY THROUGH THE INTERNET BY:

	2015 All	2015 Most Wired
Introducing the patient and family to the care team and services that will be delivered	54%	67%
Reviewing education about their condition and care instructions	50%	66%
Providing secure email with their care team	51%	69%
Continuing the care pathway initiated prior to or during the clinical encounter	23%	35%

Source: Health Care's Most Wired Survey, 2015

HealthCare's most wired™

2015 Most Wired

Ministry St. Elizabeth Hospital | Appleton, Wis. | http://ministryhealth.org	1	179
Mission Health System | Asheville, N.C. | www.mission-health.org	6	1,100
Mosaic Life Care at St. Joseph (Mo.) | www.mymosaiclifecare.org	2	413
Mount Sinai Health System | New York City | www.mountsinaihealth.org	7	3,535
Mountain States Health Alliance | Johnson City, Tenn. | www.msha.com	13	1,530
MultiCare Health System | Tacoma, Wash. | www.multicare.org	5	1,130
Munson Healthcare Cadillac (Mich.) Hospital | www.mercyhealthcadillac.com/welcome-cadillac	1	68
Munson Healthcare Grayling (Mich.) Hospital | www.munsonhealthcare.org/graylinghospital	1	71
Munson Medical Center | Traverse City, Mich. | www.munsonhealthcare.org	1	391
MUSC Medical Center of Medical University of South Carolina | Charleston | www.musc.edu	4	710
Nanticoke Memorial Hospital | Seaford, Del. | www.nanticoke.org	1	99
NCH Healthcare System | Naples, Fla. | www.nchmd.org	2	715
Nemaha County Hospital | Auburn, Neb. | www.nchnet.org	1	16
Nemours Children's Health System | Jacksonville, Fla. | www.nemours.org	2	250
Newark (N.J.) Beth Israel Medical Center | www.barnabashealth.org	1	665
Nicklaus Children's Hospital | Miami | www.mch.com	1	289
North Cypress (Texas) Medical Center | www.ncmc-hospital.com	1	139
North Kansas City (Mo.) Hospital | www.nkch.org	1	451
North Mississippi Health Services | Tupelo | www.nmhs.net	6	882
Northeast Georgia Health System | Gainesville | www.nghs.com	1	818
NorthShore University HealthSystem | Evanston, Ill. | www.northshore.org	4	832
Northwestern Memorial HealthCare | Chicago | http://nmhc.nm.org	2	1,095
Norwalk (Conn.) Hospital | www.norwalkhospital.org	1	250
Oakwood Healthcare | Dearborn, Mich.vwww.oakwood.org	4	1,243
Ochsner Health System | New Orleans | www.ochsner.org	9	1,600
Odessa (Wash.) Memorial Healthcare Center | http://omhc.org	1	25
Ohio State University Wexner Medical Center | Columbus | www.medicalcenter.osu.edu	6	1,308
OhioHealth Doctors Hospital | Columbus | www.ohiohealth.com/doctors	1	265
OhioHealth Dublin Methodist Hospital | www.ohiohealth.com/aboutdublinmethodist	1	103
OhioHealth MedCentral – Mansfield Hospital | www.medcentral.org/Main/MansfieldHospital.aspx	1	256
Oklahoma Heart Hospital | Oklahoma City | www.okheart.com	1	99
Oklahoma Heart Hospital South | Oklahoma City | www.okheart.com	1	46
Orlando (Fla.) Health | www.orlandohealth.com	8	1,865
OSF Healthcare System | Peoria, Ill. | www.osfhealthcare.org	8	1,278
Othello (Wash.) Community Hospital | www.othellocommunityhospital.org	1	25
Our Lady of Bellefonte Hospital | Ashland, Ky. | www.olbh.com	1	184
Overlake Hospital Medical Center | Bellevue, Wash. | www.overlakehospital.org	1	281
Palmetto Health | Columbia, S.C. | www.palmettohealth.org	3	1,024
Parkland Health & Hospital System | Dallas | www.parklandhospital.com	1	861
Parkview Health | Fort Wayne, Ind. | www.parkview.com	8	807
Paul Oliver Memorial Hospital | Frankfort, Mich. | www.munsonhealthcare.org	1	8
Pelham Medical Center | Greer, S.C. | www.pelhammedicalcenter.com	1	39
Peninsula Regional Medical Center | Salisbury, Md. | www.peninsula.org	1	288
Perham (Minn.) Health | www.perhamhealth.org	1	25
Piedmont Atlanta Hospital | www.piedmont.org/locations/piedmont-atlanta/pah-home	1	488
Piedmont Fayette (Ga.) Hospital | www.piedmontfayette.org	1	172
Piedmont Henry Hospital | Stockbridge, Ga. | www.piedmont.org/locations/piedmont-henry/phh-home	1	215
Piedmont Mountainside Hospital | Jasper, Ga. | www.piedmont.org/locations/piedmont-mountainside/pmh-home	1	52
Piedmont Newnan (Ga.) Hospital | www.piedmont.org/locations/piedmont-newnan/pnh-home	1	136
Presbyterian Healthcare Services | Albuquerque, N.M. | www.phs.org	8	850
Providence Health & Services | Renton, Wash. | www2.providence.org	34	7,923
Pullman (Wash.) Regional Hospital | www.pullmanregional.org	1	25
Rady Children's Hospital – San Diego | www.rchsd.org	1	384
Reid Hospital & Health Care Services | Richmond, Ind. | www.reidhospital.org	1	217
Richard L. Roudebush VA Medical Center | Indianapolis | www.indianapolis.va.gov	1	209
Riverside Health System | Newport News, Va. | www.riversideonline.com	6	520
Robert Wood Johnson University Hospital | New Brunswick, N.J. | www.rwjuh.edu	1	610
Robert Wood Johnson University Hospital Hamilton (N.J.) | http://rwjhamilton.org	1	190
Rockford (Ill.) Health System | www.rockfordhealthsystem.org	1	298
Rush Memorial Hospital | Rushville, Ind. | www.rushmemorial.com	1	25
Rush Oak Park (Ill.) Hospital | http://roph.org	1	117
Rush University Medical Center | Chicago | www.rush.edu	1	664
Saint Barnabas Medical Center | Livingston, N.J. | www.barnabashealth.org/hospitals/saint_barnabas	1	597
Saint Francis Care | Hartford, Conn. | www.stfranciscare.org	1	595
Saint Joseph Regional Medical Center | Mishawaka, Ind. | www.simed.com	2	350
Saint Luke's Health System | Kansas City, Mo. | www.saintlukeshealthsystem.org	10	1,030
Saint Peter's University Hospital | New Brunswick, N.J. | www.saintpetersuh.com	1	332
Saint Vincent Hospital | Erie, Pa. | www.ahn.org/locations/saint-vincent-hospital	1	371
Samaritan Healthcare | Moses Lake, Wash. | www.samaritanhealthcare.com	1	48
Sanford Health | Sioux Falls, S.D. | www.sanfordhealth.org	23	1,953
Sarah Bush Lincoln Health Center | Mattoon, Ill. | www.sblhs.org	1	118
SCL Health System | Denver | www.sclhealth.org	8	1,745
Sentara Healthcare | Norfolk, Va. | www.sentara.com	8	1,931
Sharp HealthCare | San Diego | www.sharp.com	7	2,087
Somerset Medical Center | Somerville, N.J. | www.rwjuh.edu	1	226
South Shore Hospital | South Weymouth, Mass. | www.southshorehospital.org	1	378
Spartanburg (S.C.) Regional Healthcare System | www.spartanburgregional.com	2	626
SSM Health Care | St. Louis | www.ssmhealth.com	12	3,486
St. Clair Hospital | Pittsburgh | www.stclair.org	1	328
St. Dominic Hospital | Jackson, Miss. | www.stdom.com	1	438
St. Elizabeth Healthcare | Edgewood, Ky. | www.stelizabeth.com	4	1,036
St. Elizabeth Hospital | Enumclaw, Wash. | www.fhshealth.org/St-Elizabeth-Hospital/	1	25
St. Joseph Mercy Oakland | Pontiac, Mich. | http://stjoeshealth.org/	1	443
St. Joseph's Hospital Health Center | Syracuse, N.Y. | www.sjhsyr.org	1	431
St. Luke's Cornwall Hospital | Newburgh, N.Y. | www.stlukescornwallhospital.org	2	350
St. Luke's Rehabilitation Institute | Spokane, Wash. | www.st-lukes.org	1	101
St. Martin Hospital | Breaux Bridge, La. | www.stmartinhospital.org	1	25
St. Vincent's Birmingham (Ala.) | www.stvhs.com/birmingham	1	409
St. Vincent's Blount | Oneonta, Ala. | www.stvhs.com/blount	1	40
St. Vincent's East | Birmingham, Ala. | www.stvhs.com/east	1	362
St. Vincent's St. Clair | Pell City, Ala. | www.stvhs.com/stclair	1	40
Stanford (Calif.) Health Care | https://stanfordhealthcare.org	1	452
Stony Brook (N.Y.) University Medical Center | www.stonybrookmedicine.edu	1	601
Summa Health System | Akron, Ohio | www.summahealth.org	2	545

● Number of hospitals ● Number of beds

Strengthening physician-hospital alignment

As health systems transition to more integrated value-based care, hospitals are taking steps to facilitate information exchange across the continuum. This includes greater alignment between hospitals and physicians. The physician portal is a key factor in strengthening physician-hospital alignment. In 84 percent of Most Wired organizations, physicians can exchange and see other facilities' results via the portal (HL7 or other point-to-point exchange) compared with 63 percent of all hospitals surveyed. To improve clinical outcomes and appropriate utilization of services, hospitals are providing physician performance comparisons that include both quality and cost-efficiency measures. Sutter Health, Sacramento, Calif., identifies clinical practices for which there may be unnecessary variation among providers, says Jonathan Manis, senior vice president and CIO. Examples of successes include improvement in generic medication prescription rates, reduction in advanced imaging ordering rates for low back pain and reduction in daily inpatient laboratory test ordering rates.

THE PHYSICIAN PORTAL IS KEY TO BETTER INFORMATION EXCHANGE ACROSS THE CONTINUUM

	2015 All	2015 Most Wired
Exchange/see other facilities' results in physician portal (HL7 or other point-to-point exchange)	63%	84%
Communicate with patients (email, alerts)	63%	81%
Image exchange (centralized viewing for multiple facilities)	56%	77%
Use portal/EHR to exchange results into other EHRs (more advanced portals/HIEs)	56%	76%
Facilitate orders and scheduling information exchange among providers	54%	76%

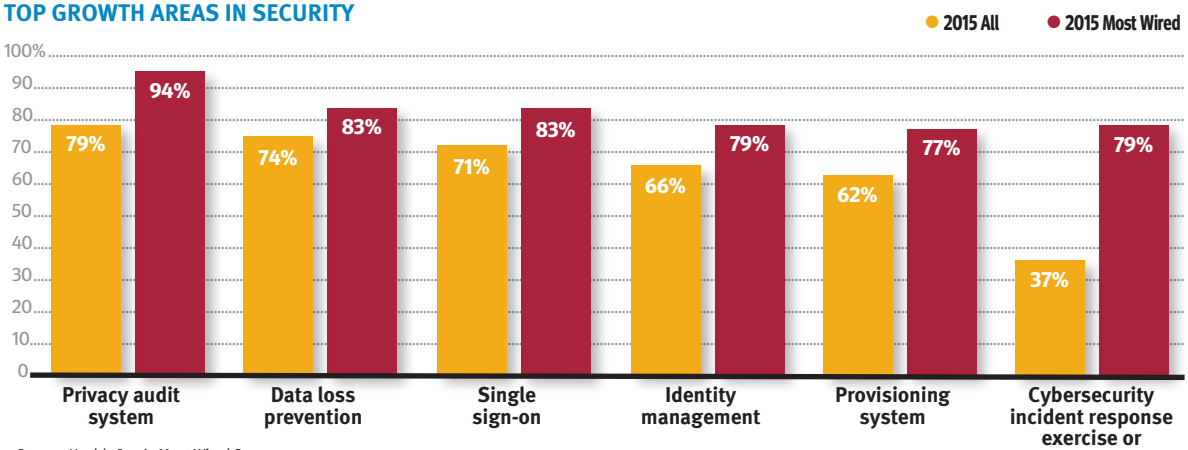
75% of Most Wired organizations conduct physician performance comparisons that include both quality and cost-efficiency measures with the goal of improving clinical outcome and appropriate utilization of services.

Source: Health Care's Most Wired Survey, 2015

Securing patient data in real-time

Efficient exchange of clinical and administrative data and increasing threats to data security and privacy require large investments to improve information management capabilities in an era of decreasing reimbursement, says Michael Blum, M.D., chief medical information officer, University of California San Francisco Medical Center. "It is more important than ever that we are diligent in staying ahead of the curve in order to provide optimal care to our patients," he says. Hospitals are taking more aggressive privacy and security measures to safeguard patient data. Top growth areas in security among the 2015 Most Wired organizations are privacy audit systems, provisioning systems, data loss prevention, single sign-on and identity management.

TOP GROWTH AREAS IN SECURITY



Source: Health Care's Most Wired Survey, 2015

HealthCare's most wired™

2015 Most Wired

Susquehanna Health | Williamsport, Pa. | www.susquehannahealth.org	4	290
Sutter Health | Sacramento, Calif. | www.sutterhealth.org	23	4,422
Syringa Hospital and Clinics | Grangeville, Idaho | www.syringahospital.org	1	15
Tampa (Fla.) General Hospital | www.tgh.org	1	1,018
Texas Health Resources | Arlington | www.texashealth.org	14	3,700
ThedaCare | Appleton, Wis. | www.thedacare.org	7	410
TMC Healthcare | Tucson, Ariz. | www.tmcaz.com	1	600
TriHealth | Cincinnati | www.trihealth.com	4	770
Trinitas Regional Medical Center | Elizabeth, N.J. | www.trinitashospital.org	1	380
Trinity Mother Frances Hospitals and Clinics | Tyler, Texas | www.tmfhc.org	3	526
Tri-State Memorial Hospital | Clarkston, Wash. | www.tristatehospital.org	1	25
Truman Medical Centers | Kansas City, Mo. | www.trumed.org	2	418
UAB Health System | Birmingham, Ala. | www.health.uab.edu	1	1,157
UC Davis Medical Center | Sacramento, Calif. | www.ucdmc.ucdavis.edu	1	619
UCLA Health | Los Angeles | www.uclahealth.org	3	805
UCSF Medical Center | San Francisco | www.ucsfhealth.org	1	745
UF Health | Gainesville, Fla. | www.ufhealth.org	4	1,700
Union Hospital | Terre Haute, Ind. | www.myunionhospital.org	1	350
United Hospital Center | Bridgeport, W.V. | www.uhcwv.org	1	292
United Regional Health Care System | Wichita Falls, Texas | www.unitedregional.org	1	275
UnityPoint Health | West Des Moines, Iowa | www.unitypoint.org	16	2,734
University Health System | San Antonio | www.universityhealthsystem.com	1	700
University Hospitals | Cleveland | www.uhhospitals.org	9	1,737
University Medical Center | Lubbock, Texas | www.umchealthsystem.com	1	450
University of Arkansas for Medical Sciences | Little Rock | www.uamshealth.com	1	386
University of California, San Diego Health System | http://health.ucsd.edu	3	586
University of Colorado Health | Aurora | www.uchealth.org	5	1,595
University of Illinois Hospital & Health Sciences System | Chicago | http://hospital.uillinois.edu	1	450
University of Iowa Health Care | Iowa City | www.uihealthcare.org	3	729
University of Kansas Hospital | Kansas City, Kan. | www.kumed.com	2	711
University of Michigan Health System | Ann Arbor | www.uofmhealth.org	4	1,059
University of Mississippi Medical Center | Jackson | www.umhc.com	5	722
University of Missouri Health Care | Columbia | www.muhealth.org	4	535
University of Pennsylvania Health System | Philadelphia | www.pennmedicine.org	4	1,893
University of Utah Health Care | Salt Lake City | http://healthcare.utah.edu	2	739
University of Vermont Medical Center | Burlington | https://www.uvmhealth.org/medcenter/Pages/default.aspx	1	500
University of Wisconsin Hospital and Clinics | Madison | www.uwhealth.org	2	592
UPMC | Pittsburgh | www.upmc.com	20	5,100
UT Southwestern Medical Center | Dallas | www.utsouthwestern.edu	2	612
UW Valley Medical Center | Renton, Wash. | www.valleymed.org	1	257
VA Illiana Health Care System (VAIHCS) | Danville, Ill. | www.danville.va.gov	1	365
VA Northern Indiana Health Care System | Marion | www.northernindiana.va.gov	2	248
Valley Health System | Ridgewood, N.J. | www.valleyhealth.com	1	450
Valley Health System | Winchester, Va. | www.valleyhealthlink.com	6	594
VCU Health System | Richmond, Va. | www.vcuhealth.org	1	793
Veterans Health Administration | Washington, D.C. | www.va.gov	150	16,801
Via Christi Health | Wichita, Kan. | www.viachristi.org	8	1,121
Vidant Health | Greenville, N.C. | www.vidanthealth.com	8	1,488
Virginia Mason Medical Center | Seattle | www.virginiamason.org	1	300
Virtua Health | Marlton, N.J. | www.virtua.org	4	1,074
Washington County Hospital & Nursing Home | Chatom, Ala. | www.wchnh.org	1	25
Waterbury (Conn.) Hospital | www.waterburyhospital.org	1	250

● Number of hospitals ● Number of beds

The 2015 Innovator Awards

The 2015 Innovator Awards Winners

St. Luke's Cornwall Hospital | Newburgh, N.Y. | www.stlukescornwallhospital.org
Program: Mobile ECG Project

University of Pennsylvania Health System | Philadelphia | www.pennmedicine.org
Program: Mobile EMR Data Review Tool (The App)

St. Joseph Mercy Oakland | Pontiac, Mich. | www.stjoesoakland.org
Program: The Intelligent Care System

The 2015 Innovator Awards Finalists

St. Joseph Mercy Oakland | Pontiac, Mich. | www.stjoesoakland.org
Program: Real-Time Dashboards: Managing Aligned, Transparent Metrics to Drive Operational Efficiencies

Middlesex Hospital | Middletown, Conn. | http://middlesexhospital.org
Program: The Development of an Alerting Software to Aid in Fall Prevention

The Ohio State University Wexner Medical Center | Columbus | http://wexnermedical.osu.edu
Program: Building the World's Most Advanced Cancer Hospital in the Age of Health Information Technology

Additional coverage of the **Most Wired Innovator Award** recipients will appear in the August issue of *H&HN*

2015 Most Wired

Watertown (Wis.) Regional Medical Center | www.uwhpwatertown.com	1	55
WellSpan Health | York, Pa. | www.wellspan.org	3	700
WellStar Health System | Marietta, Ga. | www.wellstar.org/pages/default.aspx	5	1,321
Wentworth-Douglass Hospital | Dover, N.H. | www.wdhospital.com	1	116
West Shore Medical Center | Manistee, Mich. | www.westshoremedcenter.org	1	25
West Virginia University Hospitals | Morgantown | www.wvuhealthcare.com	1	531
Western Maryland Health System | Cumberland | www.wmhs.com	1	225
Whitman Hospital and Medical Center | Colfax, Wash. | www.whitmanhospital.com	1	25
William W. Backus Hospital | Norwich, Conn. | www.backushospital.org	1	233
Windom (Minn.) Area Hospital | www.windomareahospital.com	1	25
Winner (S.D.) Regional Healthcare Center | www.winnerregional.org	1	25
WInthrop-University Hospital | Mineola, N.Y. | www.winthrop.org	1	590
Wood County Hospital | Bowling Green, Ohio | www.woodcountyhospital.org	1	196
Yale New Haven (Conn.) Health System | www.ynhh.org	3	2,130
Yuma (Ariz.) Regional Medical Center | www.yumaregional.org	1	406

● Number of hospitals ● Number of beds

Moving from volume to value

Real-time information-sharing across the care continuum is critical to safe, efficient and high-quality patient care. University Hospitals in Cleveland manages five accountable care organizations and the experience to date confirms the critical need for integrated and sharable data for risk management. "The value that we can deliver to our community is directly dependent upon our ability to share and take quick action on pertinent clinical data, " says CIO John Foley. The roadblock is definitely interoperability. "We must figure out how to make EHRs talk to each other, especially at transitions of care, which are the risk points for patients," says Doug Shew, vice president information technology, Ministry Health Care in Milwaukee. Health systems are pursuing parallel paths for information sharing because the pace of integration and interoperability is so diverse among community health partners.

To efficiently manage care across populations, Most Wired organizations are leading in the adoption of new data analytics and population health tools to proactively treat patients and identify risk. Among Most Wired hospitals, 57 percent track quality of care across networks and physicians with evidence-based care compared with 39 percent of all surveyed hospitals. Cincinnati Children's Hospital Medical Center formed a health network and has taken on risk for children with chronic disease in its local service area, and had great success in both reducing utilization and improving clinical outcomes."We believe that technology is critical to enabling that transition, by making utilization data and outcomes data transparent to everyone involved in care," says Marianne James, senior vice president, information services, and CIO. ●

PERCENTAGE OF HOSPITALS USING POPULATION HEALTH MANAGEMENT ANALYTICS AND REPORTING TOOLS TO:	2015 All	2015 Most Wired
Identify and target patients for outreach	60%	81%
Empower care management workflow with data-driven intelligence	42%	59%
Track quality of care across networks and physicians compared with evidence-based medical standards	39%	57%
Integrate clinical and claims data so that they are accessible, searchable, and reportable across the care community	39%	52%

PERCENTAGE OF HOSPITALS USING A REVENUE-CYCLE AND CONTRACTS-MANAGEMENT APPLICATION THAT:		
Aggregates and measures cost of care across settings	55%	74%
Reconciles charges and patient accounts to a monthly premium payment, billing co-payments and non-covered charges according to insurance agreements.	37%	45%
Manages the distribution of payment for a bundle to the physicians, hospitals, and non-acute facilities that delivered the care	30%	40%

Source: Health Care's Most Wired Survey, 2015

HealthCare's most wired™

The 2015 Most Wired Advanced

These organizations meet the criteria for "Advanced" in all areas of the Most Wired Survey. Characteristics include: stronger security systems and faster disaster recovery; electronic tools to improve business processes, quality and patient safety; use of evidenced-based electronic order sets; automated review of CMS key indicators with compliance alerts; chronic disease management services for patients at home; and more.

Altru Health System | Grand Forks, N.D. | www.altru.org
Baptist Health South Florida | Coral Gables | http://baptisthealth.net
Children's Health | Dallas | www.childrens.com
Crozer-Keystone Health System | Springfield, Pa. | www.crozerkeystone.org
Detroit Medical Center | www.dmc.org
Emory Healthcare | Atlanta | www.emoryhealthcare.org
Geisinger Health System | Danville, Pa. | www.geisinger.org
Genesis Health System | Davenport, Iowa | www.genesishealth.com
Lakeland (Fla.) Regional Medical Center | www.mylrh.org
Mercy | Chesterfield, Mo. | www.mercy.net
ThedaCare | Appleton, Wis. | www.thedacare.org
University of California, San Diego Health System | http://health.ucsd.edu
University of Utah Health Care | Salt Lake City | http://healthcare.utah.edu

The Most Wired — Small and Rural

Blue Hill (Maine) Memorial Hospital | http://bhmh.org
Boone County Health Center | Albion, Neb. | www.boonecohealth.org
Carroll County Memorial Hospital | Carrollton, Mo. | http://carrollcountyhospital.org
Chadron (Neb.) Community Hospital and Health Services | http://chadronhospital.com
Charles A. Dean Memorial Hospital | Greenville, Maine | http://cadean.org
Colorado Springs Military Health System | Fort Collins, Colo. | www.tricare.mil/FindDoctor/msm/csmhs.aspx
Columbia Memorial Hospital | Astoria, Ore. | www.columbiamemorial.org
Coulee Medical Center | Grand Coulee, Wash. | http://cmccares.org
Evergreen (Ala.) Medical Center | http://evergreenmedical.org
Fort Madison (Iowa) Community Hospital | www.fmchosp.com
Franklin Memorial Hospital | Farmington, Maine | www.fchn.org
Hammond-Henry Hospital | Geneseo, Ill. | www.hammondhenry.com
Indiana University Health Blackford Hospital | Hartford City | www.iuhealth.org/blackford
Kane (Pa.) Community Hospital | www.kanecommunityhospital.com
Lake Chelan Community Hospital | Chelan, Wash. | http://lcch.net
Littleton (N.H.) Regional Hospital | http://littletonhealthcare.org
Massena (N.Y.) Memorial Hospital | www.massenahospital.org
Ministry Calumet Medical Center | Chilton, Wis. | ministryhealth.org
Mt. San Rafael Hospital | Trinidad, Colo. | www.msrhc.org
New London (N.H.) Hospital | www.newlondonhospital.org
Newport (Wash.) Hospital and Health Services | www.phd1.org
OhioHealth MedCentral Shelby Hospital | www.medcentral.org/main/shelbyhospital.aspx
Osceola (Wis.) Medical Center | www.myomc.org
Otsego Memorial Hospital | Gaylord, Mich. | www.myomh.org
RiverView Health | Crookston, Minn. | www.riverviewhealth.org
Rochelle (Ill.) Community Hospital | www.rochellehospital.com
Samaritan Regional Health System | Ashland, Ohio | www.samaritanhospital.org
Sebasticook Valley Health | Pittsfield, Maine | http://sebasticookvalleyhealth.org
Sparrow Carson Hospital | Carson City, Mich. | http://carsoncityhospital.com
Sunnyside (Wash.) Community Hospital | www.sunnysidehospital.com
Swisher Memorial Hospital District | Tulia, Texas | www.swisherhospital.com
U.S. Naval Hospital | Naples, Italy | www.med.navy.mil/sites/napoli
Union General Hospital Inc. | Blairsville, Ga. | http://uniongeneralhospital.com
Union Hospital Clinton (Ind.) | www.myunionhospital.org
Valley Regional Hospital | Claremont, N.H. | www.vrh.org
Woodlawn Hospital | Rochester, Ind. | www.woodlawnhospital.com

The Most Improved

Acadia Hospital | Bangor, Maine | http://acadiahospital.org
Alexian Brothers Health System | Arlington Heights, Ill. | www.alexian.org
Allegiance Health | Jackson, Mich. | www.allegiancehealth.org
Aroostook Medical Center | Presque Isle, Maine | http://tamc.org
Baptist Health | Montgomery, Ala. | www.baptistfirst.org
Baylor Scott & White Health | Dallas | http://baylorscottandwhite.com
Canton-Potsdam (N.Y.) Hospital | www.cphospital.org
Cape Fear Valley Health System | Fayetteville, N.C. | www.capefearvalley.com
Emerson Hospital | Concord, Mass. | www.emersonhospital.org
Ephraim McDowell Regional Medical Center | Danville, Ky. | www.emhealth.org
EvergreenHealth | Kirkland, Wash. | www.evergreenhealth.com
Faith Regional Health Services | Norfolk, Neb. | www.frhs.org
Froedtert Health & the Medical College of Wisconsin | Milwaukee | www.froedtert.com
Grand Lake Health System | St. Marys, Ohio | www.grandlakehealth.org
Inland Hospital | Waterville, Maine | http://inlandhospital.org
Magnolia Regional Health Center | Corinth, Miss. | www.mrhc.org
Mercy Health System | Janesville, Wis. | http://mercyhealthsystem.org
Pocono Medical Center | East Stroudsburg, Pa. | www.poconohealthsystem.org
Somerset (Pa.) Hospital | www.somersethospital.com
Southampton (N.Y.) Hospital | www.southamptonhospital.org
Stormont-Vail HealthCare | Topeka, Kan. | http://stormontvail.org
Trinity Health | Minot, N.D. | www.trinityhealth.org
Twin County Regional Healthcare | Galax, Va. | www.tcrh.org
University Medical Center of Princeton at Plainsboro (N.J.) | www.princetonhcs.org
University of Chicago Medical Center | www.uchospitals.edu
Winona (Minn.) Health | www.winonahealth.org

How Can YOU Become One of Health Care's Most Wired?

For the 17th year, *H&HN* has named the Most Wired Hospitals and Health Systems based on the Most Wired Survey. The 2015 survey results build on the analytic structure that was implemented in 2010 after two years of redesign. The methodology sets specific requirements in each of four focus areas. If any of these requirements are not met, the organization does not achieve the Most Wired designation. Thus, an organization may have many advanced capabilities, yet not achieve Most Wired status. The four focus areas are: (1) infrastructure; (2) business and administrative management; (3) clinical quality and safety (inpatient/outpatient hospital); and (4) clinical integration (ambulatory/physician/patient/community).

This year, there were additional requirements, many related to meaningful use Stage 2:

- identity management and access controls
- CPOE for medication, lab and radiology orders
- use of assistive technology for five "rights" with point-of-care medication administration systems
- clinical decision support-enabled drug formulary check and high-priority hospital condition
- medication reconciliation
- electronic identification of patient-specific educational resources
- EHR-generated listing of patients for quality improvement
- patient portal functionality for access to health information
- summary care record for transitions of care

This year, 741 hospitals and health systems completed the survey, representing more than 2,213 hospitals — more than 39 percent of all U.S. hospitals. The number of hospitals and health systems designated as Most Wired is 338 organizations, down 10 percent from last year due to additional requirements. *H&HN* uses the same criteria to name the Most Improved and the Most Wired–Small and Rural.

From a set of separately submitted essays, a panel of hospital and information technology leaders identifies noteworthy IT projects and names the Innovator Award winners and finalists. IT projects are evaluated on achievement of business objective, creativity and uniqueness of concept, scope of solution and impact on the organization. — SUZANNA HOPPSZALLERN

The 2015 Most Wired Team

H&HN appreciates the efforts and support of the many individuals who contributed to the success of the Most Wired Survey and the research and analysis that go into the results article. The following is a partial list of the many individuals who contributed to the 2015 Health Care's Most Wired Survey.

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The 2015 Most Wired Survey and Benchmarking Study is produced by a partnership of *H&HN*, the American Hospital Association's Health Forum and the College of Healthcare Information Management Executives.

**Members of the Most Wired Advisory Board*