

Healthcare Informatics Society of Ireland

~Cumann Ríomheolais Sláinte~

Incorporating the Healthcare Informatics sections of
the Royal Academy of Medicine in Ireland and of
the Irish Computer Society

**17th Annual Conference, Scientific Symposium and Exhibition
Dublin, Ireland ~ November 15, 2012**

The Role of Information Technology in Optimum Healthcare Delivery



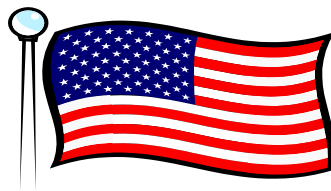
**Richard P. Miller
President & CEO**



Recipient, 2012 HIMSS CEO IT Achievement Award

About Virtua

- ▶ A multi-faceted, regional healthcare system
- ▶ Serves 3 New Jersey counties in greater Philadelphia area
- ▶ 1.25 million financially & ethnically diverse households



About Virtua



- ▶ **4 Acute Care Hospitals**
- ▶ **3 Major Outpatient Centers**
- ▶ **45 Physician Office locations**
- ▶ **2 Long-Term Care Facilities**
- ▶ **2 Home Health Agencies**
- ▶ **7 Ambulatory Surgery Centers**
- ▶ **3 Fitness Centers**



Key Statistics – 2011

- ▶ 208,900 Emergency Department Visits
- ▶ 60,762 Admissions
- ▶ 8,242 Births
- ▶ 273,000 Outpatient Visits
- ▶ 167,000 Home Health Care Visits
- ▶ 8,500+ Employees (*largest employer in southern New Jersey*)
- ▶ 1,650 Physicians (*250 are employed*)



❖ **Mission**

- Virtua helps you be well, get well and stay well.

❖ **Vision**

- Virtua will be the premier choice in health and wellness.



About Virtua

STAR Behaviors & Values deliver the Outstanding Patient Experience

BEST PEOPLE	Hiring and keeping the best person for the job
CARING CULTURE	Showing understanding, empathy and compassion to patients and co-workers
CLINICAL QUALITY & SAFETY	Using evidence-based practices, national patient safety goals and continually seeking improvements
EXCELLENT SERVICE	Employing consistent, reliable, responsive processes and care
RESOURCE STEWARD-SHIP	Making the most of our resources: money, time and materials



Virtua's "scorecard" for 2013 will include these measures:

BEST PEOPLE	<ul style="list-style-type: none">• Top Talent Retention• Employee Engagement
EXCELLENCE SERVICE & CARING CULTURE	<ul style="list-style-type: none">• Patient Satisfaction Scores for<ul style="list-style-type: none">• Acute Care, Ambulatory Care, and Sub-Acute Care• Net Promoter: "Likelihood to Recommend"• ...and several more
CLINICAL QUALITY & SAFETY	<ul style="list-style-type: none">• Diabetes Management Indicators• Avoidance of Hospital-Acquired Conditions• Avoidance of Preventable Readmissions• Avoidance of Hospitalization during Home Care• Catheterization Lab Activation from the Field• ...and several more
RESOURCE STEWARDSHIP	<ul style="list-style-type: none">• 4% reduction in costs, across the board• Targeted operational efficiencies
GROWTH	<ul style="list-style-type: none">• New relationships within Retail Pharmacy• Expansion of Joint Ventures• Expansion of Integrative/Retail Medicine programs



The Common Problem in Industrialized Countries . . .



**. . . Balancing cost,
quality and access**



Comparative Healthcare Expenditures

Health Expenditure Per Capita (USD, 2009)		
Rank	Country	
1	United States of America	\$7,960
2-12	Luxembourg, Monaco, Norway, Switzerland, Netherlands, Denmark, Canada, Austria, Germany, France, Belgium	\$6,592 - \$3,948
13	Ireland	\$3,757
14 - 25	Sweden, Iceland, Australia, United Kingdom, Andorra, Niue, Finland, Italy, Spain, Greece, Japan, New Zealand	\$3,722 - \$2,907

Health Expenditure as Percentage of Total Government (2009)		
Rank	Country	
1	United States of America	19.6%
13	Ireland	14.5%

<http://www.globalhealthfacts.org> (Kaiser Foundation)

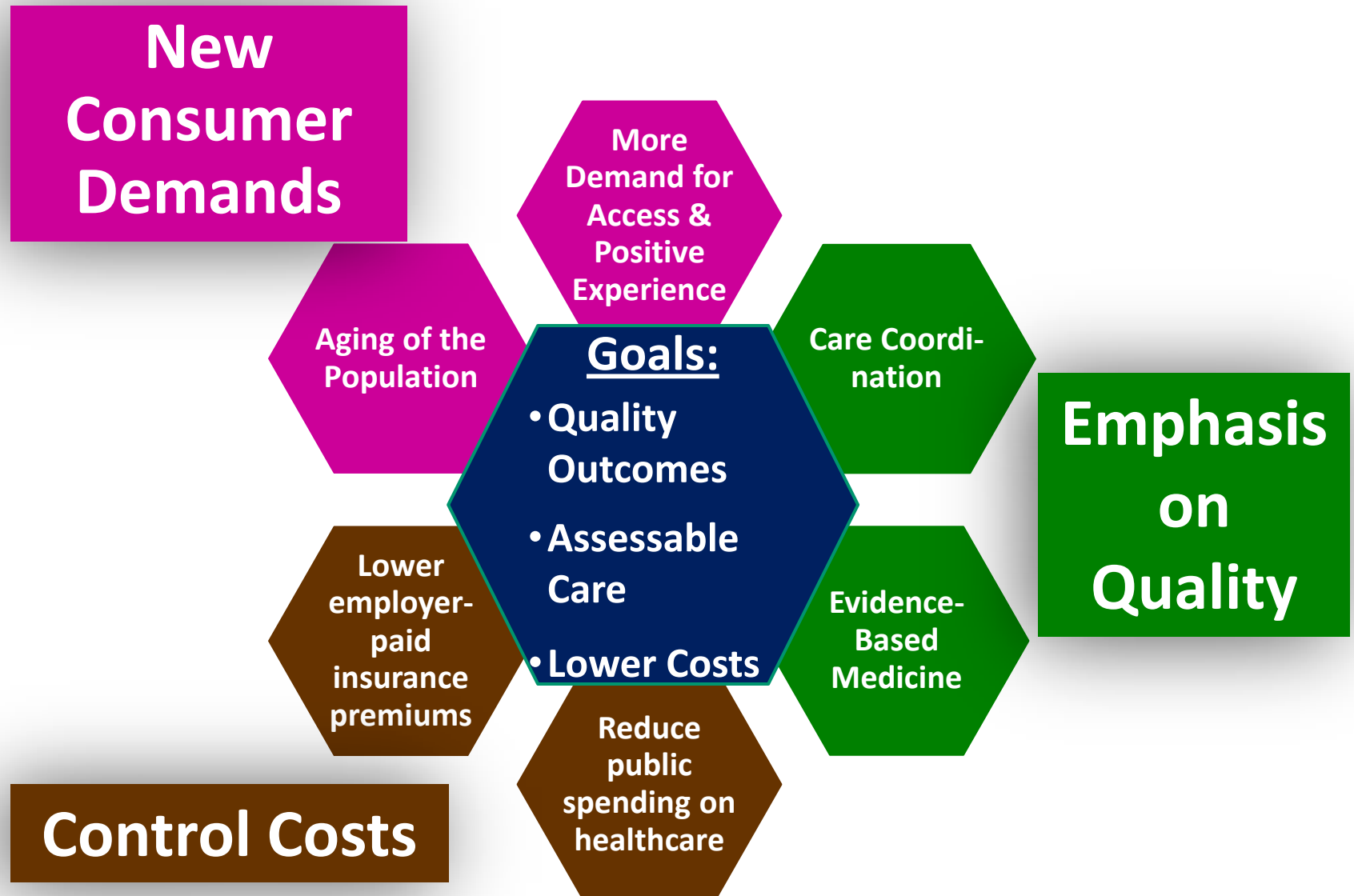
Comparative Healthcare Expenditures *(continued)*

Total Expenditure on Health (as Percent of Gross Domestic Product)		
Rank	Country	
1	Marshall Islands	18.90%
2	United States of America	17.60%
3-29	Niue, Tuvalu, Sierra Leone, Micronesia (Federated States of), Kiribati, Moldova (Republic of), Liberia, Cuba, Netherlands, France, Timor Leste, Germany, Denmark, Burundi, Canada, Switzerland, Nauru, Austria, Bosnia and Herzegovina, Belgium, Portugal, Greece, Palau, Costa Rica, Serbia, Georgia, Rwanda, Botswana, New Zealand, Sweden, Iceland, United Kingdom, Norway, Congo, (Dem. Republic of), Jordan, Nicaragua, Spain, Argentina, Japan	17.5% - 9.5%
30	Ireland	9.40%

<http://www.globalhealthfacts.org> (Kaiser Foundation)



Drivers of Change for Healthcare Delivery in the USA



Patient Protection and Affordable Care Act – March 2010

- ▶ Mandates **payment reform** for government's Medicare program, which insures all citizens ages 65 and older
 - ▶ Establishes provider-created “**Accountable Care Organizations (ACOs)**”
 - ▶ **Establishes new payment models:** shared-savings, shared-risk and bundled payments
 - ▶ **Creates penalties** for “Preventable Re-admissions” and “Hospital-acquired Conditions”
 - ▶ **Creates penalties** for low Patient Satisfaction Scores (“value-based purchasing”)

- ▶ The Act is driving “**Population Health Management,**” which emphasizes:
 - ▶ **Needs of the population**, as well as those of the patient
 - ▶ Supporting all providers **across the spectrum of care** and in diverse care settings
 - ▶ **Promotion of wellness and prevention** of illness and recurrence
 - ▶ Treatment and **management of chronic diseases**
 - ▶ **Access to integrated health information** across providers, settings and activities

Virtua's 4 Global Strategies for 2013

PEOPLE	Improve Customer Loyalty with An Engaged Workforce
QUALITY	Achieve Highest Safety & Quality and Ensure Access to Services
COMMUNITY HEALTH	Improve Community Health In a Cost Effective Manner
GROWTH	Pursue Strategic Growth Opportunities that Support a Comprehensive Continuum of Care

Virtua's ICT to support its Global Strategies includes....

▶ Workflow Automation at Point-of-Service

- ✓ Electronic Health Records
- ✓ Clinical Decision Support

▶ Tools for Patient Engagement

- ✓ Personal Health Record
- ✓ Web portal for Rx refills & appointment requests
- ✓ Secure email

▶ Analytical Tools for “Quality Improvement” Initiatives

- ✓ Robust data warehouses
- ✓ Performance dashboards

▶ Support for Care Across the Continuum

- ✓ Health Information Exchange
- ✓ Tele-health home biometric monitoring
- ✓ Video-based telehealth encounters.....



Future Investment in ICT at Virtua

Virtua's future ICT investments will be . . .

- Care Coordination functionality

- Growth of existing Health Information Exchange
- Care Management & Registry tools for Care Managers



- Expansion of Clinical Analytics

- Predictive modeling
- Extensive measurement of outcomes



Future Investment in ICT at Virtua

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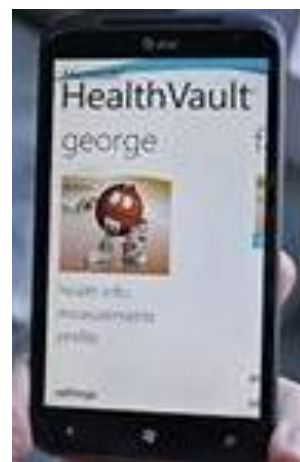
- **Tele-health**

- Expansion of Home monitoring
- E-Visits technology



- **Internet-based and Smartphone-based communication**

- Personal Health Record
 - expansion of capabilities
- Endorsement of selective Mobile Health Apps



Transformation of the STAR in 2015

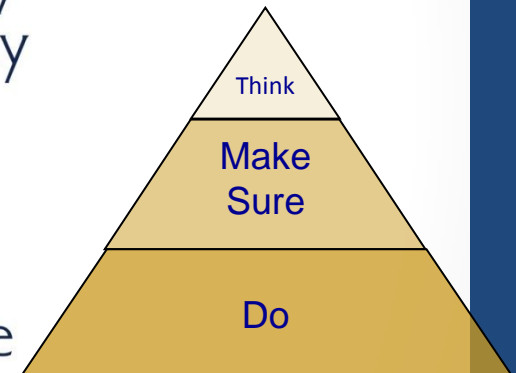
Excellent Service

- Value Purchasing Plan
- Balance Sheet Expansion
 - ✓ Beyond static portfolio P&L
 - ✓ M & A
- P&L Growth - \$2B

- Patient Loyalty
 - ✓ Care Coordination
 - ✓ Transformational Service Coordination



- Clinical integration across services and entities
 - ✓ Interoperability
 - ✓ Systems measurement for health of population
- From disease management to population health mgmt.
- Redefine Quality Metrics
- Personalized medicine/health mgmt. of population within stratified groups
- HIE (ever evolving)



- From Satisfaction to Engagement
- Inclusion of a Staff Model
- Transitional Leadership Plan



Understanding “Return on Investment” for ICT

- Difficult to measure ROI purely in monetary terms
- Real question is, “What is the Return on Value?”
- What to look for: *“Does ICT.....*
 - ✓ *Improve the quality of care and patient safety?*
 - ✓ *Support evidence-based care?*
 - ✓ *Support clinical integration?*
 - ✓ *Increase patient engagement and responsibility?*
 - ✓ *Contribute to a culture of continuous improvement and excellence?*



Questions?

