Achieving Organizational Value

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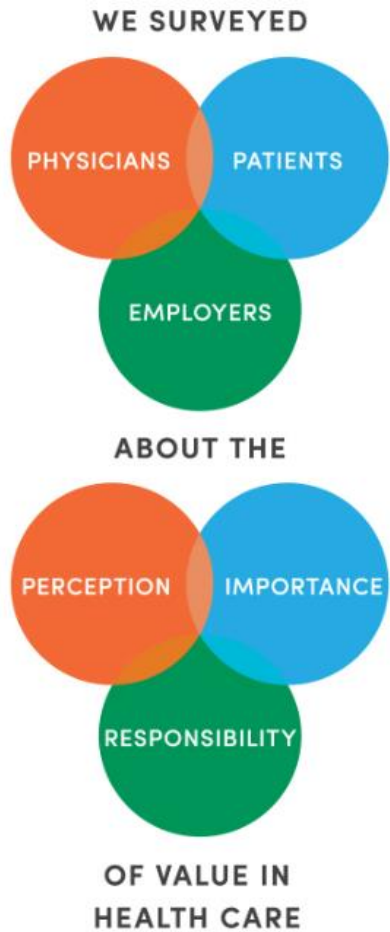Sutter Health

Demonstrating Informatics' Business Value

- How do you define value?
- What about "Informatics" Value is unique
- How do you set up systems to be able to measure value?
- What about when you can't measure it?
- How do you Market your Value?

What is Value?

- *"Price is what you pay. Value is what you get."*
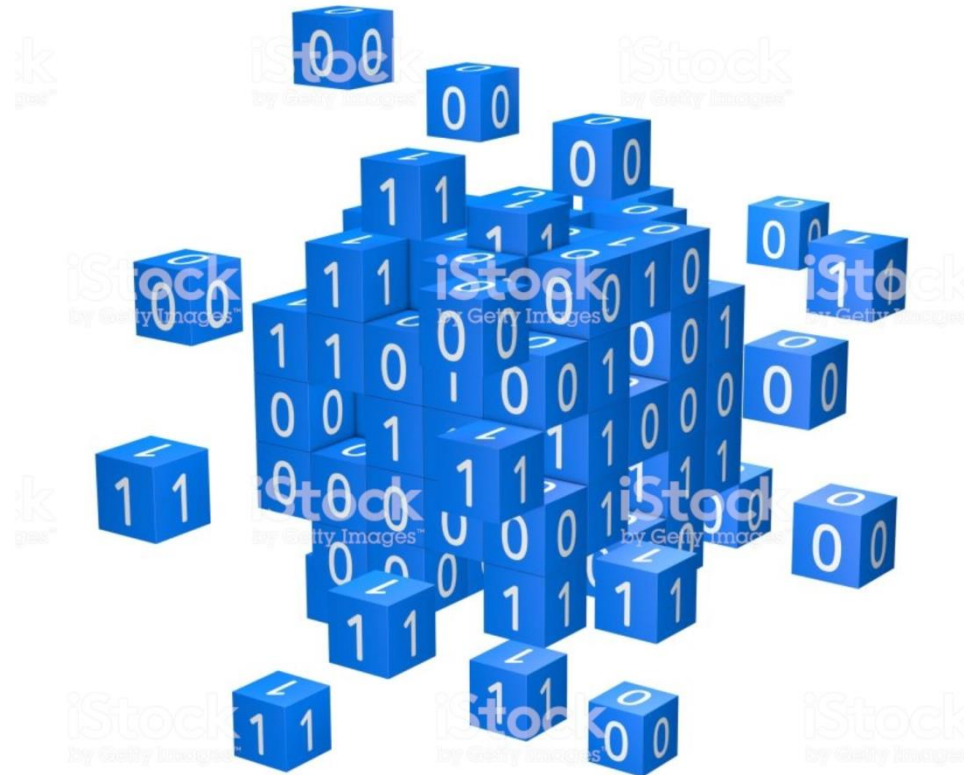- *Warren Buffett*

How do with 3 stakeholder groups (Physicians, Patients, and Employers) perceive value as a concept and how they prioritize between quality, service and cost.

- Cost:
  - Patients biggest concern was affordability and high cost <> quality
  - Physicians blamed Insurers and Health Systems for cost
- Quality
  - 1/3 of patients chose "My health improves" as a top priority
  - 75% of physicians believe they are primarily responsible for patient health
  - 44% Patients seeing themselves roughly equally responsible with physicians
- Over 80 % in all groups thought cost of health care too high

$$V_{(VALUE)} = \frac{Q_{(QUALITY)} + S_{(SERVICE)}}{\$_{(COST)}} \longrightarrow V_{(VALUE)} = \frac{f(Q_{(QUALITY)} \quad S_{(SERVICE)})}{\$_{(COST)}}$$

► Deliver on the Promise of the Quadruple Aim using Healthcare Information Technology
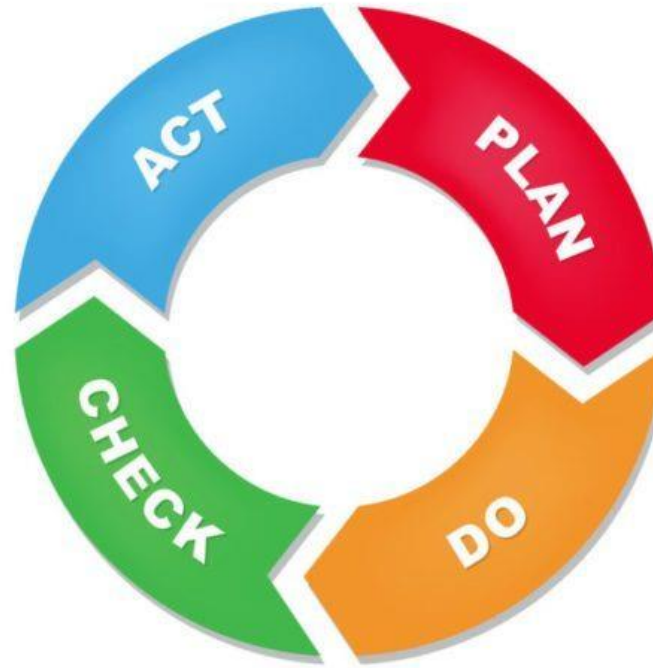
WHAT IMPROVEMENT (REALLY) LOOKS LIKE

Demonstrating Value

- Organizational Goal alignment
- Intake/Governance
- Quality
- Usability/Burden reduction
- Research
- Innovation
- Crises
- Implementations

OKR: *Measure What Matters by John Doerr*

- **Objective**—a clearly defined goal
  - Objectives should also be supported by initiatives,
    - Plans and activities that help to achieve the objective
  - Achieve objectives through concrete, specific and measurable actions
- **Key results**—specific measures to track achievement of goals
  - Measured on a variety of scales (1-100, % of a specific #, etc.)
- **OKRs** may be shared across the organization providing visibility of goals with the intention to align and focus effort.

Metrics for Informatics are different

We don't have

- Sales numbers
- Revenue
- Profit Margin
- Cost containment metrics
- Output (widgets)
- Clients (new leads, conversion)
- Website traffic

We do have

- CDS Alert metrics
- Ordering metrics
- System usage data
- Impactable Outcome measures
  - LOS/LOC
  - Medication usage
  - Ancillary test usage
  - Predictive analytics

Defining Metrics for the Value of Informatics

Creating a catalog of Goals/Objectives and Metrics/Key Results for your team are laudable, but in some Informatics roles these are harder:

- Liaison→ Intake management
  - % requests approved, TAT for Request denial, Outcome measures for enhancements
- Problem Solver: Usability, Data integrity, Throughput
  - Usability proxy, Report validation, Efficiency measures
- Change Agent: Committees names ending with -EHR Enhancement Request Team
  - Standardization, Upgrade difficulty metrics, Leadership meetings
- Governance:
  - ⬇ Number of steps for evaluation, Project approval/rejection time
- Leadership: Get honest feedback, Set personal goals

Sutter Informatics OKR History

- Implemented OKRs late 2017-2018
- Pilot project, multiple Population Health Initiatives
- It really did not work
  - Lack of Leadership Alignment
  - Informatics Sphere of Influence/Accountability
  - Technical (Monthly Reporting)
  - Not-SMART Goals, Too Much Subjectivity
  - Lack of Program Support
- Reorganization 2019→ Q1 2020, then COVID
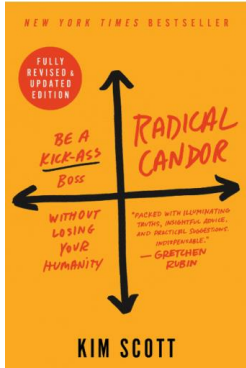- Starting Over with Objectives

Replacement of legacy EPCS (2019)

- Quadruple Aim?
  - Regulatory trumps all but;
  - (+) Quality, (+)Clinician Sat, (+)Efficiency
- Implement and Enroll each Prescriber by end of 2019
- Key Results
  - Rationalize Prescriber numbers by 25%
  - Enroll 80% of Clinicians by 10/1/19
  - Enroll 95% of Clinicians by 12/31/19
  - Specificity was an issue

Key Results should be Smart

S Specific	**M** Measurable	**A** Attainable	**R** Realistic	**T** Time-bound
Do: Set real numbers with real deadlines. Don't: Say, "I want more visitors."	Do: Make sure your goal is trackable. Don't: Hide behind buzzwords like, "brand engagement," or, "social influence."	Do: Work towards a goal that is challenging, but possible. Don't: Try to take over the world in one night.	Do: Be honest with yourself- you know what you and your team are capable of. Don't: Forget any hurdles you may have to overcome.	Do: Give yourself a deadline. Don't: Keep pushing towards a goal you might hit, "some day."

Sutter Health

CHIME   AMDIS

- Communicate Clearly
  - It isn't mean, it is direct
- Objectives well framed with clear Key Results
  - Limited Objectives, 3-5 KR/Objective
  - Smart
  - Transparent (Objectives AND Key Results)
- Everyone has OKRs
- Pairing Results and Unintended Consequences (Pinto)

Align and Connect

- Informatics is a Service Organization (like IS)
- Understand the organizational asks
- Top Level Objectives and Key Results
- Cascade OKRs selectively vs. Derivation
- Bottom up
  - Craft OKRs with Top Level Objectives in mind

Track for Accountability

- OKR Shepherds
- Transparency
- Scoring aligned with metrics
  - Stated, emphatic
- Green or Red, rarely yellow
- Honest Reflection
  - Did we do it?
  - What obstacles did we encounter
  - Did we change KRs? Why/why not
  - Learnings
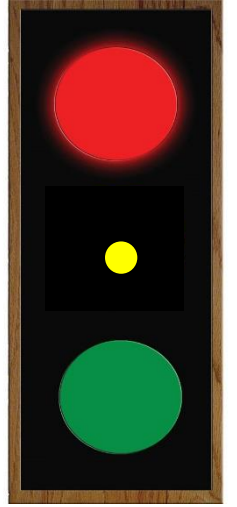
Informatics Alignment with Operational OKR

WE DELIVER HEALTHCARE THAT IS...

SAFE	PERSONAL	AFFORDABLE	ACCESSIBLE
Zero Harm	Top Quartile Patient Experience	4 Star Total Cost of Care	75% of Lives Touched in New Ways
Zero harm for our patients and workforce	Providing **exceptional experiences** to the people we serve	**Delivering value** for our patients and communities	Intuitive and **human-centered**

Organizational Objectives and Priority Alignment

Mission, Vision, and Values

Strategy

Simplified, coordinated care for our patients

#1 Integrate our system Clinically

#2 Relentlessly improve Value

#3 Take responsibility for populations and episodes of care

Objective and Key Results

SAFE — Zero Harm

PERSONAL — Top Quartile Patient Experience

AFFORDABLE — 4-Star Total Cost of Care

ACCESSIBLE — 75% of Lives Touched in New Ways

2020 Priorities

Foundational

| High Reliability / Safe Care | Health Equity | Practice Design | Leading with Our Values | Pharmacy Strategy | Enterprise Resource Planning | Patient-Centered Scheduling |
| Workplace Violence Prevention | Enterprise Security | Career Framework | Joy of Work | Supply Chain | Workforce Effectiveness | |

Transformative

		Mental Health (scoping)		Commercial Competitiveness (SHP/SH-A)	Medicare Sustainability	Virtual Care / Digital Health	Reimagining Everyday Health
				Medicare ACO Preparedness	Support Function 2.0		
				IS Application Rationalization	Affordable Housing		

Note: Items in light green are critical to 2020 budget goals.

Defining Informatics Value and Alignment

Strategy

Simplified, coordinated care for our patients

#1 Integrate our system Clinically	#2 Relentlessly improve Value	#3 Take responsibility for populations and episodes of care

Objectives and Key Results

SAFE	PERSONAL	AFFORDABLE	ACCESSIBLE
Zero Harm	Top Quartile Patient Experience	4-Star Total Cost of Care	75% of Lives Touched in New Ways

Informatics Initiatives

EPCS	SOGI/SGN	Radiology CDS	SOGI/SGN
Rad CDS	EPCS	HCC alert	Anti-Coag
SOGI/SGN	Phoenix	Phoenix	AQRS/PHM
Anti-Coag	Stork	AQRS/PHM	PHM II
Phoenix	Secure Messaging	Stork	Stork
Beacon IP	Voice Recognition	CURES integration	Home Care
Stork	CURES integration	Roster Mgmt	BHS
SS Med Hx	Tumor Board	SS RT Benefits	
MUSE	Allergy	Cardiac App Rat	
Refuel	Refuel	D/C Milestones	
Endoscopy		Rehab	
BHS		Beaker	

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CHIME

AMDIS — Association of Medical Directors of Information Systems

Defining Informatics Value and Alignment

% of Patients with SOGI data
% of Encounters with SOGI data
% of Reg staff trained/using
Patient Satisfaction

% providers who saw information
% encounters with Med change
Cost to patients
Patient Satisfaction

Health Maintenance #'s
Clinician satisfaction
Outreach/unit time

EPCS	SOGI/SGN	Radiology CDS	SOGI/SGN
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Adapted from David Viney, the J Curve effect observed in change
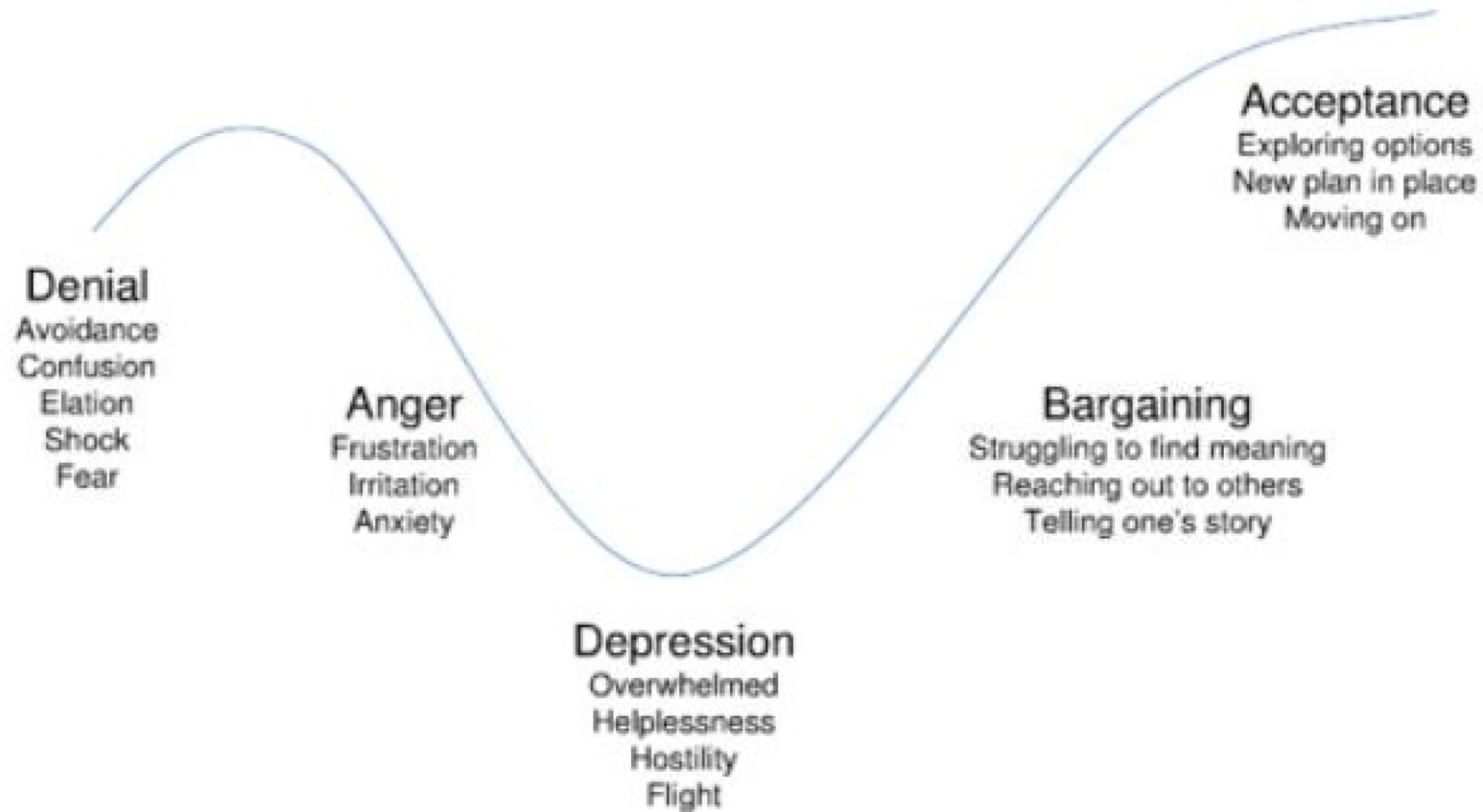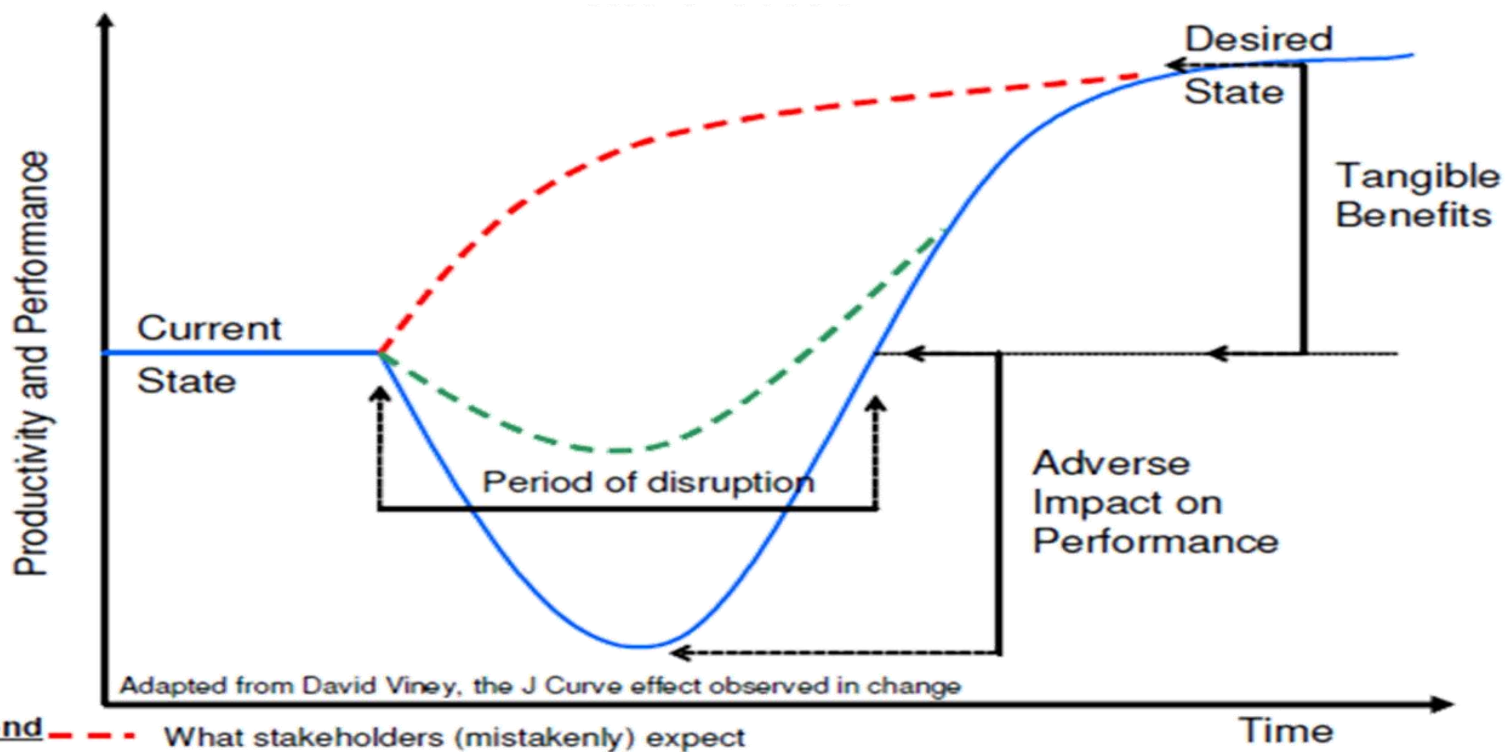
Legend
- - - What stakeholders (mistakenly) expect
- - - What stakeholders can expect with good Organizational Change Management activities like: targeted communications, focused education and training, and reliable assessments
—— What actually happens in most cases

Stretch for Amazing

- Stretch or Aspirational Goals
  - Hard but possible
- Motivating, Thrilling, Scary
- Challenge yourself
- Missing a stretch goal
- Organizational Culture

Stretch Goals

Stretch your goals, and **your goals will stretch you!**

Stretch Goal

Easy Goal

No challenge
No excitement
No breakthroughs

Inspiring challenge
Entrepreneurial action
Breakthrough achievements

1000ventures

"Story, as it turns out, was crucial to our evolution – more so then even opposable thumbs. Opposable thumbs let us hang on; Story told us what to hang on to.

Lisa Cron, Wired for Story

SOGI/SGN

- S/B: We had Custom designed Workflow and Tools
- A: Moving to EHR standard tools would Improve Quality and Safety.
- R: Enterprise project (People and Technical)
  – Cultural Training for All Employees
  – Implement EHR Tools
  – Optimize Patient Data
  – Leverage Interface Optimization
  – Optimize Previous Preferred Name Implementation

SOGI/SGN

- Planed Metrics/Key Results
  - Cultural training for All employees
    - Planned for Q1-Q3 2020
  - Implement EHR Tools
    - Go-live with Foundation tools Nov 2020
  - Leverage Interface Optimization
    - Required for implementation
    - Managed from many thousands of hours to several hundred
  - Account for Data management issues
    - Managed from 10-20K hours to several hundred
  - Optimize preferred name and Clinical data acquisition
  - All encounters to Document or Update Gender identity and Sex-Assigned at Birth (SAB)
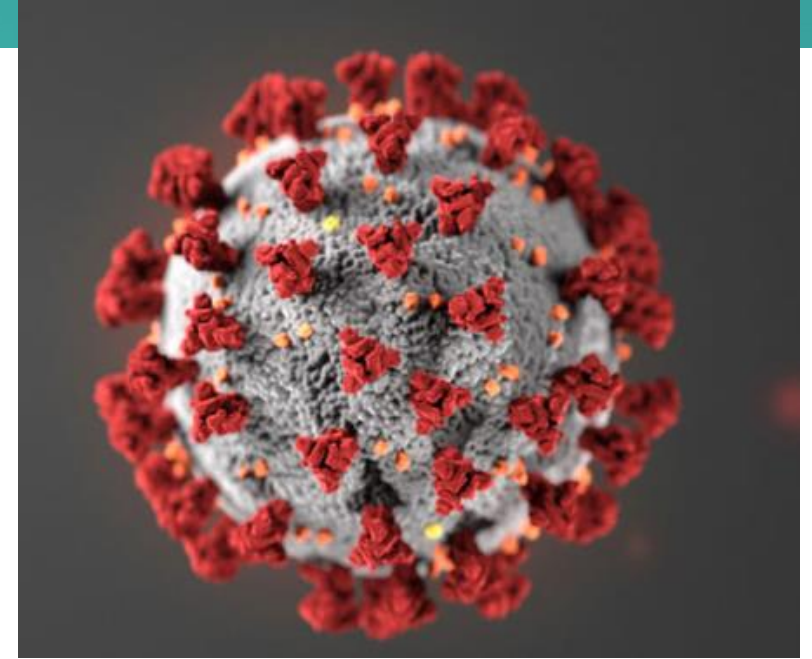
- Quadruple AIM" (+) Quality, (-) Clinician Sat, (-) Efficiency)
  - Quality trumps all…except when it doesn't
- Accurate documentation, Med CDS, etc.
- Many previous attempts
- Workflow impacts vs. Policy/regulations
- Informatics Value? The elephant in the room.

# Informatics Value and the Intake Process
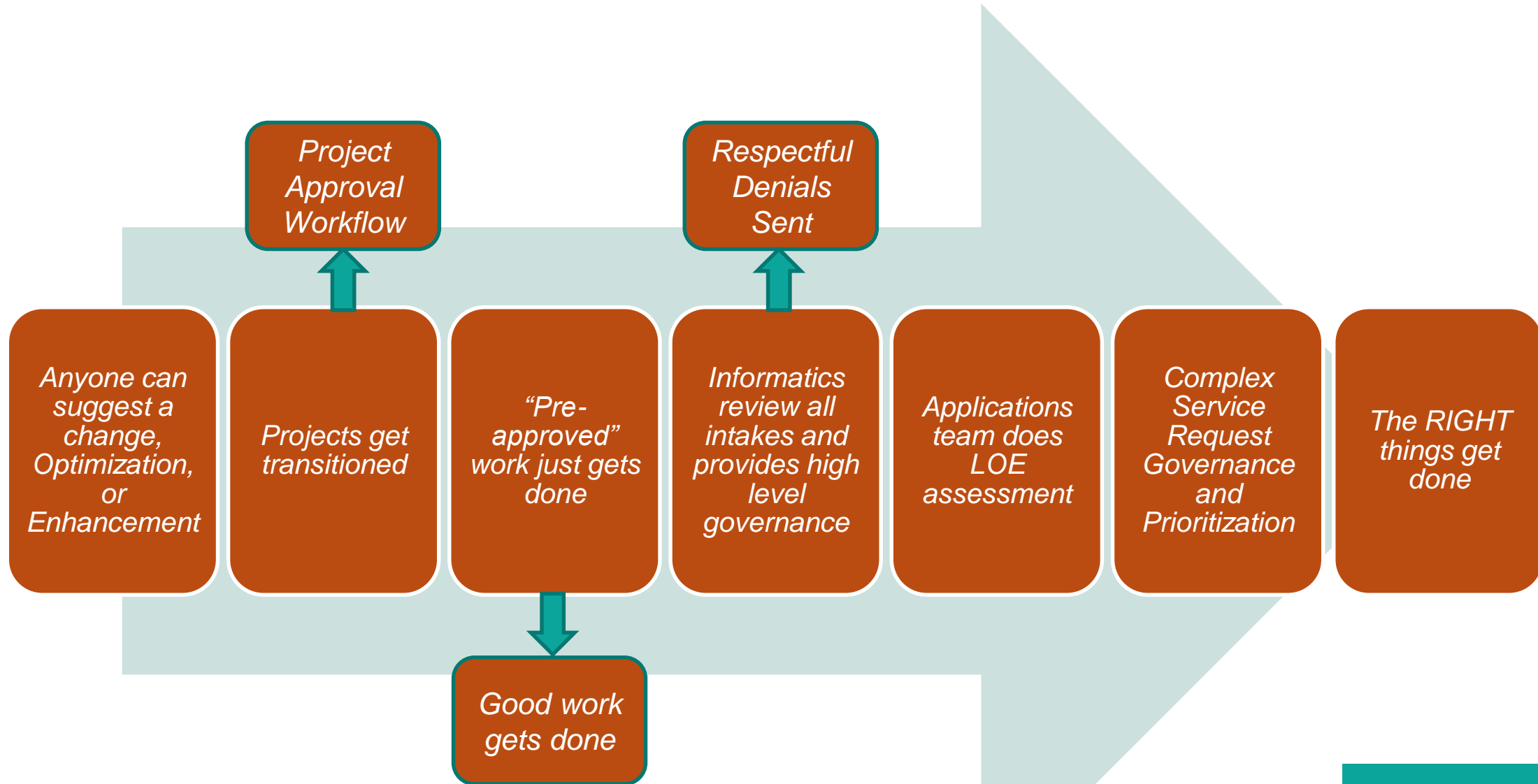
COURT MARSHALL OF CAPT. JAMES

- COMPUTER: James T. Kirk, Captain, Starship Enterprise. Commendations, Palm Leaf Of Axanar Peace Mission, Grankite Order of Tactics, Class of Excellence, Prantares Ribbon of Commendation, Classes first and second
- PROSECUTOR: The prosecution concedes the inestimable record of Captain Kirk.
- DEFENSE: I wouldn't want to slow the wheels of progress. But then on the other hand, I wouldn't want those wheels to run over my client in their unbridled haste.

"Marketing is no longer about the stuff you make but about the stories you tell."

NERD ALERT

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Building a Culture of Value and your Brand

- Solve a problem, don't schedule a meeting
- Think outside and in-front of the box
- Engage at the start and don't let go till it is done
- Demonstrate the value provided
- They are your customers but also your partners
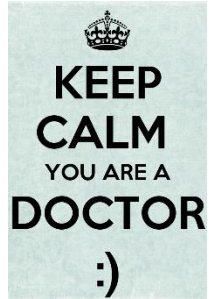
- It is amazing what you can accomplish if you do not care who gets the credit… but claim (humbly) credit for a job well done
- Being a "Dr." raises the volume of your voice.
  - Speak softly, listen intently
- Sometimes asking a question is far more impactful then answering one…If it is the right question
- "You can say that because you are a Doctor"
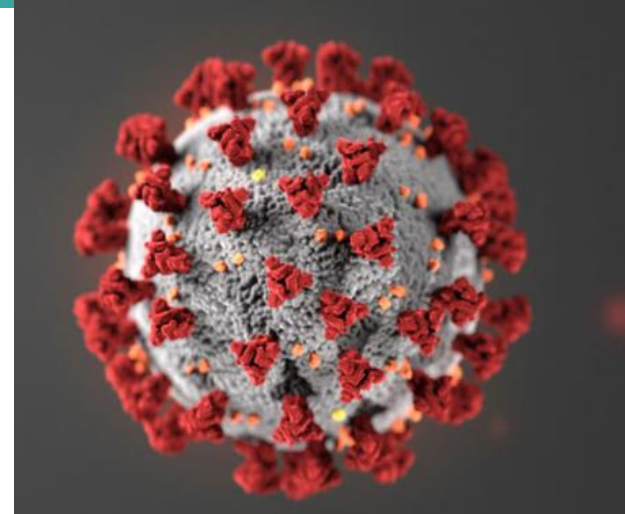- It is always the team
- Never waste a good crisis
- TT_ and _SS
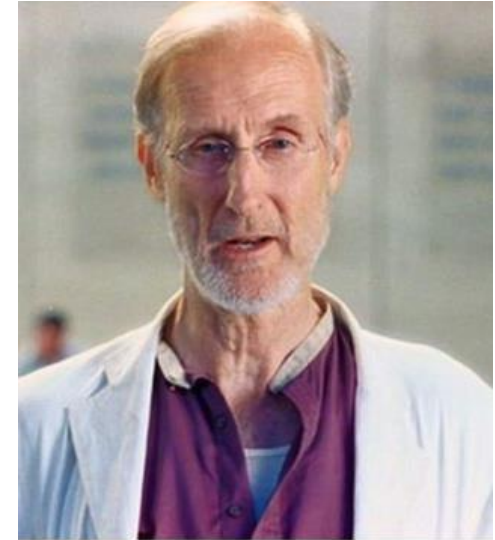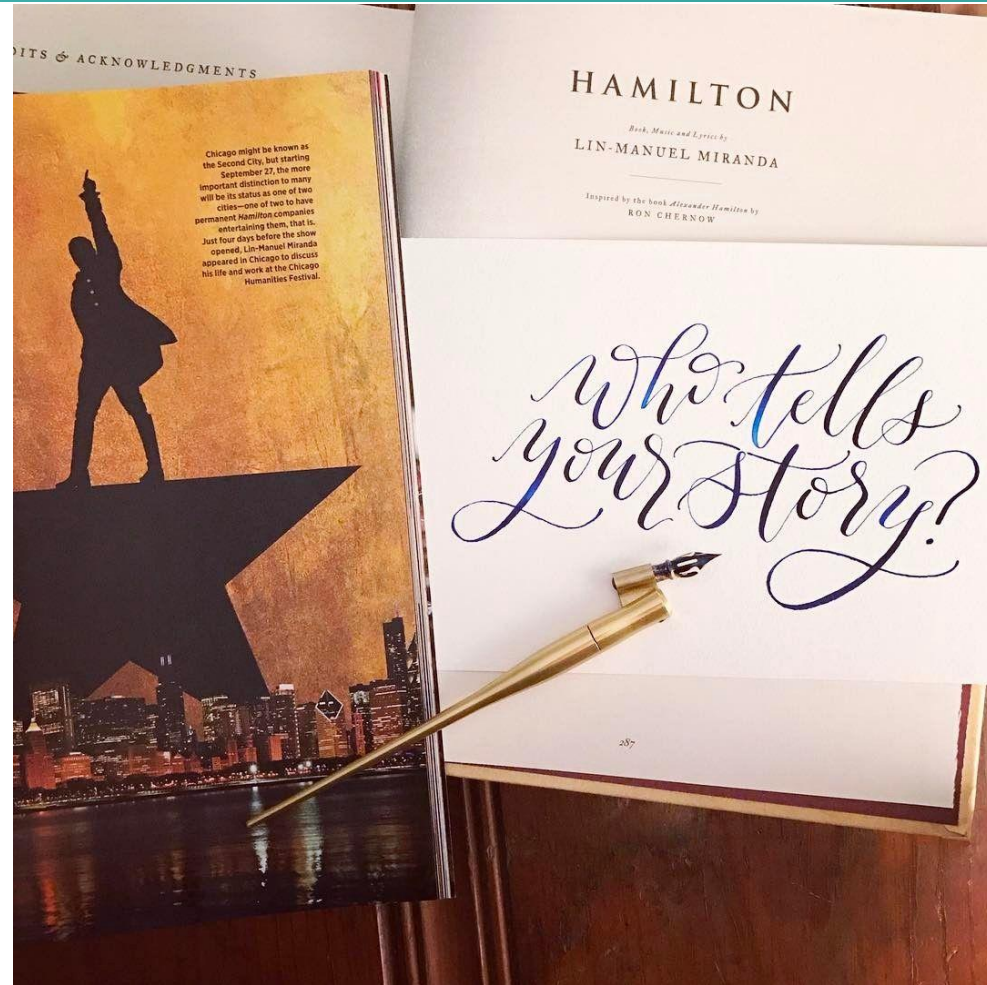
The COVID Crisis

- Constantly Changing Objectives
  - Screening questions, Testing criteria
- Ordering, CDS, Reporting
  - Too Hard/Easy, Too much/not enough, Int./Ext.
- Scarcity: PPE, Testing, ICU beds, Ventilators
- Ever changing regulations
  - Quarantine
  - Testing
  - Patient Instructions
- But we learned and grew…

COVID Tested Us in Ways we Never Imagined

- Change Management/Liaison
  - Several go-lives/week then weekly then bi-weekly
  - Communication and training/support TAT
- Problem solving
  - Manage demand and capacity of Testing via orders
  - Internal Operational Dashboards inaccurate and insufficie
- Problem Solving and Governance:
  - External Reporting constantly changing: New data sourced or created
  - Data Governance (Clinical) vital
- Leadership: Throughout the process Informatics:
  - Supported Senior Leader
  - Led or Supported the Analyst Team and Data and Analytics teams
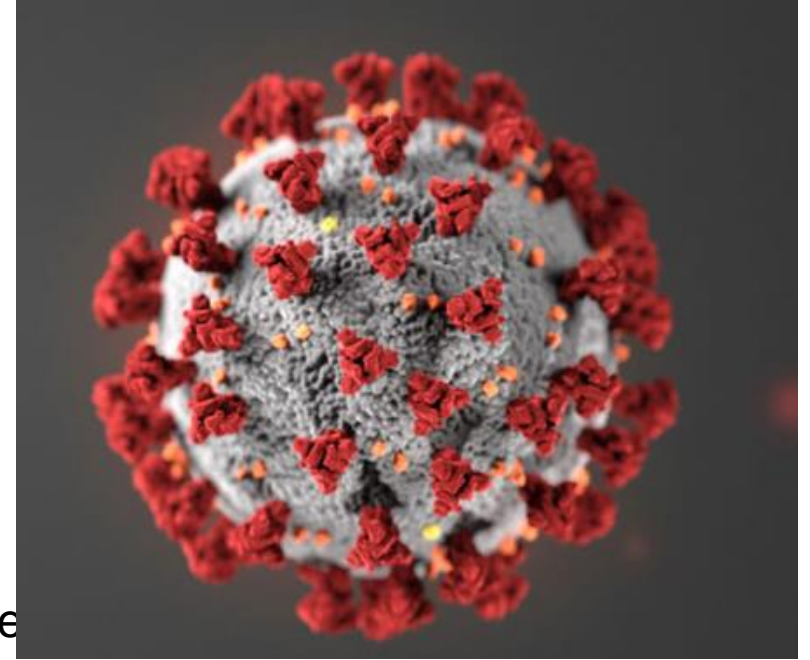
The Value of Informatics

- Physician's Helpdesk
- Clinician Police
- Implementer
- Physician Champion
- Blame taker

- Liaison
- Problem Solver
- Change Agent
- Governor
- Leader
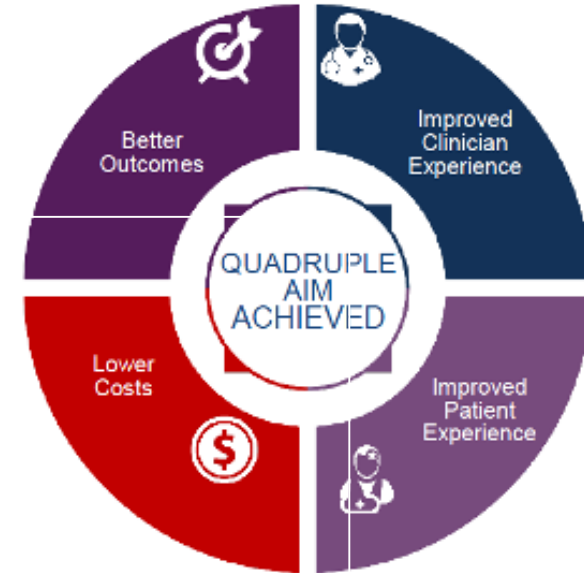
Measure what matters

Questions?