

nsmcNow!

THE NEWS OF NORTH SHORE MEDICAL CENTER



PARTNERS eCARE ROUNDTABLE DISCUSSION

NSMC SITE LEADERS DISCUSS IMPLEMENTATION OF
INNOVATIVE ELECTRONIC HEALTH INFORMATION SYSTEM

Partners eCare is an innovative new electronic health information system that is being developed and implemented by Partners HealthCare. The system will go live at North Shore Medical Center in October 2015 and is expected to be fully implemented across the entire Partners network by 2017. It is the largest and most complex project that Partners has ever undertaken and will affect virtually every patient and staff member at NSMC when fully launched.

To provide a broad overview of the Partners eCare project and what lies ahead at NSMC in the months to come, *NSMC Now* sat down with some of the project leaders for their insight. Participating were: Pati George, Chief Information Officer; Mitchell Rein, M.D., Chief Medical Officer and Senior Vice President, Medical Affairs; Bea Thibedeau, R.N., Senior Vice President of Patient Care Services and Chief Nursing Officer; and Roxanne Worob, NSMC Partners eCare Program Lead.

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Symposium Raises Bar on Nursing Education and Training

When Katy Collier, R.N., and Bridget Hurlburt-Webster, R.N., attended the National Teaching Institute (NTI) and Critical Care Exposition in Boston last year, they both walked away feeling energized and inspired by the sheer breadth and depth of the educational opportunities presented. So inspired, in fact, that they wanted to create a similar professional nursing conference for their colleagues back at North Shore Medical Center.

"The NTI conference featured a huge array of lectures, booths, poster presentations and hands-on activities," says Collier, a Clinical Nurse Educator in the Salem Hospital ICU. "It was really inspiring to have access to all this amazing training and education in a single location and the autonomy to pick and choose what was the most relevant to my own nursing practice."

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Clinical Nurse Educators Bridget Hurlburt-Webster, R.N., and Katy Collier, R.N. (L-R), organizers of the spring nursing symposium.

The Perfect Patient Experience

Dear NSMC,

I just wanted to express my sincere gratitude for the wonderful care my daughter received during a recent surgery and hospital stay at MassGeneral *for* Children at NSMC. What was supposed to be a routine tonsillectomy became a bit more complicated when my daughter had a “bleed” and needed to be brought back to the OR. Her nurse, Eileen, on the inpatient unit was amazing! Along with her co-workers—sorry I didn’t get all of their names—Eileen responded quickly to my daughter’s situation, contacting the surgeon, Dr. Bradley Turner, immediately to get her back to the operating room. The nurses in the recovery area were also kind and helpful, checking on me in the waiting room as I was clearly upset. I couldn’t have asked for a better experience under the circumstances! You have a very caring nursing staff!

As for Dr. Turner, the care and concern he showed my daughter was also amazing. This was the third procedure he had performed on her and I can only express the highest praise and gratitude for his expertise! Our children are our worlds and it is always difficult to put them in the hands of someone we may not know well, especially in a hospital setting. Even when I was worried about her, I knew she would be treated as if she were Dr. Turner’s own child. He explained every step of the process and I always felt confident that she was in good hands.

Thank you to all of the nurses and physicians at MassGeneral *for* Children at NSMC for making it a wonderful experience.

The Perfect Patient Experience is a regular column featuring letters submitted to NSMC by patients and families that honor and celebrate staff who combine clinical expertise and compassion to deliver a perfect patient experience. Letters may be edited to fit space.

Roundtable Discussion

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Bea Thibedeau, R.N., Senior Vice President of Patient Care Services and Chief Nursing Officer, and Mitchell Rein, M.D., Chief Medical Officer and Senior Vice President, Medical Affairs.

What is the goal of Partners eCare?

George — The goal of Partners eCare is to enable clinical and administrative information to flow seamlessly throughout the entire Partners network, enhancing the ability of all Partners’ hospitals to deliver high-quality, patient-centered care that is safer, more efficient, better coordinated and more affordable. This system will also enhance our Culture of Excellence efforts, supporting our ongoing goals to eliminate serious safety events and provide a perfect patient experience.

Where are we in the rollout process?

Dr. Rein — Over the past year, an enormous amount of work has already been completed on the Partners eCare system, drawing on the expertise of clinical and administrative staff from across the entire Partners network—including hundreds from North Shore Medical Center, North Shore Physicians Group, Spaulding North Shore

and North Shore Health System. On the North Shore, we are really in the early stages of implementation, and in the coming weeks and months, many more staff will become involved as local efforts begin to ramp up.

How specifically are physicians and other staff being engaged in the implementation process?

Worob — We have organized all the work around 30 project teams that are actively involved in the Partners eCare rollout at NSMC within specific clinical and administrative areas. These teams, which cover everything from cardiology, radiology and mental health services to compliance, coding and finance, are comprised of departmental subject-matter experts and each has a designated business owner and executive sponsor to keep the project moving forward. Within each of the groups, the business owner works together with team members, project managers and project sponsors to ensure that their department is proactively prepared for a successful Partners eCare implementation.

What is Epic?

Thibedeau — Epic is the primary technology vendor for the Partners eCare system. Partners selected Epic because of its reputation as a leader in health information technology and its success working with some of the nation’s most respected academic medical centers and health systems. Other hospitals that work with the Epic system include Stanford, Duke, Johns Hopkins, Dartmouth-Hitchcock and New York University.

Will Epic software replace our existing IT systems?

George — As we work to achieve the one patient, one record solution, many of the systems we use today to care for patients will be replaced by Epic. Initially, the focus will be on integrating core applications such as

order entry, medication administration and clinical documentation. The rest of the platform will evolve over time. For instance, some departmental systems that remain siloed in the early stages of the project will eventually be integrated, in keeping with the overall goal of having a single patient record.

Can you discuss the two main components of Partners eCare, the revenue cycle and clinical applications?

Worob — The Partners eCare system encompasses both clinical and revenue cycle functions. On the revenue side are systems that support administrative tasks ranging from registration and scheduling to coding and billing. The clinical systems include order entry, medication management and clinical documentation in both the inpatient



Pati George, Chief Information Officer.

and ambulatory setting, as well as dedicated applications for clinical departments and specialties such as radiology, surgery, obstetrics and emergency medicine. Other clinical features include: a single electronic record for both outpatient and inpatient care; enhanced decision support; a standard approach to evidence-based care; and an expanded patient portal designed to empower patient and family involvement, improve communication and facilitate coordination of care.

NSMC Partners eCare Program Leadership for NSMC

Site Executive
Pati George, NSMC Chief Information Officer

Clinical System Executive Sponsor
Mitchell Rein, M.D., Senior Vice President for Medical Affairs and Chief Medical Officer

Revenue Cycle Executive Sponsor
Sally Mason Boemer, NSMC Chief Financial Officer

Partners eCare Program Directors for the North Shore

Keith Backman, Spaulding North Shore
Mark Blass, North Shore Health System
Leonor Duncan, North Shore Physicians Group
Roxanne Worob, North Shore Medical Center
(NSMC secondary contacts: Kerry MacKenzie and Ken Steenbruggen)

Clinician Champions

Ned Kaufman, M.D.—Lead
Mark Blass
Lisa Herlihy, R.N.
Sonal Mankodi, M.D.
Ralph McHatton
Joe Miaskiewicz, M.D.
Mike Todd, P.A.
Christine Valdes, M.D.
Lauren Woodward, R.N.

Workstream Local Organization Leads

Mark Blass
Laura Fleming
Pati George
Sharon Lucie
Sally Mason Boemer
Jeff Mills
Natalie Nguyen
Mitch Rein, M.D.
Roxanne Ruppel
Bea Thibedeau, R.N.

How will Partners eCare benefit physicians and nurses?

Dr. Rein — The applications at the core of Partners eCare connect physicians, nurses and each member of the care team to a single record embedded with clinical knowledge. This helps make sure that clinical decisions are based on the most up-to-date information and promotes care that is safe and well-coordinated. For every user, active clinical-decision support and role-based workflow support make it easier to do the right thing for our patients. At the same time, the system can conform in important ways to the preferences of individual organizations, departments and even single users.

What is the benefit of Partners eCare to patients?

Thibedeau — Patients will benefit from Partners’ ability to operate as an integrated system. That means a more seamless care and service experience with all data readily available, higher-quality and safer care with consistent best-practice workflows across Partners and more opportunities to engage patients in advanced clinical trials. The system will also give patients more ways to manage their own health with online tools and a better connection to our practices that are advancing the patient-centered medical home.

Where is NSMC in terms of the broader system-wide rollout?

George — Newton-Wellesley Hospital rolled out the revenue cycle applications successfully this past February. Massachusetts General Hospital will follow with those same administrative functions in July. In 2015, Brigham and Women’s Hospital, followed closely by NSMC, will be the first Partners hospitals to roll out both the clinical and revenue components simultaneously.

Staying informed: For complete information on Partners eCare, including application demos by role and specialty, and to sign up for their e-newsletters, visit partnersecare.dipr.partners.org.

Symposium Raises Bar

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With contagious enthusiasm, Collier and Hurlburt-Webster—both newly hired clinical nurse educators on the Salem Campus—rallied the support of NSMC’s nursing leadership team and set about pursuing their vision. Partnering with Lyn Sweezey, R.N., Clinical Nurse Educator at Union Hospital; Deb Pelletier, R.N., Director of Nursing Practice; the Department of Clinical and Professional Development; and nurse educators from across the organization, they began soliciting ideas and methodically building a program that would appeal to a broad cross section of caregivers. The end result, after months of planning and preparation, is the Nursing Excellence through Education and Development Symposium



(NEEDS). Debuting this past March, NEEDS is a series of 12 daylong events scheduled over the spring on both the Salem and Union campuses. Each event includes morning and afternoon sessions involving more than 40 educators, clinical nurse specialists and staff nurses covering such topics as stroke care, skin/wound care, palliative care, infection control and IV therapy. Afternoon sessions feature more than 25 information booths focusing on both individual and required unit-specific education needs. By the end of May, more than 500 nurses will have attended one of the NEEDS events.

“We have had nursing skills fairs and conferences on both campuses over the years with varying degrees of success, but this event has really engaged the nursing staff in a new way and generated a lot of excitement,” explains Pelletier. “Because it was designed to meet the unique learning needs of nurses from different specialty areas and at different levels of experience, NEEDS has a much broader appeal than some of our previous efforts.”

For Aline Smith, R.N., a longtime nurse in the Salem Hospital ICU, NEEDS was a pleasant surprise. “I was a bit skeptical going in, but the lectures kept my interest and the individual booths offered an excellent opportunity to review and refresh my skills,” says Smith. Events like NEEDS, she adds, help her maintain competency and comfort with clinical procedures and equipment that she may not use on a regular basis.

“Seeing our vision become a reality and hearing all the positive feedback has been incredibly gratifying,” says Hurlburt-Webster, a Clinical Nurse Educator for Davenport 5 and the CSU. “But, more important, we are hearing that nurses are already applying some of the skills they learned to improve how they care for patients. That was our ultimate goal.”

Photo above: Sarah Beth Thomas, R.N., Clinical Nurse Educator on Davenport 8, leading a training session.

NORTH SHORE



CANCER WALK



Sunday, June 22, 2014

Join us on Sunday, June 22, 2014 for the 24th annual North Shore Cancer WALK! Starting at Salem Willows Park, the 6.2 mile route winds through historic downtown Salem. All proceeds from this year's event will support oncology services at North Shore Medical Center and the Mass General/North Shore Cancer Center in Danvers.

NorthShoreCancerWalk.org

Cancer survivor Jerry Tucker and oncologist Karen Krag, M.D., the 2014 Cancer WALK co-chairs.



Laurie Young, Manager, Financial Counseling

Say you need an MRI and want to know how much it will cost at any given hospital. You may need this information because your health insurance will only cover a portion of the expense and you want to understand what your contribution will be. Or, perhaps you have no insurance at all and want to do some comparison shopping at different hospitals before booking an appointment. Until recently, this type of financial information was not readily available, leaving some patients feeling frustrated.

This all changed on January 1, 2014 when new healthcare cost transparency regulations went into effect in Massachusetts. Now, physicians and hospitals are required by law to provide cost information for all procedures and services to patients who request it within a 48-hour period. For Laurie Young, Manager of NSMC's Financial Counseling Department, and her staff of 10 counselors, getting ready for this new legislation meant a considerable amount of planning and preparation.

"Partners led the charge in terms of establishing a standard approach that ensured all entities met the requirements of the new law," says Young. "But we had to adapt these new procedures to our existing office structure and processes. It was a lot of work and we are still refining things as we move forward."

Using worksheets and formulas created by Partners, Young and her staff can plug in the medical code for almost any service or procedure along with the patient's insurance information and generate a cost estimate. They can also work directly with insurance providers to calculate costs.

"We are fielding a wide variety of inquiries so far and patients seem very appreciative of having access to this kind of cost information," says Young. "Many of our calls have been about the cost of specific tests such as ultrasounds and MRIs. We have also had a number of calls from people with no insurance who pay for their healthcare out of pocket." For the latter group, Young and her staff can help patients apply to federal and state programs and insurance plans that may assist them with paying their medical bills.

"We are fielding a wide variety of inquiries so far and patients seem very appreciative of having access to this kind of cost information."

Team NSMC Needs You!

Would you like to serve on the Team NSMC Cancer WALK Committee? Meetings are held once a month from March through June for 45 minutes. Staff from all locations are needed to promote the WALK and help build excitement for the event. Members will also assist with special projects and help brainstorm new ideas. If you would like to serve on this committee, please contact Susan Lausier at slausier@partners.org or 978-825-6232.

NSMC Employee Golf Tournament – June 16

NSMC will be hosting its annual golf tournament for employees, medical staff and their guests on Monday, June 16, at the Ferncroft Country Club in Middleton. The cost to participate is \$150 and includes golf fees, cart, dinner and gift. Check-in will be open at 12:30 p.m. and the tournament will begin at 1:30. For more information or to register, please contact Rachel Chase at rmchase@partners.org or 978-825-6236.

Achievements

Chris Delisi, R.N., C.P.N., staff nurse in the MassGeneral for Children at NSMC inpatient unit, recently obtained the pediatric specialty certification awarded by the Pediatric Nursing Certification Board.

Carlos Nunez, R.N., B.S.N., E.P.N.C., C.P.N., clinical staff nurse in the Emergency Department of MassGeneral for Children at NSMC, recently obtained his pediatric specialty certification awarded by the Pediatric Nursing Certification Board.

Elizabeth Roy, R.N., of the Birthplace, completed her B.S.N. at Endicott College this past December.

Robin Talbot recently earned the honor of becoming an AHIMA Approved ICD-10-CM/PCS Trainer from The American Health Information Management Association.

Ivetta Zeidel recently earned a Certified Coding Specialist (CCS) certification from The American Health Information Management Association.

Michelle Cote, R.N., and **Marie Qualtieri, R.N.**, clinical staff nurses on Davenport 7, will be presenting their poster, "Preventing Readmissions with Innovative Discharge Instructions," at the 2014 National Patient Safety Congress on May 14-16 in Orlando, FL.

Everett T. Lyn, M.D.; **John A. Michael, M.D., F.R.C.P.C.**; and **Nicholas G. Ross, M.D., M.S.**, were part of a team that had an article entitled "A Top-Five List for Emergency Medicine: A Pilot Project to Improve the Value of Emergency Care," published in the February 17 issue of JAMA Internal Medicine, a publication of the Journal of American Medical Association.

Jonelle O'Connor, R.N., and **Doug Peterson, M.D.**, were each honored at the 12th annual American Red Cross of Northeast Massachusetts Heroes Breakfast this past March. O'Connor was honored for being a first responder at the Boston marathon bombing and Dr. Peterson was honored for his work as a military surgeon who has done two tours in Afghanistan.