

2018 Health Care IT Top Ten

Beyond Meaningful Use and Operational Excellence

Naomi Levinthal, MA, MS, CPHIMS
Practice Manager

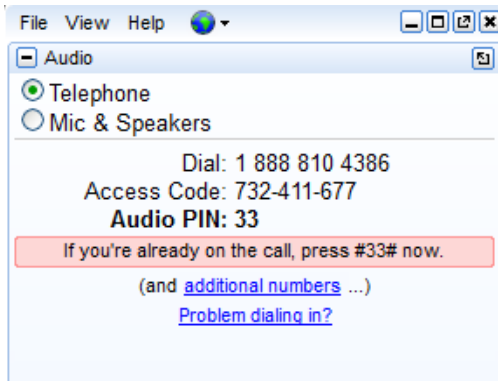
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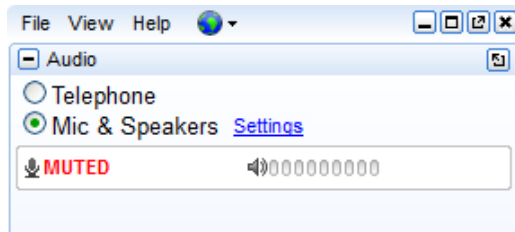
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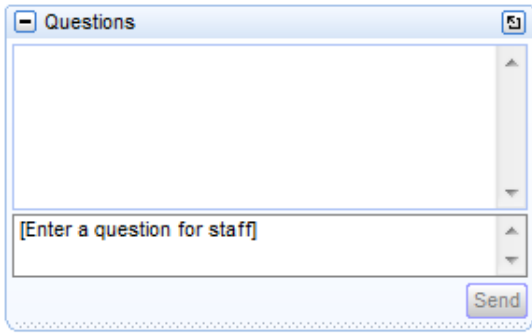


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About Health Care IT Advisor

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The 2018 Health Care IT Top Ten

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Q&A

Advisory Board's Research Platform

Where Health Care IT Advisor Fits In



The CIO Challenge: Do More with Less



Cost Pressures

- Flat or lower budgets
- Escalating IT needs and costs



Time Pressures

- Meaningful Use and MACRA
- Reimbursement changes
- Analytics “time to value”



Changing Role for IT

- Population health management
- Consumerism
- Digital health systems

A+

Higher Need and Expectations for Value

- Standardize clinical processes
- Enable organizational strategy
- Aid organizational transformation



CIO Either Not in the Room or Not at the Table

- Business/clinical decisions made without a full understanding of IT's capabilities and limitations
- IT decisions made without fully understanding business and clinical strategies and needs



Non-IT Leaders Not Educated and Empowered

- Rapidly changing IT marketplace
- Consumerization of IT
- Disruptive potential of IT

Continuum of Guidance for Executives

From Syndicated Research to One-on-One Interactions with Expert Analysts



Real-Time Analysis and Insights

- Short-form notes
- Longer reports
- Searchable library



Continuous and On-Demand Learning

- Member summits
- Live webconferences
- On-demand webconferences



Tailored Business Tools

- Regulatory assessments
- Diagnostic tools
- Analytical frameworks
- Business toolkits



Document Reviews

- Strategic Plan evaluation
- Executive team presentation review
- Board presentation review



Intelligent Networking

- Small group forums
- Facilitated networking
- National meetings
- Industry meetings



Customized Expert Guidance

- Analyst inquiry/guidance
- Guided walk-through of presentations
- Private webconferences

From Syndicated...

...To Tailored

2018 National Meeting

Beyond Meaningful Use and Operational Excellence



Noon to Noon
Format



Included in
Membership



Peer Networking



Full Content of Brand New
IT-Focused Research

2018 Session Dates and Locations



Registration Now Open

Register [here](#)

2017 National Meeting Agenda

State of the Health Care and IT Union

Interoperability: Can You Hear Me Now?

Clinical Decision Support

Digital Health Systems

Security and the C-Suite

Catch the highlights from our 2017 series [on-demand](#).

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Topic Poll Drives Annual HCITA Top Ten

Welcome to the Health Care IT Advisor's 2018 Topic Poll

Each year we ask our members to weigh in on the Health Care IT Advisor's upcoming research agenda. If you've been following our research in 2017, you know that we've focused on major topics including interoperability, information security, clinical decision support, digital health systems, and more. Now we'd like your input on your top IT-related priorities for 2018.

Please take 10-15 minutes to complete our survey about your top priorities – both major topics and subtopics for the major topics. Your responses will guide our research and help you make the most of your Advisory Board membership in 2018.

Which best describes your organization? *

- Single hospital
- Multi-hospital system
- Vendor
- Other

Which best describes your title? *

- C-suite
- SVP / VP
- Director
- Other

Assessing Potential Research Topics

Our team is eager to receive your guidance on the areas of research that would prove most valuable to you across the next year. Several potential research topics are listed below. Please grade each on your level of interest. To note, if you indicate interest in a specific topic, we would appreciate your guidance on the particular resources and focus areas that will appear.

Use the following scale to rate:

- A:** Extremely interested
- C:** Somewhat interested
- F:** Not interested
- NA:** Topic is not relevant to me



Topic Poll

- Annual online survey conducted each fall/winter
- Respondents primarily health care IT leaders (i.e., CIOs, SVP/VPs)
- Sample reflects 39% of organizations in membership

Beyond Meaningful Use and Operational Excellence



Quality Reporting: Regulatory Forces Drive the “Quality” of Electronic Data

Our research will focus on quality reporting regulatory updates, provider engagement in documentation and quality performance improvement, and successful practices of HCOs¹ that have operationalized strong data quality initiatives as part of their organizational strategy.



EHR Optimization and Value Realization: The Long View

Our research will focus on case studies of how to organize, staff, and manage a successful EHR enhancement and optimization effort.



Analytics and Artificial Intelligence: The Age of Intelligent Machines

Our research will focus on the rapidly advancing application of machine learning and incorporation of novel data sources to improve financial, clinical, and patient satisfaction outcomes.



Mobility and IoT²: Capture Value from Increasingly Connected Patients and Providers

Our research will focus on measuring the benefits of mobile investments, the evolving relationship between enterprise platforms and best-of-breed mobile solutions, and strategies to secure both new mobile technologies and existing biomedical devices.



Population Health Management (PHM): New Opportunities and Challenges

Our research will focus on new types of analytics in population health management.



Consumer-Focused Health Care: Giving Consumers What They Really Want

Our research will focus on analyses of how to deliver several IT-enabled capabilities, including cost accounting, simplified billing and payment, and more.



Telemedicine: An Evolving Landscape

Our research will focus on telemedicine support for new, integrated models of care delivery.



Digital Health Systems: Foundation for Transformation and Innovation

Our research will continue to explore the foundational role that digital health systems (DHSs) play in health care transformation, digital disruption, and innovation. We will also continue to refine our DHS maturity model and give examples of successful practices for key dimensions of that model.



Precise, Personalized Medicine: A New Precision in Clinical Decision Making

Our research will focus on use of person-generated health data (PGHD), social determinants of health (SDH), and genomics for patient care.



Information Security: Build Toward a More Advanced, Adaptive Security Posture

Our research will focus on moving toward an advanced security posture. We will provide reports, tools, and case studies that address common challenges related to third-party risk management, medical devices, the IoT, and other critical security capabilities.

1) HCO = Health care organization.

2) IoT = Internet of things.

Quality Reporting: Regulatory Forces Drive the “Quality” of Electronic Data

Data Accuracy Critical to Compliance and Performance Improvement

Inpatient Quality Reporting (IQR)

- eCQM data validation begins in 2018
- eCQM performance may be tied to payments in future years

Meaningful Use (MU)

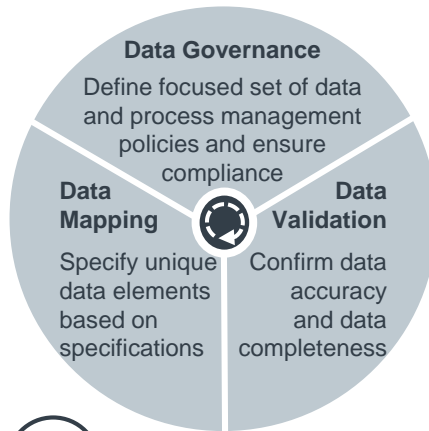
- Ongoing audits from multiple sources
- Incorporation of external data into certified EHR technology¹

Quality Payment Program (QPP)

- Primary sources (e.g., medical records) used to validate quality performance



Data Accuracy



Regulatory Forces



IT Imperatives



Performance

Improvement in quality of care, accurately reflected in eCQM performance

Payment

Medicare reimbursements tied to quality performance over volume

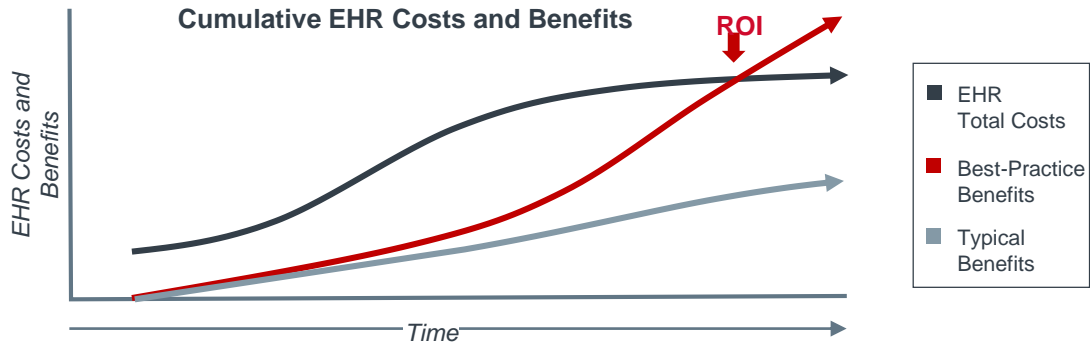
Transparency

Accurate quality performance data accessible to consumers to empower their decision making

1) Stage 3 requires bidirectional immunization data exchange, patient-generated data, and request/accept summary of care record.

EHR Optimization and Value Realization: The Long View

EHR Benefits Require Long-Term Focus on Outcomes



Based on actual results, hospitals using a benefits-driven implementation and optimization approach can achieve ROI¹ **earlier than budgeted**, while hospitals that just focus on the initial technology implementation **may never achieve** substantial EHR benefits.

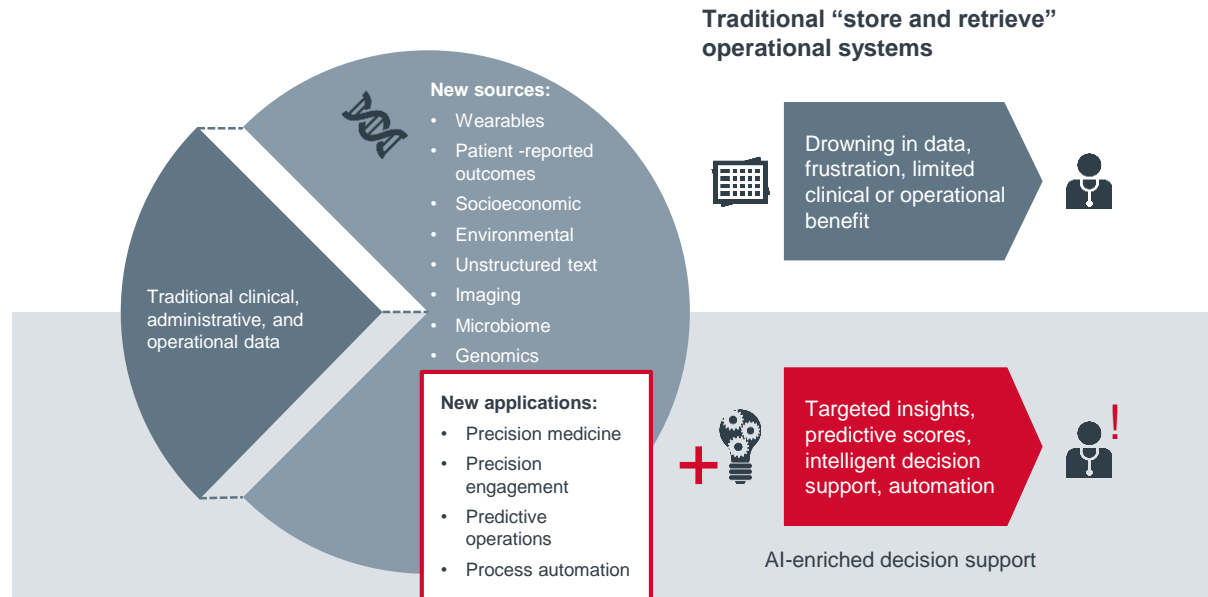
Six Steps to Successful EHR Enhancement and Optimization

1. Begin with the End in Mind
2. Organize Two Phases of Work
3. Staff Appropriately
4. Move Rapidly Through Enhancement
5. Govern Accountably
6. Structure Innovation

1) ROI = Return on investment.

Analytics and Artificial Intelligence: The Age of Intelligent Machines

Distill the Flood of New Data into Actionable Insights

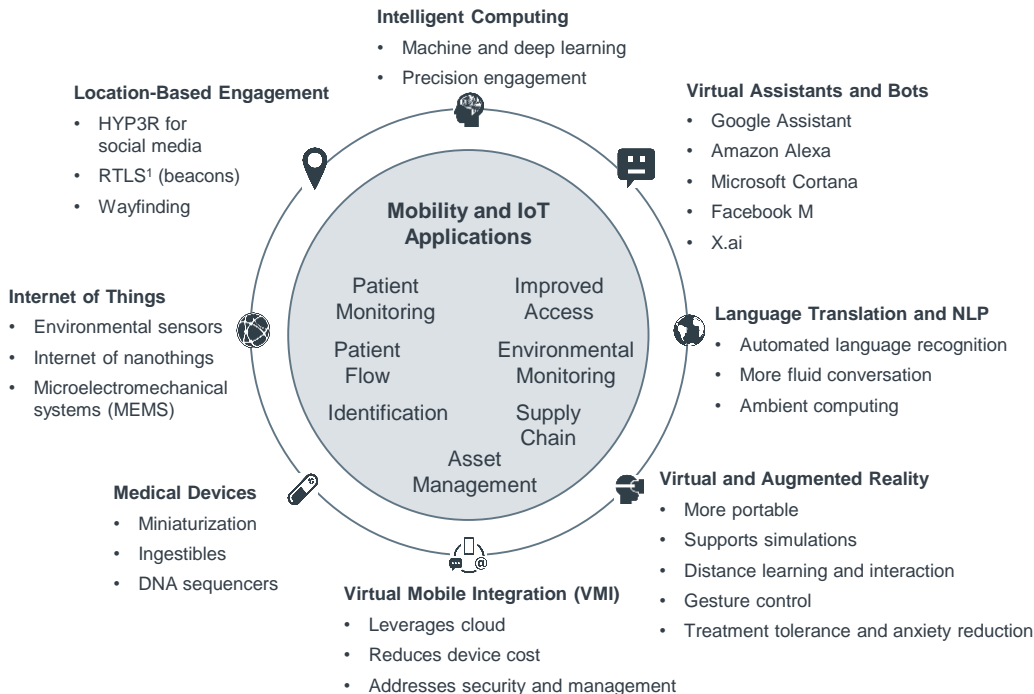


The Advisory Board’s Business Intelligence Maturity Model



Mobility and IoT: Capture Value from Increasingly Connected Patients and Providers

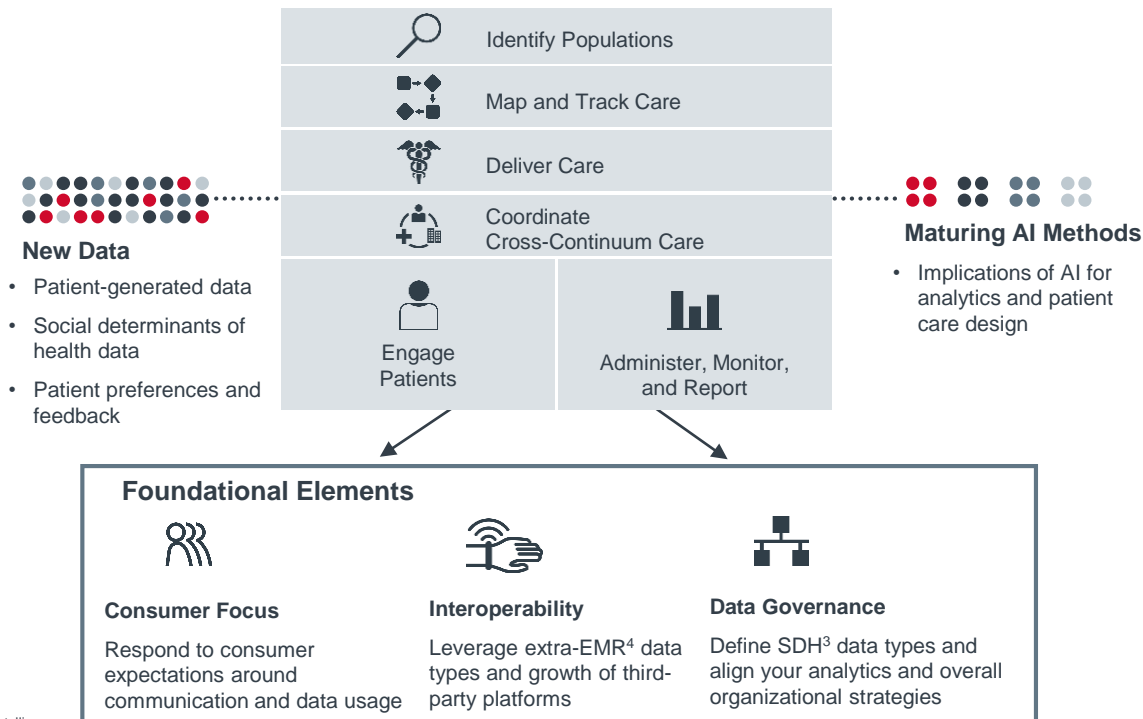
An Ever-Growing and Complicated Volume of Connectivity to Manage



1) RTLS = Real-time location systems..

Population Health Management: New Opportunities and Challenges

Leverage New Data Sources and AI¹ to Enhance Basic PHM² Processes



1) AI = Artificial intelligence.

2) PHM = Population health management.

3) SDH = Social determinants of health.

4) EMR = Electronic medical record

Consumer-Focused Health Care: Giving Consumers What They Really Want

First, Understand What Local Consumers Want and Need

Sample IT Tools to Help Identify Consumer Needs



Email Campaigns



Social Media Monitoring



Consumer Analytics

http:

Online Surveys



CRM¹ Systems



Then, Pilot IT-Enabled Capabilities to Meet Consumer Wants and Needs

1

ACCESSIBILITY
Make It Easy to Buy

1. Externally-embedded provider search
2. Automated out-of-pocket cost estimation
3. Integrated digital scheduling
4. Virtual care
5. Hospital way-finding
6. IT-enabled care navigation

2

RELIABILITY
Deliver Consistent Quality, Experience

7. Standardized electronic ordering
8. **Standardized electronic care pathways**
9. Drug decision support
10. Workflow automation
11. Consumer-driven quality reporting

3

AFFORDABILITY
Give the Best Value

12. Transparent costs and pricing
13. **Simplified billing and payment**

4

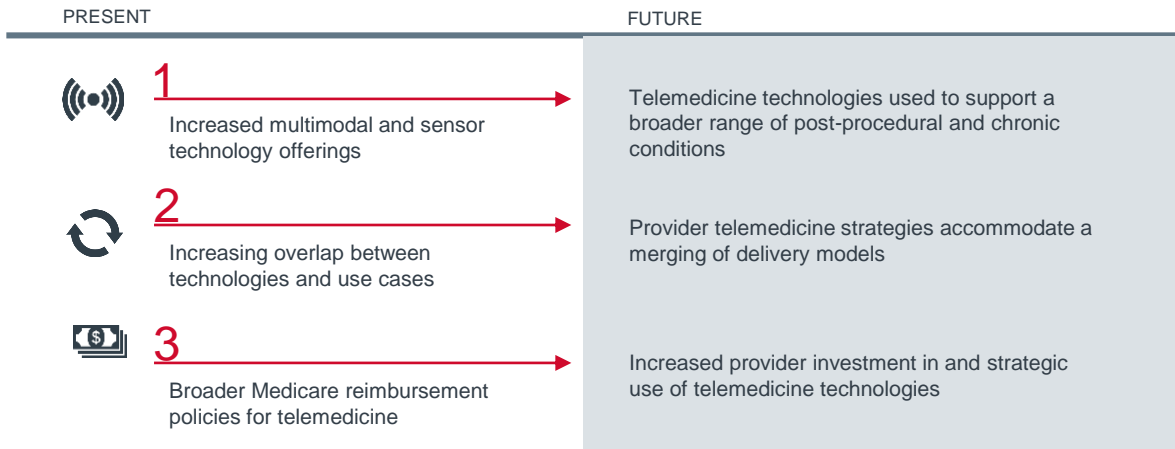
LOYALTY
Make It Attractive to Stay, Not Go

14. **Real-time patient feedback**
15. Integrated patient portals and apps
16. Rewards programs

1) CRM = Customer relationship management.

Telemedicine: An Evolving Landscape

Capture Value from Telemedicine Advancements



Telemedicine Considerations



Vendors vs.
Internal
Resources



Customer
Service Capabilities



Telehealth
Platforms



Referrals
Management



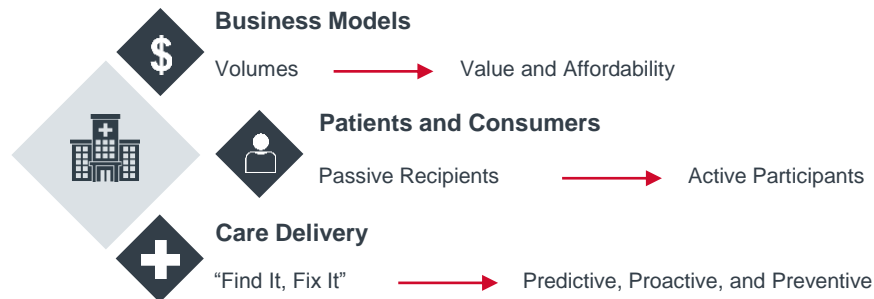
Care Delivery and Care
Management
Integration



Real Time vs.
Asynchronous

Digital Health Systems: Foundation for Transformation and Innovation

Health Care Is Undergoing Transformation and Being Disrupted

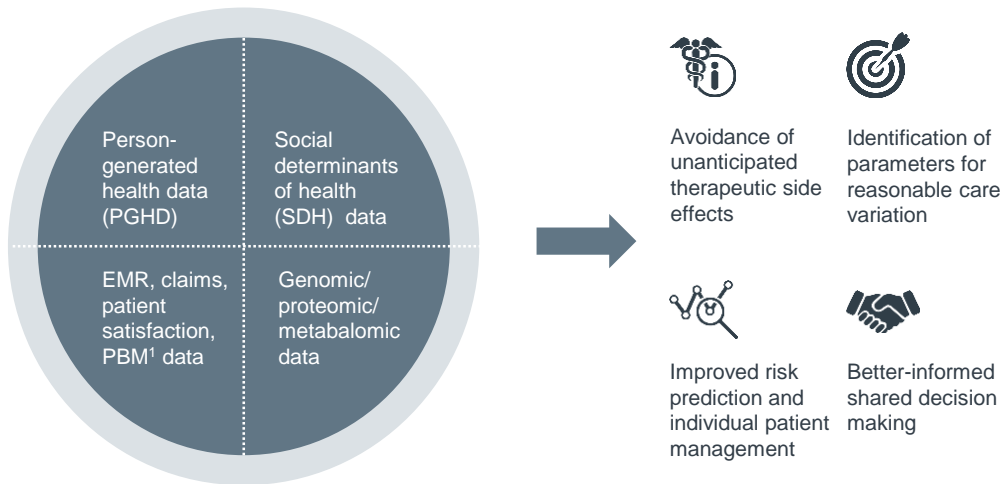


Excerpt from Digital Health System Maturity Model

Sample Dimensions	IT Efficiencies	IT-Enabled Strategies	Digital Transformation
Focus of and Value from IT-Related Investments	Automation for localized ROI	Business / IT alignment , strategy enablement, operational excellence and improvement	Digitization, sustaining, or disruptive innovations that scale and change the basis for competition
CIO Skills	Infrastructure technologies, project management, applications	Business/clinical acumen, digitization (fundamental rethink), all things data	Practical IT-powered innovation
Infrastructure and Operations	Localized (by facility or department), reliability, stability	Reduce “keep the lights on” expenses, centralization, standardization , reliability, scalability	Two-speed IT, agile , virtualization, cloud, analytics platform, mobility platform, interoperability, innovation services

Precise, Personalized Medicine: A New Precision in Clinical Decision Making

New Data Streams and Analytical Techniques Enable Improved Decision Making



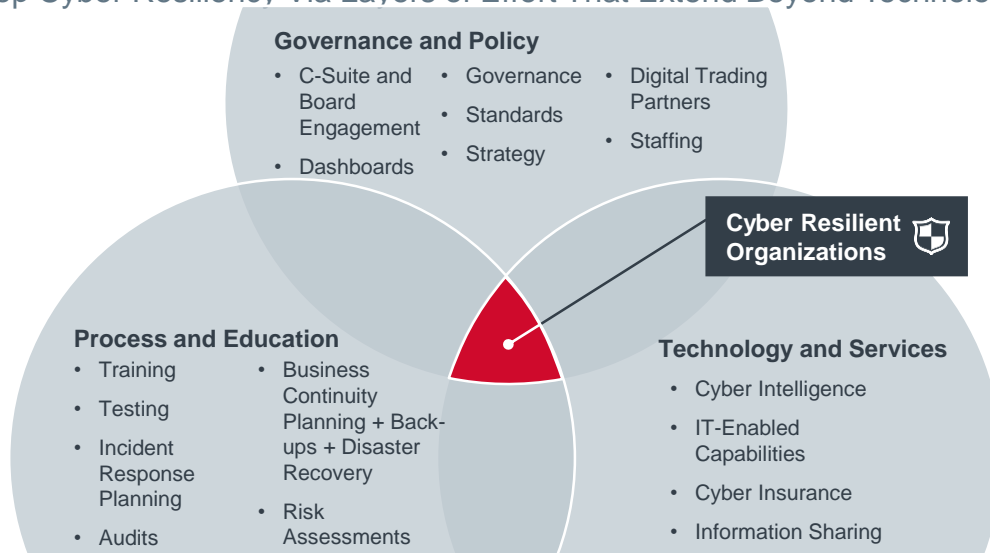
Key Considerations

- Pharmacogenomic Decision Support
- PGHD Management
- Data Science Investments
- New Forms of AI-Driven Analytics
- Imaging Diagnostic Decision Support
- Change Management Strategy

1) PBM = Pharmacy benefit management.

Information Security: Build Toward a More Advanced, Adaptive Security Posture

Develop Cyber Resiliency Via Layers of Effort That Extend Beyond Technology



Key Information Security Challenges for 2018



Develop Robust Third-Party Risk Management



Secure Medical Devices and the Internet of Things



Mature Security Processes, Policies, and Capabilities



Foster Continued C-Suite and Board Commitment

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5 Tips to Derive Value From Health Care IT Advisor

View Us As An Extension of Your Team

1 Plan to use us

Develop a service plan with your relationship manager and keep a regular call with them to identify ways we can help—**interact often**.

2 Cascade utilization to your team

Don't be a bottleneck—everyone in your organization has access so **empower your team** to take advantage.

3 Attend an IT National Meeting

It's more than presentations—it's access to all experts, peer networking, full content, and **dedicated time immersed in content**.

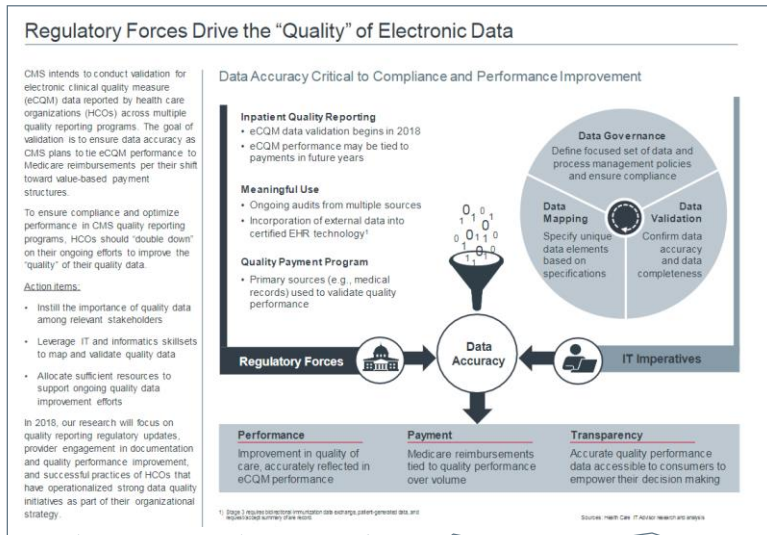
4 Bring us in

Leverage material in on-sites and private web conferences to **educate** staff, **facilitate** conversations, **inform** leadership.

5 Engage our experts regularly

Whether for guidance on current priorities or to stay updated while you focus attention elsewhere—**ask early, ask often**.

Download the 2018 Top Ten Booklet



See the Top 10 slides and booklet, visit advisory.com



Ask a Question

To ask a question, please type it into the “Questions” box on the GoTo panel and press send.

A screenshot of a web interface element titled "Questions". It features a dark blue header bar with a downward-pointing triangle on the left and a square icon on the right. Below the header is a large, empty white rectangular area for text input. At the bottom right of this area is a small, dark grey button with the word "Send" written in white. The entire component is enclosed in a thin grey border.

IT Leadership at the Advisory Board

World-Class Thought Leadership and Support for IT Leaders



Jim Adams

Executive Director

- Leads the Advisory Board's health care IT research
- More than 30 years of IT experience, including 20+ in health care
- Previously, Executive Director of IBM Center for Health Care Management, focused on global health care thought leadership
- Formerly held executive positions at Healthlink, Gartner, and two integrated health systems



Naomi Levinthal

Practice Manager

- Specializes in medical informatics, health IT policy, and telemedicine
- Previously, Certification Manager for the Certification Commission for Health Information Technology



Ernie Hood

Senior Research Director

- Former VP and CIO at Group Health Cooperative
- 20+ years of IT and health care experience
- Successful deployment of EHRs, Patient Portals, CRM, and BI tools
- Former HIMSS Washington Board Member and Chapter President



Peter Kilbridge, MD

Senior Research Director

- Nationally-recognized expert in the use of IT to improve patient safety
- 25 years of experience as a physician executive and informatics researcher
- Most recently served as CMIO at NYU Medical Center
- Prior IT leadership roles at St. Louis Children's & Duke University Health System



Greg Kuhnen

Senior Research Director

- Former CTO of Care Team Connect, Chief Architect for Optum HIE, formerly Axolotl, and several engineering leadership roles for Truven.
- 15+ years in designing, building, and deploying health care IT systems for leading provider organizations across the country.
- Areas of expertise include interoperability, HIEs, BI, Cloud Computing, and IT Infrastructure.



Doug Thompson

Senior Research Director

- Internationally recognized expert in translating health care IT into operational and outcome improvements for hospitals and other providers
- Has consulted on EMR benefits realization with over 300 leading hospitals, including several Davies Award winners
- Has consulted with numerous vendor clients, including Microsoft, Cardinal Health, McKesson, and GE Health Care

IT Leadership at the Advisory Board

World-Class Thought Leadership and Support for IT Leaders



◀ **Anantachai (Tony) Panjamapirom,**
Senior Consultant

- A subject matter expert in the EHR Incentive Programs (i.e., Meaningful Use)
- Expert in Medicare quality reporting programs (e.g., Inpatient Quality Reporting and Physician Quality Reporting System), and their alignment opportunity and strategy
- Research on IT implications in accountable care environment



◀ **Ye Hoffman**
Consultant

- Specializes in medical informatics and IT project management
- Experience as an IT Project Manager and Business Data Analyst at the Fred Hutchinson Cancer Research Center
- Areas of expertise include Meaningful Use, project management, clinical trials



◀ **Allyson Vicars**
Consultant

- Areas of focus include cybersecurity, telemedicine, mobility, and emerging technologies
- Previously worked at Novant Health as an analyst supporting commercial managed care reimbursement contracting, strategic planning, and strategic pricing initiatives
- MBA in Healthcare Administration from The University of North Carolina at Charlotte, Belk College of Business



◀ **Andrew Rebhan**
Senior Analyst

- Areas of expertise include enterprise imaging, advanced analytics, revenue cycle management, and consumerism
- Previously worked as an analyst for IHS Markit and IBISWorld covering medical technology and indirect procurement research
- MBA from California State University, Long Beach



◀ **Sophie Ranen**
Analyst

- Supports research across health IT subject areas including population health management, information security, mobility and the IoT, and consumerism
- Prior experience evaluating health policy implications for Medicaid managed care at AmeriHealth Caritas

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