

## Profile

Winona Health is an increasingly unique entity; a rural healthcare system created in 1894 by local citizens and physicians and still owned and operated by its community. For 120 years, its community-led Board of Directors, providers, staff and volunteers have remained dedicated to meeting the healthcare needs of its community, adapting and expanding its services and facilities. Nestled between three large tertiary care centers, WH continues to thrive because of its ongoing commitment to its mission – being devoted to improving the health and well-being of its family, friends and neighbors. Winona Health provides care through primary care clinics, surgical and specialty clinics, an urgent care clinic, emergency department, 99-bed hospital, skilled nursing home, assisted living apartments, home care, palliative care and hospice services. In 2013, Winona Health earned the Performance Excellence Network's Excellence Award, which is based on the nationally-recognized Baldrige criteria. It has also been recognized 10 times as one of the Most Wired small and rural hospitals. HIMSS Analytics Ambulatory EMR Adoption Model<sup>sm</sup> Stage 7 Award received: January 27, 2015.

## The Challenge

Winona Health has been a pioneer in health information technology adoption to improve patient care since 2001 when it was among the first health care organizations to develop an integrated electronic medical record system. Recognizing the importance of high quality data and information for providers, staff, patients, suppliers, and partners, Winona Health invested resources to build the infrastructure needed to manage its clinical and business systems with integrated technology – one of its strategic advantages. Accuracy, integrity, reliability, timeliness, security, and confidentiality are key requirements of both clinical and business processes. Understanding the value of strategic partnerships, Winona Health signed a 10-year agreement in October 2010 with an EMR vendor. Through this partnership, the EMR vendor manages Winona Health's IT systems in alignment with its strategic goals: Leveraging IT systems to decrease waste, increase productivity and workflow, and improve safety.

## Implementation Overview

Winona Health's partnership with Cerner began in 2001 with the introduction of a patient portal for the community and the first phase of a fully integrated EMR project. In 2002, two of the partnering clinics went live with Powerchart Office. The initial project included nursing and

physician documentation as well as support applications. In 2003, the hospital went live with a shared EMR with the addition of many applications over several years to further integrate the EMR (materials, hospital billing, registration, imaging, lab, HIM, etc.). The remaining clinics went live in 2004 adding more integration for the healthcare system. In 2012 Winona Health's clinics transitioned from a foreign system for registration, scheduling and billing to a fully integrated, Cerner-created, one patient bill and one patient experience across all areas of the organization. CPOE was added in 2013 with evidence-based order sets in preparation for Meaningful Use Stage 2. In 2014, the healthcare system went live with physician documentation, integrated with Dragon dictation, supporting the need for single-piece flow while providing patients with timely documentation at each visit.

## Resulting Value/ROI

The EMR supports Winona Health's innovative new program, the **Community Care Network (CCN)**, which works to prevent readmissions and lower the total cost of care. In partnership with Winona State University, the program trains student health coaches to work with clients in their homes to help identify barriers and opportunities for improving their health. The first clients began the program in June 2013, and there are 48 clients so far. The EMR is critical to the program for allowing providers to:

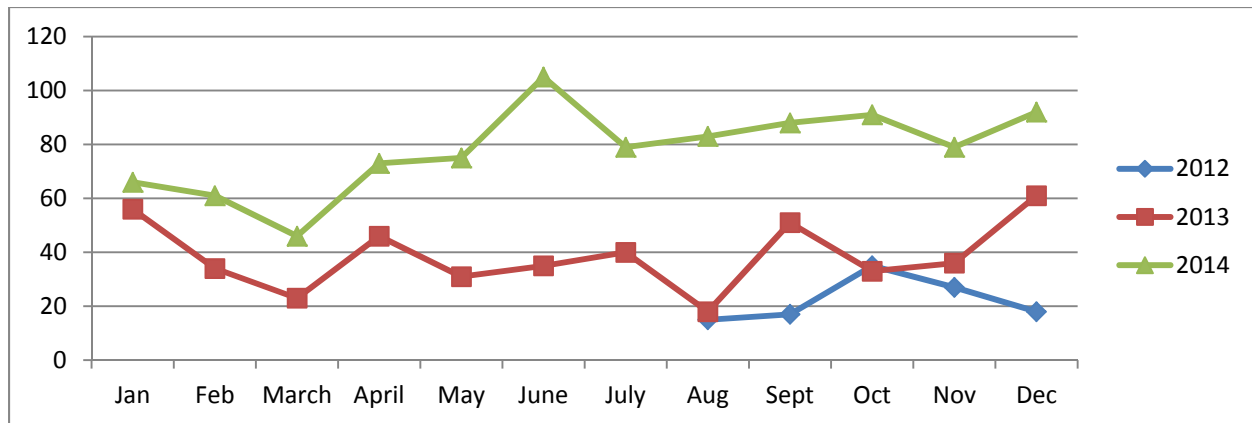
- Identify at-risk individuals based on frequent readmissions
- Alert the team when readmissions occur
- Accept and send referrals throughout the healthcare system
- Communicate with providers to recommend changes to the client's plan of care

In its first year, the CCN has shown an 85-95 percent reduction in readmissions and preventable emergency department visits for the program's clients. This translates to a 56-percent decrease in total cost of care in the first year.

**Computerized Provider Order Entry (CPOE)** – In 2013, Winona Health went live with more than 220 evidence-based ordersets using Provation. Physician champions from each clinic area reviewed the ordersets and helped to engage their peers.

**Beacon Grant** – A multi-year grant project focusing on health information exchange with transitions of care using technology as a tool. Winona Health's partners included several health systems in southeast Minnesota. The project included peer-to-peer CCD exchanges, telemedicine visits, clinical data repository work as well as a school portal for asthma action plans. The project helped Winona Health and the partners develop process flows for exchanging data and to understand the technical investments required to successfully exchange data.

Telemedicine visits per year



**Physician documentation** – The Clinical IT Committee engaged providers in the project planning from the start to ensure that workflows supported realistic patient flow. In April 2014, Winona Health went live with more than 70 providers across the organization using Cerner’s dynamic documentation with Nuance’s Dragon dictation. Adoption was high from the start, and transcription was able to reduce staff within one month based on the lack of **transcription** needs (savings of \$450,000 annually in salaries and a decrease of \$322,800 in annual contract costs with Nuance). Patient benefits include timelier access to provider notes along with standardized workflow and note content.

**Increased mammography screening** – In June 2013, mammography reminders were sent to 3000 patients as part of Stage 2 Meaningful Use requirements to engage patients in their health resulting in an increase in mammography.

**Meaningful Use** – Successful attestation for Stage 2 Meaningful Use for both inpatient and eligible providers.

**Patient Portal** – Adding patient requested features to MyWinonaHealth, such as online appointment scheduling, health reminders, online bill pay, and appointment reminders.

## Lessons Learned

Accountability is critical in the adoption of new systems. Winona health focuses on accountability through clear, transparent communication at daily “focus boards” where adoption and application issues with new processes are addressed and problem-solved.

Other key elements for success:

- It is critical to have clinical IT staff embedded in departments to support users
- Structured governance is essential for decisions to be made
- Use of a lean management system leads to high adoption rates
- Projects must align with the organization’s strategic plan and cascade to front-line staff

- An integrated IT vendor partnership leads to shared commitment and accountability
- Flexibility is required in structuring the content of the EMR in order to meet the needs of both patients and providers.

*Achieving HIMSS Analytics EMR Adoption Model<sup>sm</sup> Stage 7 is very rewarding, because our goal is to improve healthcare for our patients. It's always about the patient. This achievement has been an ongoing team effort, and it reflects that our data-driven, lean management culture is embedded throughout our organization. Our IT partner is completely integrated with our staff and that close collaboration is key to our ability to leverage IT when it comes to patient care.*

**Daniel Parker, MD**

Medical Staff Chief

Winona Health

For more information about Winona Health: [www.winonahealth.org](http://www.winonahealth.org).