

2009 DAVIES AMBULATORY AWARD

Virginia Women's Center

Dr Kay Stout MD,MBA,CPE



Conflict of Interest Disclosure

Kathryn Kern Stout, M.D. M.B.A

Has no real or apparent
conflicts of interest to report.

Session Objectives

- HIMSS Davies Award
- VWC Experience and Results
- Q&A

Dr Nicholas E. Daives

- Atlanta physician
- ACP and IOM
- Visionary
- 1991 Plane crash

Davies Award Program

EHR

- Promote vision
- Understand and share value
- Visibility/recognition High Impact systems
- Share implementation strategies

HIMSS DAVIES AWARD

1994

- Organizational
- Ambulatory
- Public Health
- Community Health Organization

HIMSS DAVIES AMBULATORY AWARD

- Initiated 2003
- 20 practices to date
- VWC first Virginia Davies Winner

Virginia Women's Center

Central Virginia's largest women's
healthcare private practice

65,000+ Patients

Virginia Women's Center

Average volume per provider

Patient Encounters 5,629

Active Patients 2,672

Virginia Women's Center

- 30 physicians & 11 mid-level providers at five clinical sites.
- Physicians on staff at 5 hospitals (3 health systems)
- 8 service lines

Virginia Women's Center

Patient has safe, secure, coordinated access to:

- 21 Ob/Gyns
- 3 Ob Hospitalists
- 3 MFMs
- 1 Urologist
- 2 Gyn Surgeons

Virginia Women's Center

Patient has safe, secure, coordinated access to:

- 2 PhD Clinical Psychologists
- 1 Genetic Counselor
- 11 NPs/Midwives
- 33 Nurses
- 27 Medical Assistants
- 10 Technologists

Virginia Women's Center

Patient has safe, secure, coordinated access to:

- 23 Business Office
- 4 Research Staff
- 61 Other Employees

Total FTEs 184

Virginia Women's Center

Online

- Appointment scheduling
- Rx refill request
- Bill pay
- Secure messaging
- View medical record
- Update personal info

Virginia Women's Center

IT Operations

- Internal department
- Virtualization
- Co-location
- Disaster recovery

Virginia Women's Center

EHR:

- Juncture between physician and patient, not obstruction.
- Facilitates patient encounter from call center to checkout



Gaining Acceptance

Pre-EHR Reality

- Onerous chart documentation
- Difficult chart access
- Transcription challenges
- Slow turnaround time

Gaining Acceptance

Pre-EHR Reality

- Discrepancies in coding, charge entry and billing.
- Limited/difficult access to data for Q/A and third-party payor negotiation.
- Limited access for research program

Gaining Acceptance

Our Experience

Time line:

- 1996 Research and review
- 2003 Sufficient product development
Trust of Physician Leadership
\$1M Decision
- 2004 Unanimous Approval

Gaining Acceptance

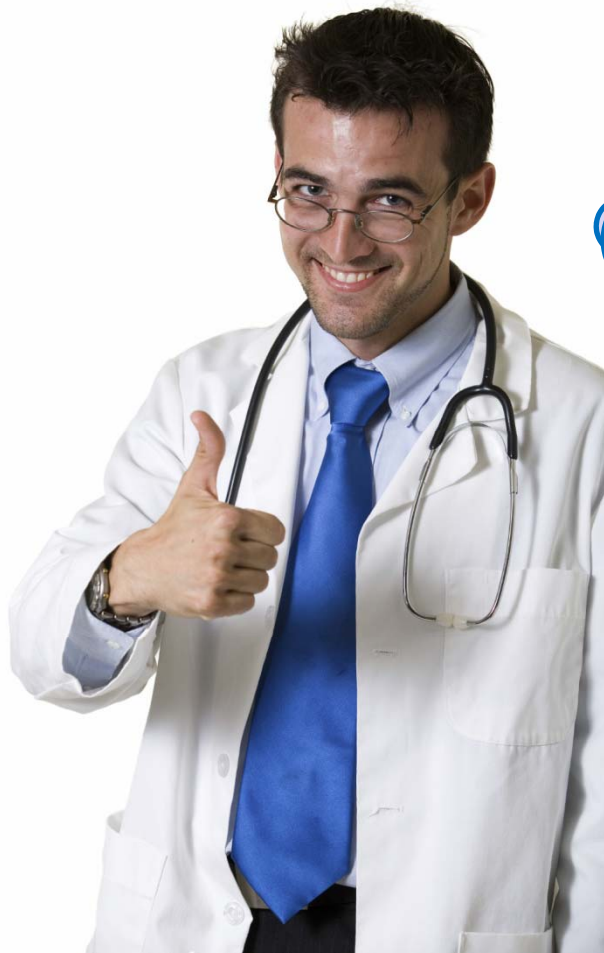
Making It Happen

Doctors' Concerns:

- Patient Care & Safety
- Availability of data
- Effect on personal time
- Ownership risks



Gaining Acceptance



**I'm already working
too darn many hours!**

**What's this going to
take out of my pocket?**

Gaining Acceptance

Making It Happen



Staff concerns:

- Patient Relationship
- Provider Relationship
- Time allotment for learning

Gaining Acceptance

**Get me off my shift
on time.
Don't eliminate my job!**



Making It Happen

Implementation

- Advance preparation
- Support availability
- Development
- Flexibility

Making It Happen

Implementation

- Teach
- Listen
- Share
- **Intolerance of non success**

Gaining Acceptance

Five years post go-live

- Teach, listen, share
- Would you go back to paper? NO!
- Mandatory for MD recruitment



Performance Monitoring

Safety

- **Results tracking**
- **Adherence to standards**
 - OB low risk and high risk
 - Test performance
 - Care plan

- Gaining acceptance
- Improved safety goals & standards
- **Logistics effect on financial rewards**

Logistics

- Sequential phase-in
- Reduced clinical schedule
- Workflow redesign

New Roles

Logistics

- Network Administrator
- Director of Operations
- Director of Clinical Applications
- Physician EMR Director

Return On Investment

ROI

Anticipated

- \$300k decrease in transcription costs
- 10-15% decrease in productivity
- Reduction in FTEs per provider

ROI

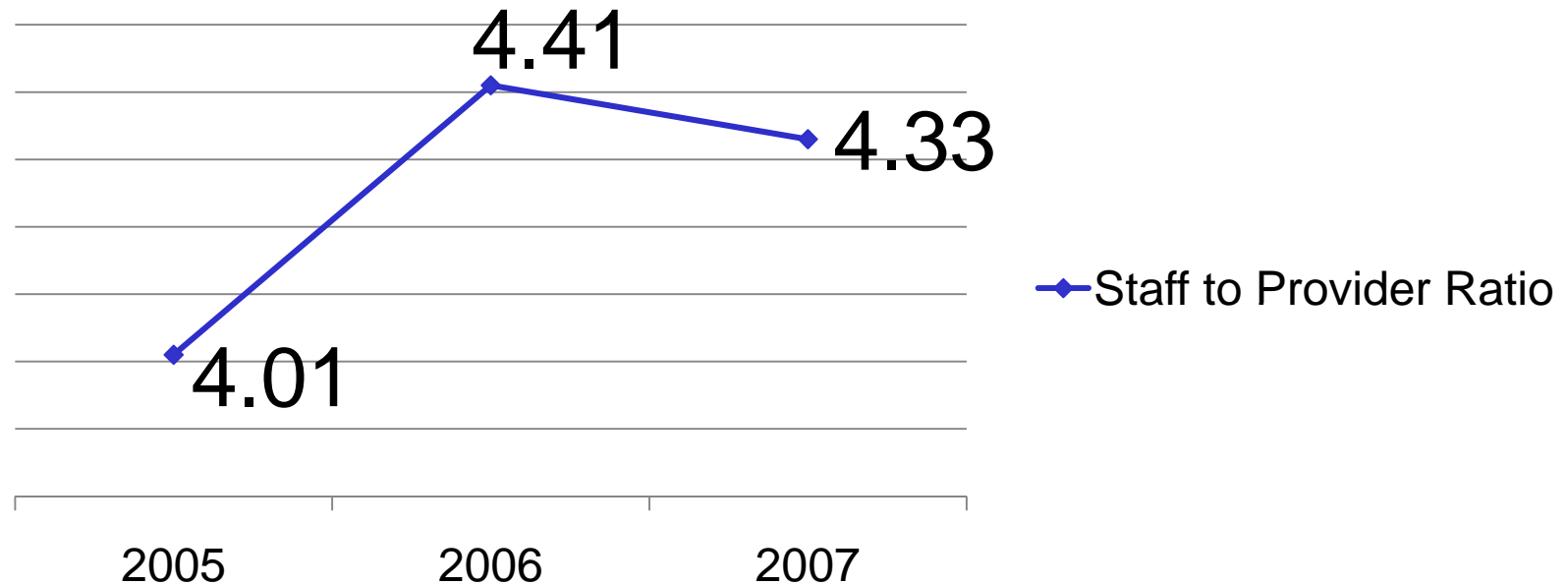
What Really Happened

- Immediate elimination of \$300,000 in transcription costs

ROI




What Really Happened

Staff to Provider Ratio



ROI

What Really Happened

Volume of throughput		11%
RVU per provider		13%
Charge entry FTEs		58%

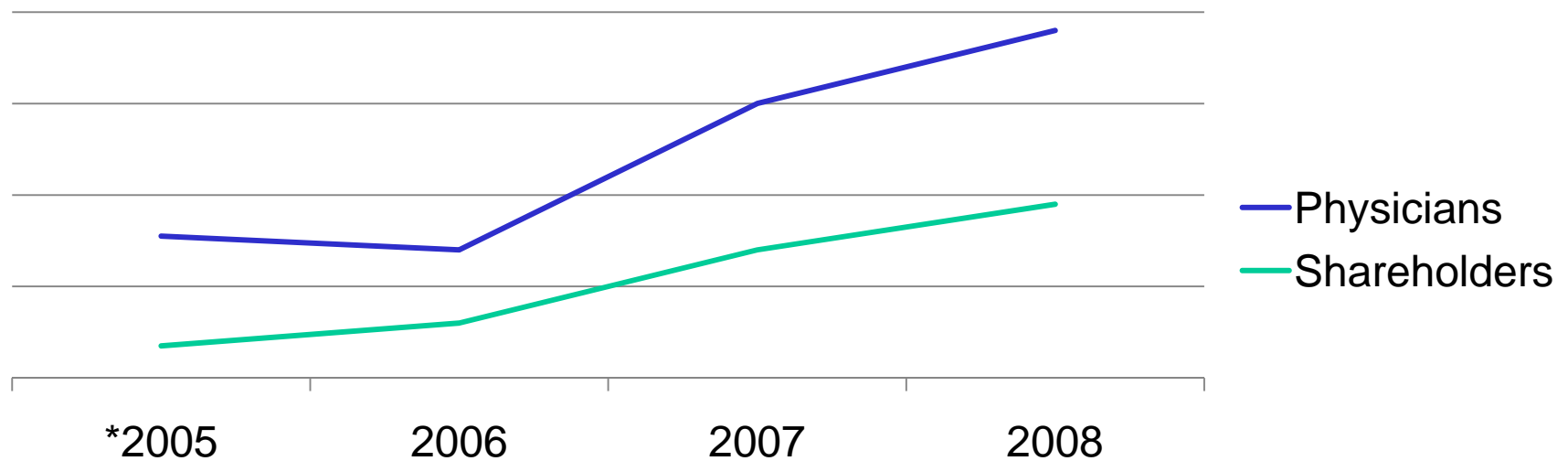
ROI

What Really Happened For the accountants

- Operating costs/revenue ↓
- Staff costs/revenue ↓

ROI

What Really Happened



Average profits per physician and shareholder.


ROI

What Really Happened

Physician profits

- Level the year of implementation
- 19% increase post implementation
- MGMA > 75th percentile

Key Factors To Success

- Patient care and safety at the forefront of all decisions
 - Workflow re-design
 - Dedication of resources
- 
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Thank You

Kay Stout, M.D., M.B.A, C.P.E.

(804) 662-6065

kstout@vwcenter.com

www.VirginiaWomensCenter.com



VIRGINIA
WOMEN'S CENTER

Gaining Acceptance

Pre-EHR Reality

- Onerous chart documentation
- Difficult chart access
- Transcription challenges
- Slow turnaround time

Session Objectives

- Gaining acceptance
- **Improved safety goals & standards**
- Logistics effect on financial rewards

Uniform Clinical Workflows

Safety

- Defined Roles
- **Standard Forms**
- Standard Problem Lists
- Flow sheet Data

Session Objectives

- Gaining acceptance
- Improved safety goals & standards
- Logistics effect on financial rewards

Conclusion

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Flowsheets

- PN Labs
 G & F
 Abn Pap
 PIH
 Torch
 AFP
 Clot Test

Prenatal Labs

	Date	Value
ABO BLD GRP	09/10/2009	A
RH TYPE	09/10/2009	RH(D) PO...
ANTIBODY SCR	09/10/2009	NO ANTIB...
RUBELLA IGG	09/10/2009	3.99
RPR	09/10/2009	Non-Reac...
HBSAG	09/10/2009	Non-Reac...
HIV 1 AB QL	09/10/2009	NONREACT...
HGB	09/10/2009	14.8
HCT	09/10/2009	43.8
PLATELETS	09/10/2009	324
TSH	09/10/2009	0.73
URINE CULTUR	10/20/2009	negative
GC DNA PROBE	10/05/2009	Not dete...
C TRACHO DNA	10/05/2009	Not Dete...
PAP SMEAR	02/25/2009	normal p...
CFHXCOMMENT	10/05/2009	declined
NUCHALTRANS	10/05/2009	declined
AFP SERUM	12/03/2009	Screen n...
GTT 1H 50G		
STREP B CULT		
PNR TO L&D		
CF PRNTL SCR	10/05/2009	declined
HGB ELECTRO		
RHOGAM INJEC		
BG FASTING		
GTT 1H 100G		
GTT 2H 100G		
GTT 3H 100G		
GLUCOSE PLAS		
HGBA1C		
T4, FREE		
ANTI-TPO AB		
CVS	10/05/2009	declined

Close

- PN Labs
 G & F
 Abn Pap
 PIH
 Torch
 AFP
 Clot Test

Abnormal Pap

	Date	Value
PAP SMEAR	02/25/2009	normal p...
HPV HIGHRISK		
COLPO BX	02/14/2008	CIN 2
COLPO W/ECC	02/14/2008	neg
CRYOTHERAPY		
LEEP CERVIX	03/19/2008	CIN 3
LEEP W/ECC		
CERV CONE BX		