getwell:)network®

CARILIONCLINIC

ORCHESTRATING AND ACCELERATING ORGANIZATIONAL CHANGE TO IMPROVE HEALTH CARE DELIVERY

Rapid Implementation of Interactive Patient Care™ at Carilion Roanoke Memorial Hospital

WHITE PAPER

A SMARTER HEALTH CARE DELIVERY MODEL

GetWellNetwork established and delivers Interactive Patient Care (IPC) as a new, smarter health care delivery model. The goal of IPC is to help people take an active role in their health journey in order to affect patient compliance, satisfaction and recovery, while improving clinical and operational outcomes.

GetWellNetwork's IPC solution engages patients and families at every point along the care continuum: inpatient, outpatient and throughout their daily lives. Delivered at the bedside or through any web-enabled PC or mobile device, IPC technology puts customized content and physician-ordered education and interventions at the patient's fingertips.

Organizational, enterprise-wide change can be difficult, so GetWellNetwork offers 15 years worth of experience to help health care providers of any size achieve their patient engagement goals. "Our proven, proprietary methodologies meld organizational change management and project management with clinical best practices to maximize a health system's strengths and ensure success," explained Dianne Johnson, vice president of Logistics and Implementation Services for GetWellNetwork.

"Our clients who recognize the most significant, lasting outcomes have first taken steps to ensure that every part of their organization understands their role in, and the importance of, a strategic IPC initiative. Only then can patients and families be effectively activated in their health journey. In order to improve the patient experience and achieve a measurable return on investment, every level of care—from executive and middle management to frontline and support staff—must be committed to IPC."

IMPROVING OUTCOMES AND THE PATIENT EXPERIENCE

One of the largest hospitals in Virginia, Carilion Roanoke Memorial Hospital (CRMH) is a Magnet®-recognized, 720-bed hospital with an additional 60-bed neonatal ICU. Now in its second century of providing premier health care services, CRMH features a level 1 trauma center and Carilion Clinic Children's Hospital, including a pediatric emergency room.

CRMH is part of Carilion Clinic, a not-for-profit health system based in Roanoke. Through a network of hospitals, primary and specialty physician practices, and other complementary services, the health system provides quality care for nearly one million Virginians.

In February 2014, CRMH executives decided to implement a hospital-wide rollout of IPC because they realized that everyone throughout the delivery of care—from patients and their families, nurses and physicians to bed management and environmental staff, pharmacies, labs and even chaplains—needed access to the same care experience and delivery model.

Early executive support was also imperative to success. "Adopting an IPC strategy throughout an entire facility or health system isn't easy," explained Steven C. Arner, senior vice president of Carilion Clinic, and president and chief operating officer of Carilion Roanoke Memorial Hospital. "It's much more than adding some TVs and educational videos. It calls for a top-down, organizational and cultural commitment to improving the patient experience, clinical workflows and operational outcomes. When that is achieved, everyone benefits—the patient and their family, the provider, and the population at large."

FEB. 2014
CRMH Approves Hospital-wide Implementation of IPC

MARCH–MAY 2014
Tactical Change Management Mission and Strategy Formulated and Communicated

JUNE–SEPT. 2014
90-day Rapid Rollout Plan Activated

AUG. 2014
CRMH Staff Training on IPC Begins

SEPT. 2014
CRMH Goes Live with GetWellNetwork IPC Technology in 648 Patient Beds

CREATING A STRATEGIC ROADMAP FOR IPC IMPLEMENTATION

Having the right people in the right places is a critical first step for IPC adoption. A qualified GetWellNetwork project manager orchestrates the entire implementation project from start to finish.

At CRMH, executive leadership established and articulated a common, enterprise-wide vision and strategic roadmap for IPC, while an executive steering committee provided oversight, guidance and support for the program's marketing and branding activities. Workgroup leaders with demonstrated subject matter expertise, operations and policy experience, and communication, organizational and project management skills were identified to help facilitate the program rollout to clinical staff.

"At the beginning of an IPC implementation, we create and communicate a detailed, tactical plan to the organization outlining how IPC translates into optimized workflows and patient care, and how each area contributes to a successful implementation," said GetWellNetwork's Program Operations Director, Implementation Services Kari Cook. "It's essential to collaborate with bed management, nursing, IT, environmental services, marketing and education. Typically, frontline clinicians who are most familiar with the system and its benefits to patients become the most effective advocates for IPC."

In addition to holding weekly progress meetings, Cook and her team sequenced key activities and milestones to meet projected target dates. GetWellNetwork worked with the CRMH Transfer Center, which manages all patient flow within the hospital, to install hardware and software through a "phased approach." To minimize disruption to patients and clinicians despite the facility's high census count and mature infrastructure, crews staggered room refurbishment following patient discharge.

GetWellNetwork also worked with CRMH's marketing and communications department to help gain cultural adoption of IPC through targeted messaging. In addition to printed brochures, electronic media such as regular email updates, hospital monitor signs and screen savers helped promote IPC as a new part of the organization's culture.

IMPLEMENTATION ELEMENTS	DESCRIPTION
IPC VISION	• Created by Executive Team to establish context for work • Defines the role of IPC and the expected impact within the organization
OUTCOMES TARGET	• Development of an Outcomes Achievement Plan identifying priority performance improvement areas to drive the focus of our work and measure impact over time
CLINICAL PRACTICE DESIGN	• Redesign of clinical workflows based on IPC vision and outcomes targets
INTEGRATION PLAN	• Determine plan for interoperability including 100+ interfaces with ADT, Active Directory, EMR, food production, RTLS, nurse call and communication devices, and more
CONTENT SELECTION	• Selection of patient education from multi-language content library (including Arabic), as well as additional patient-related content about hospital services, etc.
CONFIGURATION	• GetWellNetwork configures the user experience according to outcomes priorities, process redesign and content
USER TESTING AND REVIEW	• Clients have multiple opportunities to review their user experience and make modifications prior to final acceptance of the product
CHANGE MANAGEMENT AND INTEGRATION PLANNING	• GetWellNetwork provides in-depth planning assistance and implementation support including internal/external communications, staff training, leadership structures and accountability management

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>
> — Kathleen Baudreau, *Senior Director, Nursing Quality*, Carilion Roanoke Memorial Hospital

FOSTERING HEALTHIER COMMUNITIES

CRMH went live with GetWellNetwork IPC technology in 648 patient beds over a 90-day period. With careful planning, the CRMH-GetWellNetwork team achieved an ambitious 10-beds-per-day implementation goal, at times installing the system at a rate of 28 rooms per day.

CRMH charge nurses became deeply involved in the integration process through training sessions designed to reinforce usage and eliminate potential gaps in communication. With IPC, nurses can order physician-prescribed video education and bypass having to print and read handouts to patients. By asking follow-up questions through the system, nurses can know for sure if and how well patients and their families understand what they have learned about their condition.

"It's been very exciting to see nurses in our cardiac outpatient unit deploy GetWellNetwork and use the system to enhance their pre-operative patient education," explained Kathleen Baudreau, senior director of Nursing Quality at CRMH. "They pre-order videos for each patient before they arrive, and nurses encourage the patient to watch video education about their procedure and learn what they need to do when they go home. Our typical health education utilization rate is somewhere around 30 percent; this unit is now in the 50 percent range."

Adopting an IPC strategy can help hospitals and health systems achieve reciprocal business objectives such as HIT systems integration, publicity, fundraising, community engagement, growth strategy and population health management. "Our goal is to influence health care change in our community," said Andrew Kellam, Carilion Clinic's interactive patient system manager. "We want patients and their families to engage with us so that together we can make the best care decisions possible, resulting in better outcomes."

For more information on GetWellNetwork IPC Implementation Services, or to schedule an evaluation for your facility or health system, please visit: info.getwellnetwork.com/Contact-US.html