



# Making eHealth a Clinical Priority for Nurse Leaders

Transforming and Integrating  
the Chief Nurse Executive's  
Operational Agenda with the  
Corporate eHealth Agenda

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## Agenda

- About St. Michael's Hospital – Who We Are
- Making eHealth a Nursing Priority @SMH
- Professional Practice & Clinical Informatics through eHealth
- WHY - Transition to an eHealth Practice Agenda
- Sustainability Partnerships, Structures & Strategies that Support ICT Adoption
- Lessons Learned



## Who We Are?

Annual Operating budget \$496 M

5,048 total staff

611 physicians & midwives

1525 nurses

750 medical residents & clinical fellows

398 nursing students

650 health discipline students

530 adult inpatient beds

8,814 inpatient surgeries

25,186 day surgeries

57,205 emergency visits





## Making eHealth a Nursing Priority @SMH

1. 2001 SMH IM Strategic Plan – major investment in ICT infrastructure & tools for the development of its EPR through Project Gemini.
2. 2004 Corporate Strategic Plan – EPR goals/objectives (annualized)
3. 2005 Nursing Strategic Plan
  - Inaugural plan –
    - focus on professional nursing services to ensure that patients receive the highest quality nursing services
    - included five strategic directions
4. Project Gemini has recently been rebranded by Executive Leadership to “Gemini” with the recognition that IT plan represents a multi-year process that will affect care delivery for years to come.



## Nursing Strategic Plan's Five Directions

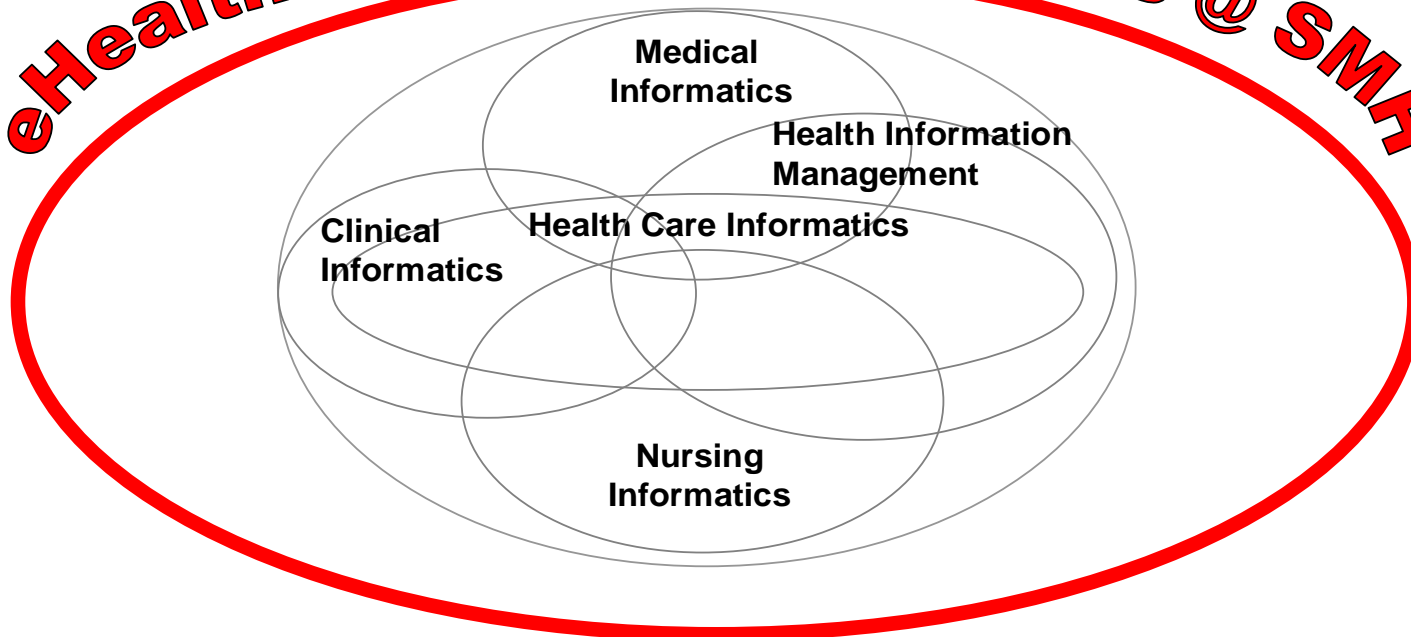


**5th strategic direction would serve as the “lever” – eHealth Practice Agenda**



## Professional Practice & Clinical Informatics through eHealth

**eHealth through Informatics @ SMH**



## Embracing Technology and Innovation in Patient Care – Through *Clinical Informatics*

References – Englebart, S., Nelson, R. (2002). Health Care Informatics – An Interdisciplinary Approach, xviii. Eysenbach, G. (2001). "What is eHealth". J Med Internet Res 3(2):e20.





## WHY - Transition to an eHealth Practice Agenda

IOM Health Profession's Competencies\* Adopted in SMH's Nursing Strategic Plan –

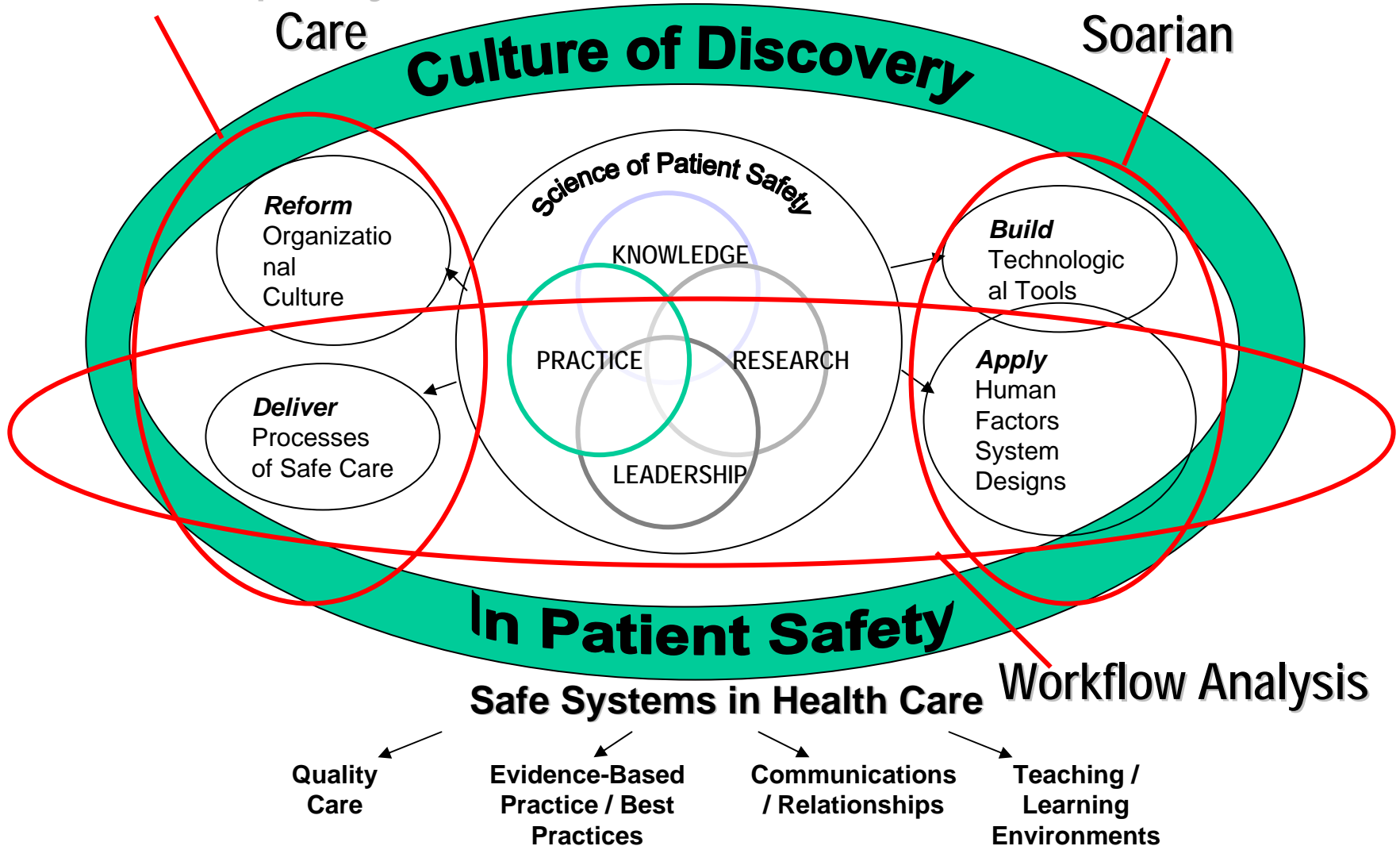
- (1) provide patient-centered care,
- (2) work in interdisciplinary teams,
- (3) employ evidenced-base practice,
- (4) apply quality improvement and fundamental to the preceding four,
- (5) make use of informatics.

\*Reference - IOM Quality Initiative, Health Professions Education: A Bridge to Quality Report (2003)

# ST. MICHAEL'S HOSPITAL



## Interdisciplinary Model of Care SMH EPR Implementation Framework







## Project Gemini Applications

### Phase One (2004)

- Soarian Clinicals ~ Results viewing lab results
- NOVIUS Radiology ~ Radiology Information System
- PACS (Magic Web) ~ Picture Archival & Communication System (medical images)
- Pharmacy ~ Medication Management System

### Phase Two (2006)

- Non-Medication Order Entry



## WHY - Transition to an eHealth Practice Agenda continued..

- SMH current state – “informatics” as essential skill set
  - Minimal progress – recognized with post implementation results of Gemini’s NMOE Project
    - Signs & Symptoms – limited and/or slow clinician uptake or adoption, lack of clinician engagement



## Reflection & Assessment after Phase 1 & 2

- We knew this would be a large-scale project, but did not realize how complex it really is
- “Beta” and “early adopter” products made a difference in our approach, expectations and timelines
- The project required more clinical leadership, input and formal participation to meet needs of multidisciplinary teams
- Applications will cross disciplines and programs, integrate information and change clinical workflow
- The willingness to change/change management is vital to success
- St. Michael's and Siemens must fully commit to seeing this project through

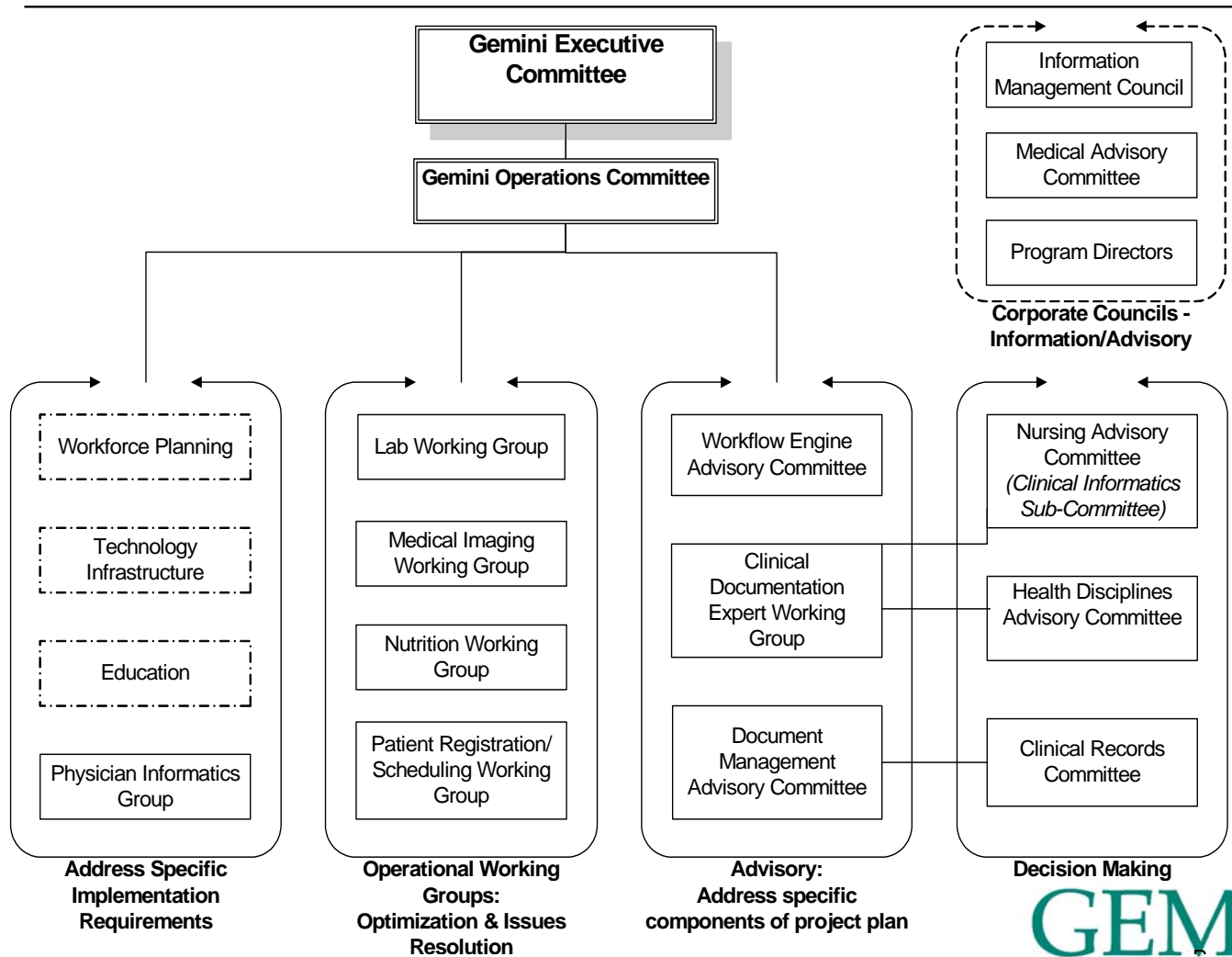


## Sustainability Partnerships, Structures & Strategies that Support ICT Adoption

- Key Clinical Partnerships
- Clinical Informatics Program Structure
  - Formalized ICT and Professional Practice partnership structure serves as the interface vehicle that integrates SMH's patient care programs/services with the information and communication technology (ICT) department.
    - Hybrid, matrix reporting by the Director, Clinical Informatics to the EVP/CNE and CIO.
- Benefits
  - structure and associated partnerships facilitate the integration of clinical practice and IT strategies that will guide the necessary care transformation with EPR activities.



## Gemini Committee Structure - March 2008





## Lessons Learned...as we move forward

- Implementing a EPR system is not an IT project but a clinical transformation project masquerading as an information technology project” (Marley et al, 2006) where Nursing must play a lead role in every aspect.
- Clinicians who see and hear the CNE and other nursing leaders speak in terms of the value of IT with clinical practice are more likely to embrace and adapt to the new work environment.
- Project governance and infrastructures that provide input and formal participation to ensure the needs of our stakeholders are met in achieving the corporate goals/objectives of clinical system projects are key.





## Lessons Learned continued...

- Nursing leaders can no longer leave traditional IT project contract negotiations to those who have no voice with the care process. CNE must participate with IT project contract negotiations to ensure that :
  - Vendor's implementation team provides an acceptable level of clinical experience
  - Content and application will support patient safety goals
  - Effective partnership between practice and vendor executives is achieved.
    - Facilitates a presence on vendor forums to influence future development
- Monitor “suspect” timelines that may be too ambitious given the complexity of the project.



## Lessons Learned continued...

- Pilot or demonstration sites are key to inform effective hospital wide implementations
- Sustainability mechanisms through a formalized clinical informatics program structure must be integrated into the professional practice infrastructure to support:
  - Clinical systems education for new hires, return to work employees and students



## Summary Highlights

Commitment to clinical transformation and Gemini is now greater than ever:

- Board of Directors & CEO
- EVP/CNE & EVP/CMO; CIO, CAO
- Professional Practice/Program Directors & Director, Clinical Informatics; IT Directors
- Clinical/IT Management
- Clinical staff throughout SMH
- Partners – Vendors



## Summary Highlights

*Gemini is an enabler of clinical transformation  
– not the driver behind it.*

Interdisciplinary care, workflow redesign and technology at the point of care are each essential to achieving the benefits associated with clinical transformation...

*through a robust Clinical Informatics Program  
infrastructure and an eHealth Practice Agenda.*



# Thank You!

