Building an Integrated Patient Information System for a Healthcare Network

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EXECUTIVE SUMMARY

The recent healthcare reform act provides incentive payments to providers for their 'meaningful use' of electronic health records to achieve significant improvements in care. The HITECH Act 2009 provides incentives payments through Medicare and Medicaid to clinicians and hospitals when they achieve specified improvements in care delivery. Citrus Valley Health Partners' (CVHP) goals are bigger than just to comply with the regulations or simply to qualify for incentives, but rather include transforming their business to the next level in care delivery. They are seeking cooperation from their affiliates to build a community health information exchange that will allow CVHP and the affiliates to share and integrate patient health related information between their medical centers and the private physicians in their community. The integrated system will help community healthcare providers to work as a single operating entity focused and aligned on improving patient care, operational efficiency and cost effectiveness.

Keywords: Accountable Care Organization, Electronic Health Records, Health Information Exchange, Healthcare Reform Act, Integrated Patient Information System

ORGANIZATIONAL BACKGROUND

The Company

Citrus Valley Health Partners was formed in 1995 through the merger of Intercommunity Medical Center and Queen of the Valley Hospital. Foothill Presbyterian Hospital joined the system one year later. They serve a community of nearly one million people in the San Gabriel Valley located in southern California. Its mission "to help people keep well in body, mind and spirit by providing quality health care services in a compassionate environment" is lived through the work of more than 3,000 staff members and nearly 800 physicians.

They have three hospitals and an inpatient hospice, along with a home-health agency. Its Citrus Valley Medical Center Intercommunity Campus located in Covina is a 193-bed facility that provides high-quality health care with a wide range of medical, surgical and specialty services. The center specializes in cardiac care, offering electrophysiology, cardiac rehabilitation therapy and the only open heart surgery

program in the East San Gabriel Valley. It is a designated ST-Segment Elevation Myocardial Infarction (STEMI) receiving center for heart attack patients. This location also provides wound care and a wide range of inpatient and outpatient medical services. Citrus Valley Medical Center Queen of the Valley Campus in West Covina is a 325-bed facility and is renowned for its family-centered maternity services and Level IIIB Newborn Intensive Care Unit. This campus also offers The Geleris Family Cancer Center, a Robotic Surgery Program and a full range of rehabilitation services, including speech, occupational and physical therapy for children and adults.

Foothill Presbyterian hospital in Glendora offers a unique blend of general acute care and specialty services, including the Citrus Valley Centers for Rehabilitation Services and Outpatient Diabetes Education Programs. The Diabetes Education Program recognized by the American Diabetes Association as a Center of Excellence for diabetes education. The Citrus

Valley Hospice in West Covina has an extensive home care program as well as a 10-bed inpatient hospice facility, one of the first freestanding hospices of its kind west of the Mississippi. Citrus Valley Home Health Agency provides physician-supervised nursing and rehabilitation care to individuals recovering at home from accidents, surgery or illness.

The Management

The management structure of the organization is presented in Figure 1. The President/CEO of the organization is responsible for steering the company in the right direction by setting the business strategy. Each of his direct reports includes "Chiefs," responsible for operational and strategic divisions within the health system. The "Chiefs" are assisted by several VPs, Directors and Managers. The CMO/CIO is responsible for the company's information system and technology. The CMO/CIO is assisted by VP Information Tech, VP Info Services, VP PI/ Quality and

Figure 1. CVHP organization chart
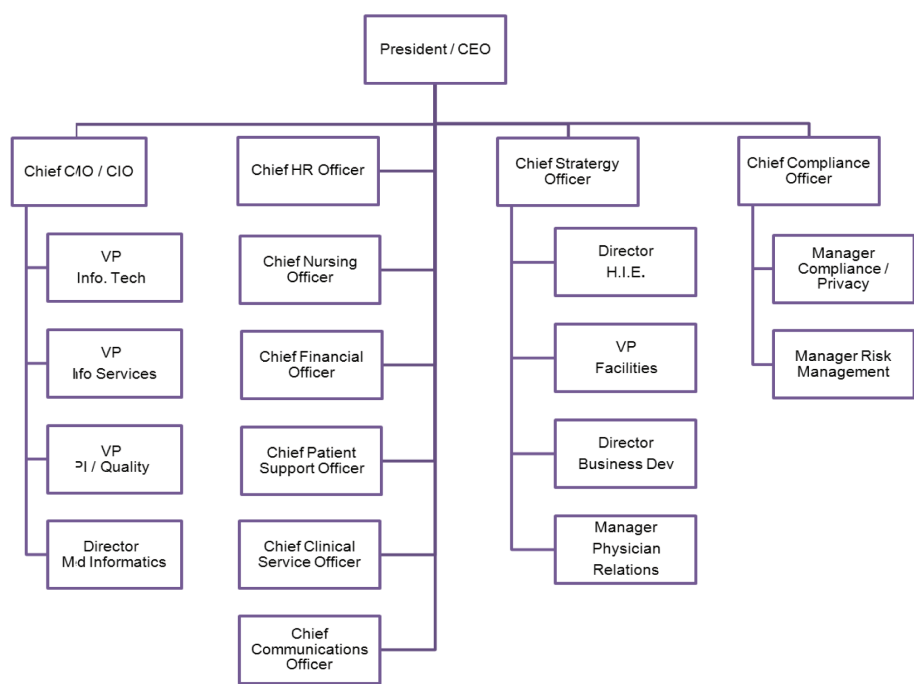
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