

eClinicalWorks

CASE STUDY



COASTAL MEDICAL SERVICES

COLLABORATIVE LEADERS IN RHODE ISLAND'S HEALTHCARE COMMUNITY

improving healthcare together

— A Culture of Collaboration Implementing an EHR across 17 Practices —

Coastal Medical, Inc.

The Challenge

Implement a unified Electronic Health Record for 17 diverse and growing Rhode Island medical practices, including more than 100 care providers, being brought together as an Accountable Care Organization.

The Solution

eClinicalWorks provided Coastal Medical with a comprehensive EHR that laid the foundation for coordinated care, standardized care delivery, and yielded measurable indicators of clinical quality improvement.

The Results

With a single system in place, Coastal saw better response to local ER admissions, a reduction in medication errors, quicker access to labs and imaging, better patient outcomes, comprehensive reporting and analytics tools, and greater patient satisfaction.

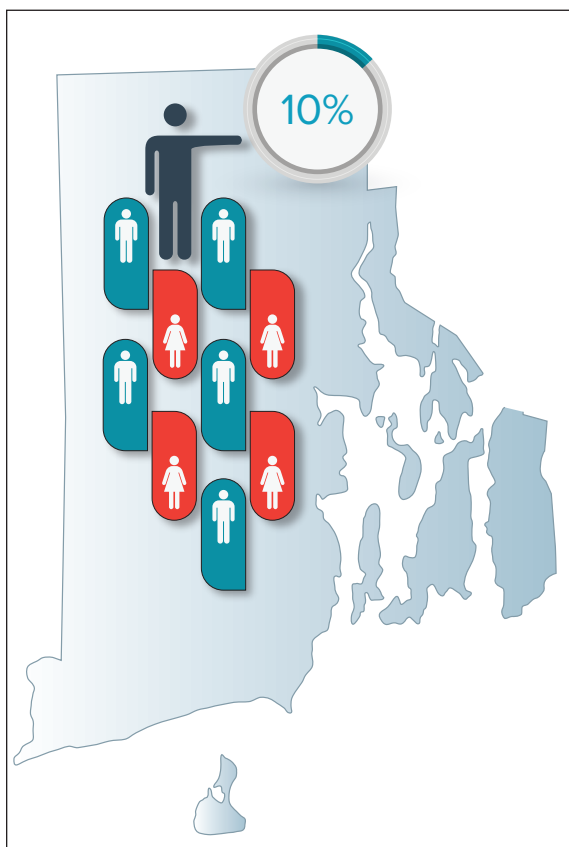
Coastal Medical, Inc. is a physician-owned and governed Accountable Care Organization (ACO) founded in 1995. The group came together via the merger of seven small private medical

practices, and has since grown to 19 individual offices operating under the Coastal umbrella.

Coastal delivers mostly primary care to 105,000+ patients, approximately 10% of Rhode Island's population. The patient mix is predominantly commercially insured, with an 18% Medicare population, .01% self-pay, and 3.17% underserved.

Coastal Medical is the product of practice mergers. With a strong

corporate foundation, new practices enjoy the benefits of a centralized infrastructure and the support that this provides. At the same time, each group has its own culture that is important to the practice and its patients.



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The selection of an Electronic Health Record that was intended to standardize processes across the entire organization made some offices uneasy, and staff and providers expressed concern that they would lose their individuality with a standardized system. The varying levels of technology engagement and ability were also a concern, as Coastal was a relatively early adopter of EHR technology, in 2005-06.

Coastal Medical approached the EHR adoption process not so much as an infor-

mation technology (IT) project as the implementation of a clinical tool. The goals of that tool were to help deliver standardized care, provide thorough and accurate documentation of that care, and generate the analytics that would substantiate Coastal's evidence – mostly anecdotal to that point – that they were delivering excellent care to their patients.

What Coastal did not realize at the time of adoption, however, was that the EHR would do far more, including:

- Generate higher fee-for-service payments because of complete documentation
- Allow the ACO to participate in many pay-for-quality initiatives
- Result in more favorable contracts with major payers
- Form the foundation for Patient-Centered Medical Home (PCMH) transformation across the enterprise
- Generate revenue from the formation of a separate billing company that provides Revenue Cycle Management services to practices outside of Coastal

“The EHR became the basis for measuring and improving quality. You can't prove what you can't measure.”

— Alan Kurose, M.D.,
president and CEO,
Coastal Medical, Inc.

Leadership/Governance

Leadership and governance at Coastal Medical is built on a foundation of shared core values and a unique culture of inclusion. Coastal's accomplishments as a company stem directly from the deliberate choice to always make the care of patients their first priority. Coastal works to pilot innovative programs in their medical offices and in conjunction with hospitals and specialty care providers by collaborating and openly communicating within all levels of the organization. This team approach to leadership and constant quality improvement has developed into a culture of learning that touches every member of the organization in meaningful ways.

“When you have the tools to manage your patient populations, you also have the ability to have different payer strategies. So instead of just accepting fee for service, we started to get pay-for-quality targets. With quality targets, we can actually look at the cost and start managing our populations.”

— Meryl Moss, COO, Coastal Medical, Inc.

It was through the process of implementing the eClinicalWorks Electronic Health Record (EHR) that Coastal began creating workgroups comprising members from every level of the organization — physicians, CEO, COO, medical director, Human Resources, Marketing, IT staff, office managers, and medical assistants. Coastal has built strong multi-disciplinary teams that operate in an environment of trust, collaboration, and inclusion. The adoption of a strong technology platform enabled Coastal to build leadership from within. Coastal strongly feels that the

process of understanding how to best implement the EHR ultimately changed their organization for the better.

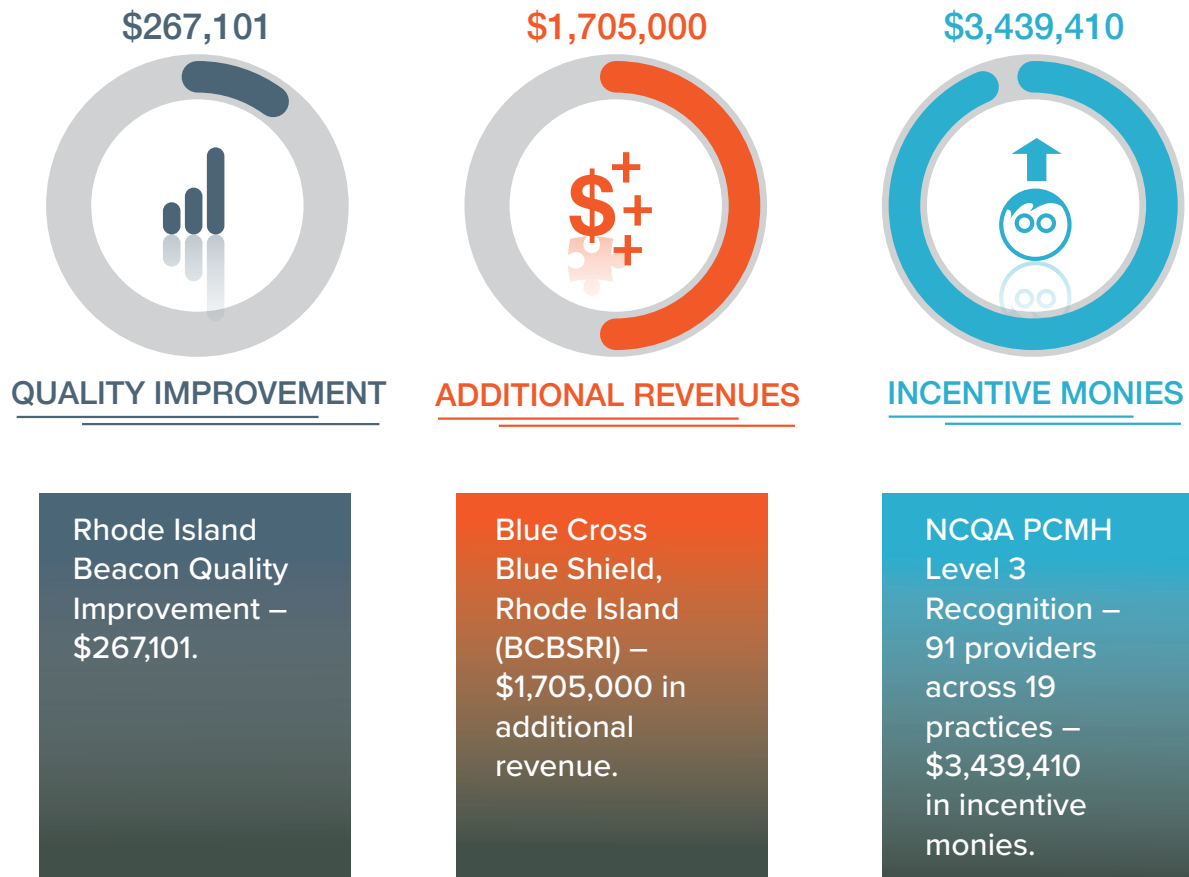
An inclusive EHR selection process was just the beginning of the collaborative effort that has since come to define the Coastal Medical community. The formation of interdepartmental teams and cross-practice pollination of ideas and best practices is now standard practice at Coastal.

Investment in Human Capital

Coastal Medical's organizational mindset is a case study in the building of a progressive medical organization from the ground up, with a clear definition of goals and objectives for IT investment. Coastal's unique infrastructure for health information technology was designed with the understanding that they were striving to achieve measurable clinical

Coastal Medical

QUALITY TARGET PARTICIPATION AND PERFORMANCE



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quality improvements, rather than simply streamlining processes with an IT solution.

Coastal's management, providers, and staff learned how to leverage a new kind of infrastructure in which the core focus was the innovative deployment and management of personnel and team building across the entire organization. This structure, and emphasis on team-building, set Coastal apart at the beginning of their journey toward process improvement, and continues as they expand on and maximize EHR use.

Coastal credits its success with the implementation of healthcare information technology to their two-pronged approach to infrastructure

— invest in the right IT solution *and* invest in the staffing needed to lead the initiative and sustain the momentum as the organization evolves.

Clinical Quality Improvement

The EHR adoption process that began in 2006 was the first step on Coastal's journey to becoming a data-driven Accountable Care Organization. First-generation quality metrics included specific, measurable performance targets for the discussion of advanced directives, smoking cessation counseling, and addressing the needs of those with poorly controlled diabetes. The team approach facilitated coordination of care across the complex healthcare system. New patient-centric workflows were developed as a direct result of the EHR implementation, providing comprehensive care while capturing Population Health data.

The registry reporting functions of the eClinicalWorks EHR have been used to generate the requisite clinical quality reports for Blue Cross

PUTTING PATIENT CARE FIRST

“The practice transformation to PCMH entailed changes in workflow as well as new responsibilities for staff members. As we invested in our personnel via trainings and provided opportunities for professional development within the practices, we noticed a new level of professionalism developing in our offices. The staff was being asked to do more, but it was the real work of patient care, which they found was empowering.”

— Alan Kurose, M.D., president and CEO, Coastal Medical, Inc.

Blue Shield Rhode Island, CSI-RI (the state's chronic care sustainability payment reform plan), and the Beacon Communities program. The eClinicalWorks reporting tools will be used to generate the quality reports needed to participate in the Medicare Shared Savings ACO program, as well.

Return on Investment

Quality Target Participation and Performance

Coastal Medical has achieved high levels of success in all of the quality improvement programs in which it participates:

- Blue Cross Blue Shield, Rhode Island (BCBSRI)—\$1,705,000 in additional revenue
- Rhode Island Beacon Quality Improvement—\$267,101
- NCQA PCMH Level 3 Recognition—91 providers across 19 practices—\$3,439,410 in incentive monies

Coastal has not only met or exceeded the clinical quality measure targets of these various programs, but also signed a groundbreaking PCMH contract with BCBSRI that includes significant non-fee-for-service revenues to providers and significant pay-for-process incentives to support enhanced access to care and interoperability. In 2012, Coastal and BCBSRI signed the first-of-its-kind Shared Savings contract. That same year, Coastal also became the first Medicare Shared Savings ACO in Rhode Island.

Coastal has realized a significant return on investment (ROI) on the EHR implementation in financial terms, in organizational growth and maturity, and in their improved ability to delivery quality care to their patients. The clinical quality reporting capabilities of the EHR enabled Coastal to participate in several substantial pay-for-performance programs. The increased coding efficiencies that are possible give the providers confidence, as they can see comprehensive and professional Progress Notes that clearly support the higher coding levels.

The soft ROI cannot be measured in terms of dollars, but is a significant factor in Coastal's organization maturity. Prior to implementing the eClinicalWorks EHR, Coastal was a group of 17 individual practices; the process of EHR selection, implementation, training, and ongoing management has brought those practices together as a single, cohesive organization with a shared vision and clearly defined goals for the organization and its patients.

It is this unity that has been critical to Coastal's success in major initiatives like the PCMH transformation project that was successfully completed in 2011. The foundation established by the EHR implementation supports Coastal as they move toward accountable care and Shared Savings with their major payers. The EHR and Coastal's

culture of collaboration makes participation in these initiatives possible, bringing the value of coordinated care to every patient in the Coastal community.

Clinical Pharmacy Services

All Coastal Medical offices have clinical pharmacists on site to provide Medication Therapy Management Services and Collaborative Disease State Management Services directly to adult patients at no cost. The pharmacists provide consultative services to the pediatric offices and are available as a resource for drug information to all practices.

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The pharmacists collaborate with the healthcare team on the care of patients. They see patients one on one for medication reviews, medication teaching, medication management, collaborative diabetes, lipid, hypertension management, asthma, chronic obstructive pulmonary disease (COPD), and HIV management. The pharmacists work with patients and the healthcare team to develop treatment goals and plans, develop a medica-

tion plan—including monitoring patients for optimal doses and adverse reactions—titrate medications to achieve maximum clinical efficacy, and work to improve clinical quality targets related to specific disease states. The pharmacists are a bridge between patients and providers between office visits, providing self-management support, disease state education, medication education, nutrition counseling, and wellness, activity, and exercise counseling as well.

The pharmacists respond to drug information requests from providers, inform patients and providers of drug recalls, provide medication education to providers within the Coastal community, and provide training to medical assistants for medication reconciliation. The pharmacy team receives information on medication utilization, and provides feedback to providers regarding prescribing habits. The team works to identify areas of opportunity and develops specific pharmacy initiatives, such as a recent initiative to switch clinically appropriate patients from a brand-name cholesterol medication to a suitable generic alternative.

The Coastal Medical pharmacy staff leads, oversees, and maintains an innovative training and educational program for students within the University of Rhode Island's Doctor of Pharmacy program.

Continuous Quality Improvement

The In-house Training Team

Early on, Coastal recognized the value of hiring in-house EHR trainers who have a clinical background. As with every decision made by Coastal, this was driven by the belief that approaching the training and use of the EHR from a clinical, rather than from an IT perspective, would put and keep the patients' welfare at the core of the EHR initiative.

The two trainers spent approximately 50% of their time working in the practices to:

- Identify areas of weakness in EHR use and develop a plan for optimization
- Work one on one with groups of providers and staff to identify ways to use the EHR to support new workflows or improve efficiency
- Deliver remedial training as needed
- Train new employees on the system
- Train on new features and functionalities that come with major upgrades
- Share best practices among all Coastal offices
- Train on new eClinicalWorks products, such as the Patient Portal, P2POpen, and the eClinicalWorks Electronic Health eXchange (eEHX®), as they are rolled out to each practice

The trainers are also chartered to:

- Lead a committee that meets regularly to identify areas for EHR optimization and develop, plan, and implement changes in all offices
- Act as the first responder to technical issues; coordinate with the Coastal internal IT staff; and serve as the liaison between Coastal practices and eClinicalWorks support

- Create user documentation on efficient workflows
- Monitor industry trends and education practices on regulatory requirements such as Meaningful Use
- Represent Coastal regarding local and statewide quality initiatives and industry groups
- Serve on numerous internal committees, representing the practices to executive management

2012 HIMSS Davies Award Winner, Ambulatory Category

“Coastal winning the Davies Award is really the result of a collaborative effort that has gone on for years now between Coastal and eClinicalWorks. The Electronic Medical Record is a foundational piece of how we are transforming the way that we deliver care,” said Dr. Alan Kurose, president and CEO of Coastal Medical.

“We see the EHR as the foundation for all of our business strategies going forward.”

— Meryl Moss, COO, Coastal Medical, Inc.

“I think the Davies Award came to us in part because of the unique way that we look at the EHR,” Dr. Kurose continued. “It is a clinical tool — it is a foundational piece of how we deliver care so we can improve quality, improve the patients’ experience of care, and so we can make care more efficient. You cannot deliver on those promises without healthcare information technology.”

Patient-Centered Medical Home (PCMH) Transformation

In early 2011, Coastal’s primary care practices achieve NCQA PCMH Level 3 recognition. Critical to this PCMH transformation process was the use of nurse care managers and a team-based approach to care that emphasizes coordination of care across every setting. Contributing to improved coordination of care was the implementation of the eClinicalWorks Electronic Health eXchange (eEHX), which enables bidirectional, secure exchange of clinical information at the point of care, among all Coastal offices, Lifespan (the dominant academic medical center in Rhode Island), and other ancillary service providers in the Lifespan system.

Return on Investment

The financial outcome of Coastal's EHR implementation was overwhelmingly positive, with a 200% return realized on the initial investment. Quantifiable ROI figures represent areas of P4P reimbursements, higher reimbursements from accurate coding, reduction in transcription costs as providers use voice recognition technology to dictate their own Notes, revenue generated from new practices joining the Coastal community, and the new business venture of providing outside billing services to non-Coastal practices using the eClinicalWorks practice management system. ■

The soft return on investment in the EHR technology has been immense and immeasurable. It includes:

- Organization — 17 separate practices coming together to embrace a common culture and vision
- New processes for leadership and project implementations
- Significant reduction in duplication of testing and medication errors
- Ability to coordinate patient care through new PCMH teams
- Ability to access the EHR while on call
- Ability to respond promptly to local ER admissions of Coastal patients
- Connecting patients to their primary care provider through the Patient Portal and engaging them in their healthcare
- Ability to identify problems or trends that can be measured and improved through quality improvement processes
- Fast and effective communication mechanism for patient care team members
- Timely electronic access to laboratory and diagnostic imaging results
- Safe vehicle for prescriptions and refills
- Significantly improved risk management
- Increased staff job satisfaction
- Connectivity to Rhode Island's health information exchange (HIE)
- Improved patient outcomes



COASTAL LOCATIONS

ANNUAL WELLNESS CENTER

900 Warren Ave, Suite 301
East Providence, RI

BALD HILL PEDIATRICS

300 Centerville Road, The Summit East, Suite 110
Warwick, RI

COASTAL FAMILY MEDICINE

1445 Wampanoag Trail, Suite 205
East Providence, RI

CONSULTANTS IN CARDIOLOGY

41 Sanderson Road, Suite 205
Smithfield, RI

EAST GREENWICH

1351 South County Trail, Suite 115
East Greenwich, RI

GARDEN CITY

75 Sockanosset Cross Road, Suite 100
Cranston, RI

GREENVILLE

41 Sanderson Road, Suite 201
Smithfield, RI

HILLSIDE FAMILY MEDICINE

727 East Avenue #2
Pawtucket, RI

IMAGING CENTER

900 Warren Avenue, Suite 100
East Providence, RI

LABORATORY SERVICES – MAIN LAB

272 West Exchange Street
Providence, RI

LINCOLN

6 Blackstone Valley Place, Bldg. 7, Suite 701
Lincoln, RI

NARRAGANSETT BAY PEDIATRICS OF WAKEFIELD

65 Village Square Drive, South County Commons, Suite 101
Wakefield, RI

NARRAGANSETT BAY PEDIATRICS – WICKFORD

320 Phillips Street, Suite 101
Wickford, RI

NARRAGANSETT FAMILY MEDICINE

360 Kingstown Rd., Suite 200
Narragansett, RI

NEWPORT

850 Aquidneck Avenue
Middletown, RI

PIMS – INTERNAL AND PULMONARY

450 Veterans Memorial Parkway, Building 6 & Building 9A
East Providence, RI

PROVIDENCE/EDGEWOOD

78 Baker Street
Providence, RI

SLEEP DISORDER CENTER

450 Veterans Memorial Pkwy, Building 9B
East Providence, RI

SPECIALTY CARE CENTER

900 Warren Ave, Suite 400
East Providence, RI

TOLL GATE PEDIATRICS

176 Toll Gate Road, Suite 101
Warwick, RI

VETERANS PARKWAY

450 Veterans Memorial Parkway, Building 4
East Providence, RI

WAKEFIELD MEDICAL

70 Kenyon Avenue, Suite 215
Wakefield, RI

WARREN AVENUE MEDICAL

900 Warren Avenue, Suite 400
East Providence, RI

WATERMAN PEDIATRICS

900 Warren Avenue, Suite 200
East Providence, RI