

### The Organization

- Privately owned internal medicine practice
- Five physicians
- 9,000+ active patients

### The Challenge

Find an Electronic Medical Record solution that would track continuous quality improvement, streamline workflow, improve revenue cycle management, and be easy to implement

### The Solution

The eClinicalWorks comprehensive EMR/PM solution and the eCW Patient Portal

- Tracking of quality measures and patient progress toward goals
- Streamlined communication between providers and staff members
- Increased Patient Engagement using the Patient Portal
- Interfaces to external systems provide a closed-loop system
- Electronic claims and ERA improved the practice's bottom line

## Grove Medical Associates, P.C.

### A Case Study in Continuous Quality Improvement



Dr. David Weinstock

Grove Medical Associates, P.C. is a privately owned internal medicine practice serving Worcester County, in Central Massachusetts. Grove Medical employs three board-certified internal medicine physicians, a geriatric specialist, an internal medicine physician, a physician's assistant, a certified diabetes instructor,

an ultrasound technician, and a staff of 17 that includes registered nurses, medical assistants, and an administrative support staff.

Grove Medical recently relocated to a new facility in Auburn, Massachusetts after 13 years at their previous location in Worcester. The new, 7,000-square-foot location allows for improved workflows, and expansion to offer additional services to patients.

## EMR Selection and Implementation

In 2005, Grove Medical Associates realized that selecting and implementing an Electronic Medical Record was a key to achieving their overall clinical goals — the delivery of high-quality patient care and improved patient safety. The administrative goals of the EMR implementation were better management of patient records in the busy practice with resultant office efficiencies and improved Revenue Cycle Management.

Additional objectives for the EMR/PM system were:

- Developing a closed-loop system for tracking orders
- Monitoring patient compliance
- Participating in pay-for-performance initiatives
- Increasing patient satisfaction and outcomes

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“The (eClinicalWorks) demonstration answered all of our questions. I remember thinking, ‘There must be a primary care physician involved in this EMR’...We knew we could achieve our goals.”

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— Gail Cetto, RN, office manager at Grove Medical

- Increasing staff job satisfaction

Grove Medical Associates was encouraged to begin their EMR search by Dr. Dale Magee, Medical Director of the Central Massachusetts Independent Physician’s Association (CMIPA). With resources provided by CMIPA and Masspro, a leading

performance improvement organization dedicated to advancing healthcare quality, Grove Medical evaluated several EHRs, selecting eClinicalWorks. Ease of use, the comprehensive nature of the medical record, integrated Practice Management, and the eClinicalWorks company philosophy all contributed to the final decision to purchase the eClinicalWorks comprehensive EMR/PM system.

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## Clinical and Administrative Improvements

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- Patient experience with telephone encounters improved with eCW—a complete medical summary is available and no more searching for paper charts while the patient is on hold
- Fast receipt of test results and ease of locating the results means improved communication with the patient
- Legible, thorough, and accurate Progress Notes
- 98% clean claim submission to clearinghouse
- Accurate coding and efficient billing have increased revenue
- Each provider can see two to four additional patients daily
- Quality measure reporting to Medicare and Blue Cross Blue Shield of Massachusetts reveals improved patient outcomes
- Ability to provide comprehensive services at the practice
- DXA scanning
- Ultrasounds
- Echocardiograms
- Participation in several projects for quality measure reporting that promote EHR adoption, data exchange, and continuous quality improvement:
  - Medicare Care Management Program (MCMP)
  - Massachusetts Medical Society Repository Project
  - Massachusetts Patient-Centered Medical Home

## The results are in...

In 2006, only one Grove Medical physician had scored in the 90th percentile for the BCBSMA Preventative Measure Incentive Program. In 2007, 2008, and 2009, all Grove physicians achieved the 90th percentile for this program.

GMA met the clinical performance standards and the successful electronic uploading of 71% of the data required for the MCMP.

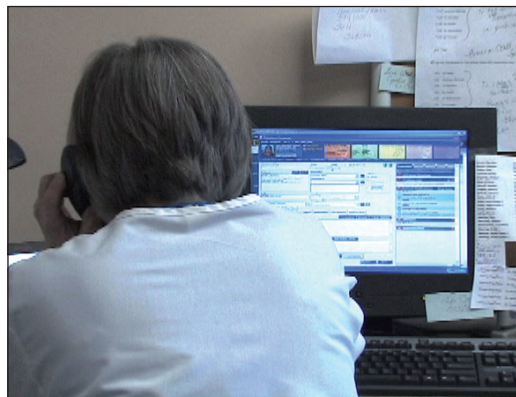
In January 2010, an evaluation of Grove's providers showed the practice achieving 88% of the Meaningful Use criteria. One year later, all five of Grove Medical Associates' providers had successfully attested to Meaningful Use and were confident in their ability to move on to Meaningful Use Stage 2.

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## Patient Engagement Is a Priority

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- 70% of Grove Medical patients are web-enabled for the eClinicalWorks Patient Portal. More than 5,000 patients of all ages and demographics are using the Portal to communicate with Grove providers.
- Geriatric patients are increasingly adding their children to their HIPAA list of contacts and giving them access to their Patient Portal account at Grove Medical, facilitating provider/patient/caregiver communication and improving patient outcomes and safety.



The eClinicalWorks EHR Screen

- Patients use the Patient Portal to request prescription refills and schedule non-urgent appointments as well as to view their health maintenance status and alerts in real time.
- Patients use the Portal to report their weekly glucose readings.
- In a three-year retrospective study, Type II diabetic patients who utilized the Patient Portal to

communicate with their doctor regarding their glucose readings experienced improved glycemic control.

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“ eClinicalWorks stood out – eCW didn’t just present what they were at the time, but where, as a company, they were headed. We wanted a company that would be growing. We all believed that eClinicalWorks was the right choice. Once we saw it, it wasn’t really much of a decision for us.”

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- Dr. David Weinstock  
board-certified in internal medicine  
Partner, Grove Medical Associates

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## The Future

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Now that Grove Medical Associates’ providers have successfully attested to Meaningful Use Stage 1, new challenges are on the horizon. The eClinicalWorks MAQ dashboards were a valuable tool that gave providers insight into their individual performance on the various quality measures.

“Most doctors are competitive,” said Dr. David E. Weinstock,

D.O., a Grove Medical Associates internist. “We want to see how we compare to other people. That drives us to where we want to go.”

The MAQ dashboards will continue to provide ongoing feedback as they prepare for Stage 2 Meaningful Use and beyond, letting Grove’s physicians know how they compare to their peers in the practice and setting the bar for continuing quality improvement.



Grove Medical Associates reception area

The team continues to meet on a weekly basis, seven years after the eClinicalWorks implementation. At Grove Medical Associates, the discussions never stop: About improving workflows, finding more efficient uses of the EHR, and — most importantly — improving patient outcomes.

They have been chosen as one of the few private practices to participate in a Massachusetts demonstration project for the Patient-Centered Medical Home model of healthcare delivery that is gaining traction in the medical community. Grove is currently engaged in the initiatives that characterize this model and received

NCQA accreditation as a Patient-Centered Medical Home in 2013. A focus on primary care, health maintenance, careful management of chronic conditions, and patient and family engagement are all hallmarks of Grove Medical.

“We are always looking for ways to grow and change,” Dr. Weinstock said. “ eClinicalWorks allows us to be forward thinkers and find areas where we can advance our care.”

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## Quality Improvement Is an Ongoing Process at Grove Medical Associates

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This practice-wide effort included a redesign of clinical and administrative workflows to ensure the data capture of the many reporting elements required by NCQA for PCMH accreditation.

Patient-provider communication is a foundational requirement of PCMH, and Grove has always been patient-centric in their approach to healthcare. As an early adopter of the Patient Portal, Grove has 70% of their patient population web enabled and actively using the Portal to communicate with their providers and access their health information.

Other key activities that completed the PCMH transformation included:

- Increased Patient Engagement through sharing of lab values and patient education
- Weekly meetings to improve internal processes
- Regular review of eBO reports for assessing key performance indicators within the clinical, administrative, and financial areas of the practice



## The Remote Connection

At the beginning of the Grove Medical Associates "Go-Live" week, Sharon, one of Grove's fully trained administrative support staff required emergency surgery. As a result of

the surgery, Sharon realized that she would no longer be able to sit at a desk for an eight-hour day and would need additional accommodations in order to perform her job. Rather than looking to replace Sharon, Grove Medical was able to have her work from home during hours that were manageable for her and met the needs of the practice, as well.

Sharon manages the "nerve center" of the practice: the eClinicalWorks "jelly bean" or "bubble" task bar. The fax inbox, incoming and outgoing labs, imaging, procedure orders, referrals, telephone and web encounters, and interoffice messages and tasks all flow through this taskbar.

Using eClinicalWorks with a secure remote connection, Sharon can access the application and address each issue as needed throughout the day, and often into the evening, when the automated backup system "kicks her off" at 1:00 am. By working these unusual hours, all activity that has occurred during the day is addressed for the Grove Medical providers and staff when they come into the office the next morning. Patient documents and faxed results are electronically filed to the proper patient folder(s). Outgoing referrals are reviewed for the required insurance authorization, which Sharon obtains, and then forwards to the specialist.

The remote connectivity and flexibility of the eClinicalWorks application has allowed Sharon the option of working from home at hours that suit her needs while giving the Grove Medical staff the administrative support that they need to do their jobs. This has resulted in a win-win situation for everyone at Grove Medical Associates.