



Einstein Healthcare Network

**DELIVERING CRUCIAL INFORMATION TO
PHYSICIANS FASTER, WHILE REDUCING
DATA INPUT TASKS**



CASE STUDY

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CUSTOMER PROFILE

Einstein Healthcare Network is an integrated delivery network with more than 1,000 beds and 8,500 employees serving the communities of Philadelphia and Montgomery County, Pa. The network's primary location, Einstein Medical Center Philadelphia, is one of the largest academic medical centers in the Delaware Valley, providing training and education for more than 400 residents and fellows each year. The network also provides a comprehensive range of healthcare services through their newest facility, Einstein Medical Center Montgomery, as well as Einstein Medical Center Elkins Park, MossRehab, Belmont Behavioral Health, Willowcrest (a center for subacute care), outpatient facilities such as Einstein at Germantown and Einstein Center One, and a network of more than 500 primary care physicians and specialists employed through Einstein Physicians and Fomance Physician Services, Inc.

SITUATION ANALYSIS

Einstein Healthcare had just completed a two-year vendor selection resulting in a contract with Cerner Corporation. The CIO had appointed a senior director to lead the program but realized at the outset that internal staff would not be adequate to implement the Einstein electronic health record (EHR). While Einstein had a strong Information Services (IS) staff experienced in implementations, and exemplary Subject Matter Experts (SME) across the network, knowledge of Cerner's software was limited. This was, at the time, the largest project in Einstein history and it was critical to select and build a team that was the best possible mix of talent to ensure long-term success. Einstein turned to Leidos Health (formerly Vitalize Consulting Solutions (VCS)) to help guide what would be a three-year journey.

CUSTOMER CHALLENGE

Einstein Healthcare faced a situation in which it needed qualified team leadership for each Cerner module as well as analysts to support the build and implementation activities. A key goal was to cross-train Einstein's staff to support the system once the Leidos Health staff was no longer onsite.

The plan was to roll out the Cerner Millennium® system to all three of the network's campuses in two "events." The system would replace the existing functionality of several systems within the network that included: GE's LastWord, Cerner Lab, the OR and ED systems, as well as the legacy Inpatient Rehabilitation System. New functionality for phase one would include:

Hospital Electronic Health Record (PowerChart®)	Emergency Department (FirstNet®, including Physicians' documentation)
Computerized Provider Order Entry (CPOE)	Rehab Content (Inpatient)
Wireless Electronic Medication Administration Record with Barcode (CareMobile®)	Pharmacy (PharmNet®)
Nursing Orders and Documentation	Surgery (SurgiNet®)
Clinical Data Repository – Result Reporting	Laboratory (PathNet® – including GL, Micro, AP, BBT)
Clinical Decision Support (Rules and Alerts)	Enterprise Registration Management (ERM®)
Interface Engine	Enterprise Scheduling Management (ESM®)
Print Management Services (VPSX®)	Enterprise Master Person Index (EMPI®)
Quality Measuring and Management Tools	Wireless hand-held Specimen Collection (CareMobile®)
Medication Dispensing Machines (RxStation®)	724® Downtime Solution
IView® for ICU	IBUS® (MDI and BMDI)

Because Einstein fostered a culture of inclusion, input was required from all departments and integrated workflows were needed. Einstein had a strong multi-disciplinary change management process, ensuring that each team's activities would be coordinated and communicated across the enterprise.

“Implementing a multi-solution EHR throughout our acute care facilities was a major conversion. We knew that we had to bring in additional expertise and resources to support our IS team. We chose to partner with Leidos Health, due to their vast technical knowledge of our EHR vendor. Leidos Health was with us for every step of the implementation and Go-Live process. They provided leadership, counsel, and seamlessly worked with our solution-based teams to tailor the system and help us implement an EHR that met our unique needs.”

– **KEN LEVITAN**
 Vice President & CIO
 Einstein Healthcare Network

OUTCOME AND RESULTS

Leidos Health provided team leadership resources, analysts, builders, testing resources, and Go-Live resources for each aspect of Einstein’s implementation. A team of more than 24 consultants worked under the overall direction of Einstein’s project director, providing support from design through Go-Live. During the two “big bang” Go-Live events, Leidos Health provided 211 additional resources, 7 of which were physician residents to support Einstein physicians at the elbow.

Einstein’s blended implementation team of internal IS staff, resources assigned to the project as SMEs, and Leidos Health personnel proved to be a remarkable success. The Leidos Health consultants worked hand-in-hand with Einstein and it soon became difficult to tell the Leidos Health team from the Einstein one. As a result of the collaboration with the Leidos Health team, Einstein was able to accomplish and implement the following (which is a list that continues to grow over time):

2,231 design decisions	67+ fully-integrated test scripts
Three rounds of integrated testing	Integration with 43 downstream systems
90 interfaces	174 workflows documented
305 locations set up	262 training classes
331 Power Plans	50+ care sets
500 wireless devices set up	180,000 medication doses scanned three times

During the implementation, the team strived for a single, enterprise design with only minor localization that would ease upgrades and enhancements in the future. The cohesiveness of the group allowed them to solve complex problems by utilizing the combined knowledge of the entire team. Finally, Leidos Health analysts were diligent in ensuring that Einstein staff members were cross-trained in multiple applications so they could provide back-up for one another.

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Leidos Health support for the Einstein Healthcare Network project contributed to a successful Cerner implementation that was informed by the organization's goals and mission. By carefully working within the culture of the organization, the final outcomes included the following:

- ▶ A system that allowed for transparency and processes which previously were opaque
- ▶ Nurses being able to spend more time at the bedside
- ▶ Broad adoption of the system by physicians, who were pleased with the ability to access all relevant information on a patient across multiple encounters
- ▶ Standardized workflows and protocols successful transition of support of the Einstein EHR to in-house resources
- ▶ The ability to move to Meaningful Use with limited changes

Ultimately, the Einstein Cerner implementation won three significant awards:

- ▶ Achievement of Stage 6 of the HIMSS Analytics EMR Adoption Model
- ▶ The Cerner Project Excellence Award
- ▶ The Information Technology Innovator Award of Excellence from the Greater Philadelphia Alliance for Capital and Technologies (PACT)

ABOUT LEIDOS HEALTH

We are Leidos Health – a new name with a 25-year legacy behind us. Leidos Health was formed when SAIC, which helped the U.S. Department of Defense develop and maintain its electronic health record system that supports nearly 10 million beneficiaries, acquired Vitalize Consulting Solutions and maxIT Healthcare.

We partner with organizations across the healthcare spectrum to help them prevent, diagnose and treat illnesses. Plus, we develop next-generation solutions in areas such as health analytics and biomedical research to turn data into actionable information for clinicians and their patients.

For more information, visit leidoshealth.com.

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