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In the news...

ICG VP of Customer Care, Colleen O'Brien, is pleased to announce the addition of Trish Gallagher, Cerner Practice Director.



Trish will be responsible for engagement management and relationship management for all Cerner clients. She brings over 20 years of quality and clinical system implementation experience for large-scale health care organizations. Most recently, Trish held the position of Director of Clinical Informatics at Rex Healthcare in Raleigh, North Carolina. Prior to Rex Healthcare, she was employed at Baptist Health in Jacksonville, Florida as the Health Systems Director where she successfully implemented several Cerner Millennium applications.

Trish received her Bachelor of Science Degree in Nursing from McMaster University where she graduated with honors. In addition, she has held a National Certification in Healthcare Quality (CPHQ) since 1998. She is currently attending Touro University International to obtain her Master's of Science Degree in Health Informatics.

Please join us in welcoming Trish to the ICG team!

Cerner Practice Growth and Achievements

by Wayne Kinney, CEO, Innovative Consulting Group

As we move into our 6th year in the Healthcare IT consulting environment, I am very pleased with our steady and deliberate growth as well as our focus on 3 primary vendor practices: Siemens, McKesson, and Cerner. In our Winter 2006 Newsletter, we announced our newest practice to implement and support Cerner applications. Innovative Consulting Group (ICG) is now involved in key strategic projects for a number of our Cerner Practice clients.

Memorial Health System in Colorado Springs, Colorado opened a new facility, Memorial Hospital North, on April 25 of this year – see client spotlight on page 3. ICG was involved in the management of the implementation of all systems required to open this new facility including systems from Cerner, GE, McKesson, Pediatrix, Pyxis, and Tele-Tracking.

A premier University Medical Center is currently in the third phase of the ORCA (Online Record of Clinical Activity) project with Cerner as their selected EHR vendor. Phase 3 of the implementation is targeted at minimizing fragmentation of the medical record through the implementation of electronic inpatient documentation. ICG is engaged to perform the project management for phase 3 of this project.

Catholic Health Initiatives in Denver, Colorado provides centralized support to six market based organizations that consist of 73 hospitals; 42 long-term care, assisted and independent living and residential facilities; and two community-based health organizations located in 19 states. ICG is engaged in the development of the integration testing strategy for the current Cerner implementation projects in this centralized environment.

Loma Linda University Medical Center in Loma Linda, CA is in the process of implementing advanced clinical solutions from Cerner including eMAR and iNet and has recently kicked off the implementation of Cerner's Clinically Driven Revenue Cycle suite of solutions including ProFit, Enterprise Registration Management, ProFile, and ProVision Document Imaging. ICG has multiple consultants engaged supporting these strategic projects in a wide range of capacities including project sponsors, project managers, application experts, and support staff. ICG also supported Loma Linda's upgrade to Millennium 2007.02 in May and will be involved in the upgrade to 2007.08.

Join me in congratulating these forward thinking organizations for their accomplishments and vision – and for engaging ICG to help them realize their objectives! Enjoy the last days of summer, Wayne

David Kernea's New Role

David Kernea recently accepted the responsibility of ICG Cerner Site Director at Loma Linda in California. In this role, he will continue to act as the Interim Application Manager for all Cerner products that are installed or being implemented. David has been a valuable resource to Loma Linda over the past 2 years and they have requested his total dedication.

Congratulations, David!

Executive Spotlight **ICG Welcomes Jerry Morgan and Dick Lynch to the Senior Management Team**

ICG introduces Jerry Morgan, Vice President of Business Development and Dick Lynch, Chief People Officer. ICG recently re-structured its organization by adding these two new positions to the senior management team. Business Development was formerly comprised of Practice Director Activities, Recruiting, Marketing, and Sales for new and existing customers, reporting to Colleen O'Brien, Vice President of Business Development over the past 4 years. Colleen has done an excellent job of building the infrastructure, recruiting the team members, developing processes and procedures, and increasing the overall business at ICG. However, as ICG continues to grow and increase the number of customers and consultants, it is necessary to put more focus on our recruiting and sales efforts. As the Vice President of Customer Care, Colleen will continue to manage our partner relationships, maintain our customer relationships, and be responsible for our marketing efforts. Our Marketing Coordinator, Kim Hoops, Cerner Site Director, David Kernea and ICG Practice Directors, Trish Gallagher, Michelle Hager and Brenda Ward will continue to report to Colleen.



Jerry Morgan will be responsible for all sales activities for ICG. Directors of Business Development Paul Nystrom, Darien Hallagan and Carolyn Weining will report to him.

Jerry has been in healthcare for many years with a background in McKesson Applications. He worked at McKesson Corporation as a Sales Executive for almost 8 years. Most recently, he held the position of President at Regulatory Software Services in Springfield, Missouri. Jerry has a solid background in sales with strong emphasis in new account relationships and developing and executing sales plans. In addition, he has consistently exceeded sales goals and customer service expectations. Jerry obtained his MBA at Missouri State University and his undergraduate degree in Business Administration at Southwest Baptist University. He currently lives in Springfield, Missouri.



Dick Lynch will be responsible for recruiting efforts, orientation, staff development and human resource oversight. Cathy Kernea, Director of Recruiting and Cyndy Gay, Recruiting Coordinator, will report to him.

Dick brings significant leadership and employee development expertise to the senior management team. He retired in January as the senior vice president of Human Resources for Vectren Corporation, a \$2B publicly traded energy holding company headquartered in Evansville, Indiana. Dick began his career as a Personnel Officer during a four-year tour in the United States Air Force. He then had 12 years of increasing HR responsibilities with Exxon Corporation at locations in Texas, Louisiana and California; and, seven years with Bristol Myers-Squibb as the Director of Human Resources for Global Operations. Dick is a graduate of the University of Evansville and was a member of the first class to attend UE's Harlaxton Study Centre in Grantham, England. He holds two graduate degrees, one in Business Administration and the second in Organizational Communication, both from the University of Northern Colorado. Dick resides in Evansville, Indiana.

Welcome Jerry and Dick to the ICG senior management team!

Client Profile

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Management Team (left to right): Marilyn Goodloe, Director of Information Systems; Mark Chenhalls, Manager of the Project Management Office; Bob Barrett, Director of Information Technology; Tom Kerwin, VP of Information Systems & CIO

Client Profile Memorial Hospital Colorado Springs, CO

Memorial Health System (www.memorialhealthsystem.com) recently opened a new hospital, Memorial Hospital North, adding the 98-bed facility to its network of facilities. Memorial, owned by the citizens of Colorado Springs but recipient of no taxpayer support, was the first to open one of three new hospitals planned for the Pikes Peak region, and ICG is very proud to have played a small but important part.

The new facility is located at Briargate Crossing in the northern part of Colorado Springs (near the Air Force Academy) and is a five-story, 224,000 square foot structure offering a full range of diagnostic and treatment services. Services include an Emergency Department, Surgery Center, and Birth Center with private suites and a Neonatal Intensive Care Unit. As part of the new project, Memorial teamed up with the ICG Cerner practice.

We were engaged to provide a focus to pull together the appropriate Project Managers and coordinators for the North Hospital project. Memorial had previously worked with our consultant during a Cerner implementation at the Central hospital location when she provided Cerner training. On the North Hospital project, she was responsible for working with the focal points – project managers and coordinators – of each application area for approximately 100 applications ranging from design and build to acquisition and integration. In addition, she organized both system and integration testing. “Our ICG consultant was very good at risk identification”, says Marilyn Goodloe, Director of Information Systems. Tom Kerwin, VP of Information Systems and CIO, went on to say “she also had a very creative and professional persistence.”

ON TIME AND UNDER BUDGET!

The greatest accomplishment in the opening of Memorial Hospital North, according to the IS management team, was that “the facility opened on time and under budget”, says Mark Chenhalls, manager of the project management office. “The preparation of systems was there and the networks in place...we had very few design change and rebuilds”, says Marilyn. The Birth Center converted from GE to Cerner for documentation. At the new facility, the patient insurance card is scanned at the registration desk which improves the work flow process and reduces the amount of paper. Bar coded wristbands and labels are ready for point of care. The systems are integrated with the Central hospital. New patient monitors, which had been primarily Phillips in the past, required a cluster of integration activity. In addition, wireless Cisco VOIP phones were implemented. Memorial introduced a new technology – building wireless solutions called mobile access.

CHALLENGING SCHEDULE!

The biggest challenge in opening the new facility was that Memorial was still working through all the Cerner issues at the Central hospital and at the same time building at the North location. Everyone in the department was going at full speed. Clinical Systems at Central went live in April 2006 in preparation for moving to the new ED system in January 2007, setting the stage for the opening of Memorial Hospital North on April 25, 2007. The staff was tested!

Tom Kerwin, Vice President of Information Systems & CIO, has been with Memorial Health System for 20 years. He has been in charge of IS for 15 of those years and recently held the position of President for the Colorado HIMSS chapter. Marilyn Goodloe,

Director of Information Systems, is responsible for software development and applications support. She started as a programmer and was offered an opportunity to go into Project Management. She has been with Memorial for 15 years and has been in her current role since 1998. Additionally, she is the new Sponsorship Chair for the Colorado HIMSS chapter. Bob Barrett, Director of Information Technology, has been with Memorial Health System for 15 years. He has a background in Computer Science and over 20 years of IT experience. Bob is the Treasurer-Elect for the Colorado HIMSS chapter. Mark Chenhalls, Manager of the Project Management Office, has spent his last 9 years with Memorial, RN by background, former nursing director in previous life, and director of IS at a previous location, and he has been a Project Manager at Memorial for 9 years.

Currently, Memorial is focused on the East Tower expansion at Memorial Hospital Central. The East Tower is even larger than the North Hospital. The Emergency Department has already moved in and other services such as Women’s and Children’s, Neonatal Intensive Care Unit, Pediatrics and Labor & Delivery will be moving in later this year. Memorial Hospital Central has 477 beds and operates the 7th busiest ED in the US and the busiest ED in the state.



“Our ICG consultant had the attitude that she was part of the organization. We didn’t look at her as an outside consultant. She knows what she’s doing; she proves it and we trust her. She was really here to make sure we succeeded.” – Tom Kerwin, VP of Information Systems and CIO.

And, succeed they did!!



TECH TIPS

Tips, tools, and news you can use.

Cerner®

INet Interactive View Performance

by David Kernea, Cerner Site Director

Performance of the Interactive View is impacted by the number of resulted DTAs (Discrete Task Assays) that are loaded when the Interactive View is initially opened. Cerner makes several general recommendations in the Cerner Millennium Support Guide (CMSG) to optimize performance of the Interactive View. A few of these recommendations include:

- The default timeframe should be set to 12 hours or less
- Each view (band) should contain only 20 to 30 sections at a maximum
- Each view should contain less than 10 default open sections
- Each section should contain 40 or less DTAs

These guidelines could result in up to 1200 DTAs per view (30 sections x 40 DTAs). Cerner has very recently updated their best practice recommendation to suggest fewer sections and DTAs per view. The recent guidance from Cerner at an ICG client was to build only 10 to 20 sections in a view with no more than 400 to 500 DTAs in a view. As a general rule of thumb, multiple smaller views with fewer sections and DTAs are preferable to a larger view in regards to performance.

Siemens®

OPENLink - Decoding Decode

by Kim Dale, Senior Consultant

[group:0, OG:0, OT:1, OS:1, OF:1]

How do you read the above? Why would I want to know?

OG:0 Occurrence in Group

OT:1 Occurrence in Transaction

OS:1 Occurrence in Segment

OF:1 Occurrence in Field

OC:1 Occurrence in Component

Knowing what these mean can help troubleshooting issues. It is most helpful when performing a conditional map based on occurrence.

Project Management

RACI Form

by Chris Brune-Mueller, Senior Consultant

Have you ever been involved in a project where confusion exists as to who's responsible or accountable for what task? It happens more often than we think. Sometimes a project manager might not clearly identify the roles and responsibilities of the team members which results in undefined or unclear accountabilities of resources, redundancies or work not being accomplished or missed deadlines. Inadequate communication can make or break your project.

A Project Management tool commonly used to eliminate these pitfalls in a project is the RACI form. This form is a systematic and highly participative process to identify functions (activities, tasks, and decision) that need to be accomplished for effective operation. Its purpose is to clarify roles and individual levels of participation in relation to each of the project's functions. RACI forms can be designed as a simple matrix or spreadsheet to identify the tasks of a project and the individuals assigned to these tasks.

Each letter of the RACI is used to identify the type of resource for each task:

Example:

R = Responsible, or 'the DOER'. The person who is responsible to carry out the task, or a portion of the task.

A = Accountable, or 'the BUCK STOPS HERE'. The person who owns the decision for the task.

C = Consult, or 'in the LOOP'. The person whom the Accountable person must contact, before the decision is made.

I = Inform, or 'KEEP in the PICTURE'. The person whom the Accountable person must contact, after the decision is made.

By clearly identifying roles and responsibilities, you should expect to see:

- Increased productivity through well defined accountability
- Elimination of overlaps and redundancies
- Eliminate misunderstanding
- Improved organization with clear roles and responsibilities
- Improved organization effectiveness results by allowing disciplines to cooperate and share responsibility
- Improved planning process and more participation of team members as a result of building in communication interfaces



Summer 2007 Newsletter

www.InnovativeCG.com

Upcoming Events

AHIMA Convention and Exhibit
Philadelphia, PA
October 6 - 11, 2007

Cerner Health Conference
Kansas City, MO
October 7 - 10, 2007

InSight Annual Conference
Atlanta, GA
October 17 - 20, 2007

Virtual HIMSS
www.himssvirtual.org
November 6 - 7, 2007

ICG Continues to Grow

In addition to Jerry Morgan, Dick Lynch (page 2), and Trish Gallagher, (page 1), Innovative Consulting Group is pleased to introduce our newest members: Lisa Stanton, Amy Baker and Juan Trevino.

Lisa Stanton is working on a McKesson project at Mercy Health Partners in Cincinnati. Amy Baker is writing McKesson SQL for clients from her home in Columbus. Juan Trevino is our Technology Coordinator and he is based at our home office in Evansville, Indiana.

Please join us in welcoming Lisa, Amy and Juan to the ICG team!

How did we do?

“Our ICG consultant really became engaged in what we were doing; it wasn’t about trying to get the next sell, trying to find something else to fix or trying to sell us another product. She was there and she was a part of us.”

Marilyn Goodloe, Director of Information Systems, Memorial Hospital

Credits

Leadership Team: Wayne Kinney, Diane Feyen, Colleen O’Brien, David Raffel, Jeff Kinney, Jerry Morgan, Dick Lynch

Innovator: Editor in Chief - Colleen O’Brien; Reporting Editor - Kim Hoops



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