



ST. JOHN OF GOD HEALTH

SUCCESSFULLY
DELIVERING INNOVATIVE
DIGITAL HEALTHCARE
SOLUTIONS

DIGITAL
HEALTHCARE
SUMMIT 2017

A blue icon representing digital healthcare, consisting of a square with rounded corners containing a white ECG line, with four small squares to its left.

DIGITAL HEALTHCARE

It's unquestionable that the future of healthcare lies in digitisation – with artificial intelligence, data capture and analytics playing an integral role in healthcare service delivery. However eHealth solutions and digital innovations are often met with objections from patients, carers and clinicians alike.

Ahead of the **Digital Healthcare Summit 2017** and **Victorian Healthcare Week** we chat to Alexius Julian, the inaugural Chief Medical Information Officer (CMIO) for St. John of God Healthcare Group (St. John) – Australia's third largest private hospital operator, with 23 hospitals and facilities comprising more than 3,000 beds.

In this article Alexius shares with us details of St. John's successful EMR project delivery journey including their effective stakeholder engagement process, and further delves into the future of healthcare and the innovations that will transform healthcare across the globe.

EXPLORING DIGITAL

Digital Hospitals for More Efficient Healthcare

"It's important to understand that any transformation within a hospital can be a slow process – you need to figure out exactly where you want to go.

A few years back St. John initiated a consultancy with Boston Consulting Group to gather thoughts from thought leaders within the industry and our organisation, so our doctors, our nursing caregivers and our corporate caregivers. From this process we gleaned two key things.

One was that we needed to get better at data analytics and provide more information internally because at that time the insurance companies actually knew more about our activities than we did. The second of those was that we needed a clinical information system in order to better capture that data. The creation of my role, a CMIO, was also a recommendation out of that consultancy.

At the time of that, St. John had already committed to and were implementing the Clinical Information System at our new Midland Hospital which is in Perth and it's the second public/private partnership that St. John has entered into, with Hawkesbury in Sydney being the first.

In the process of becoming a fully digitised hospital (at the new greenfield site in Perth's Midland) we have developed a number of digital healthcare innovations, including our Scanned Health Record .

The Scanned Health Records, which are already in use at our Midland and Geelong locations, scan all notes after an admission with digital versions stored on a computer or mobile device and all physical records stored offsite, saving considerable space in the hospital, and allowing that space to be better utilised. From a clinician's perspective this also means that a patient's past history is all literally accessible at the touch of a finger, and that multiple people can view the record at the same time. It also allows for remote coding of the records.

This system currently acts as a precursor to our broader Clinical Information System and we felt that it was important not to use electronic systems and paper at the same time. So like I said this system has been rolled out at two hospitals, and our intention is to roll it out across the entire St. John's Group over time.

In a bid to further our status as a digital healthcare provider we at St. John are also developing a Patient Pre-Admission Portal which will allow patients to login to our system and input their own data - with the aim of eliminating paper forms. Basically we're looking to do this for two reasons, sometime patients arrive on the day with their paper forms, sometimes they send them in early and sometimes, as paper can and does do, these forms go missing – it's just not reliable enough for us to rely on paper anymore."

MANAGING CHANGE

Negotiating Stakeholder Engagement

Digital innovation, especially in the healthcare sector is fraught with difficulties. Often clinicians can become quite set in their ways and hesitant to adapt, with everyone, from patients and carers up conscious of data and cyber security threats.

“While our EMR journey with Telstra Health to date has ensured patient’s clinical data at the St. John of God Midland Public and Private Hospitals will integrate seamlessly with the hospital’s Patient Administration System, the national myHealth Record system and eventually the Western Australia Health Department - helping build a more connected health system and improve productivity and clinical care, there have been limitations to the efficiency of the roll out from a staff and change perspective.

Our Midland hospital was commissioned in something like just six months we made the conscious decision to limit our utilisation of the capabilities of our EMR application to help expedite the commissioning of the hospital as the building was ready.

Because of this, and due to our limited access to the clinicians that would eventually work at the Midland location, we now have to go back and ‘unpick’ habits and rollout the remaining application capabilities which is challenging for all involved – it requires a culture change and significant time and effort, so this was a key lesson learned.

In regards to change from a patient and doctor perspective however it has been much more seamless, with a number of initiatives in place to ensure efficiency.

To date, most of the clinical and digital innovation that we’ve implemented has been staff and doctor facing, so that means that patients haven’t really seen, nor been directly impacted by these projects, so we’ve had no real push-back there.

However there are a number of projects in the pipeline that we’re working on, including the Patient Pre-Admission Portal, that will have a significant impact on patients. To ensure uptake and seamlessness we have facilitated focus groups with patients and patient representative groups in order to get their input and ideas about what systems and information they would like to see. This I think is always the best way to do it because, at the end of the day its about providing a better service and outcome for them.

For our doctors though effectively managing change and culture within our hospitals is really important. All our doctors, apart from those at our Midland and Hawkesbury locations which are our two iPublic Private Partnerships (PPP) we don’t employ our doctors - they’re all private specialists coming to our hospitals - so keeping them happy is very important.

From a doctor perspective the best way to do this is to focus on ease and efficiency – they need to see that you’re actually trying to make their lives easier, not harder! While admittedly there might be a learning curve to begin with, in the long run innovations will be greatly beneficial.

For example, we’re developing with Telstra Health a mobile app that gives our doctors sight of where their patients are located in the hospitals, all patient results, and theatre lists, which will greatly improve efficiency and access to information.”

FUTURE CARE

Digital Benefits & Future Opportunities

“While we at St. John are still in the early stages of our digital healthcare journey, we’re already seeing a number of benefits and changes to process efficiency emerging.

The results of our initial rollout of the Midland CIS have been mixed, with many learnings for our Organisation for the future: there are some areas with clear benefit – our Midland Allied Health team are a shining example – but there are others areas and caregivers who need help in order to realise the benefits that we know are there. We are working closely with them and Telstra Health to get there and making great progress already.

Our other digital innovations, the Scanned Health Record for example, are something that everyone absolutely loves. You don’t need to look for files and notes anymore, it’s all there on a mobile platform, and it has encouraged most of our clinics to go paper-lite.

More broadly for St John Health, we’re looking at opportunities to shape healthcare delivery through technology, data capture and analysis.

For some time we’ve had running now a programme called Project BART which essentially focuses on using all of the data that we currently have and could potentially capture in the future to shape care and care models.

We’re also looking at the International Consortium for Health Outcomes Measurement standards (ICHOM) and what role they have to play. While it’s easy enough for us to pull data on activity or on a patient through procedures, that sort of thing, one of the things that the health care system has always struggled with is formal capture of patient outcomes, and that’s where ICHOM can come into play.

ICHOM is essentially a framework of standards – questionnaires and surveys – that you ask patients before, during and after care over a prolonged follow-up period in order to develop best healthcare outcomes.

Value-based health care, of which ICHOM is an element, is a growing movement in health care across the globe. The idea behind it is that you don’t just treat the patient’s illness and think ‘oh job well done,’ you make sure that you’ve treated them, got a good result for them, and shared that information across the industry so that others can do the same. We want to provide our patients with real value in the future, not just a service, and these standards, along with all the other digital innovations we’re integrating and developing can help us do that.”



DIGITAL HEALTHCARE

If you're interested in hearing more about St. John of God Health's EMR journey, their stakeholder engagement initiatives, the lessons learned from their digitisation journey and where one of Australia's largest healthcare providers believes the future of healthcare lies, then join Alexius at **Digital Healthcare 2017**.

The event, run as part of **Victorian Healthcare Week 2017**, brings together over 20 local and international industry experts from the likes of Bendigo Health, Perth Children's Hospital, the Department of Health and Human Services, St. Vincent's Health Australia and The Royal Children's Hospital Melbourne, who will all be sharing their digital healthcare journeys.

To secure your ticket to the event on 28th-29th August in Melbourne, and for special early bird pricing simply fill in the **registration form** and email to **registration@iqpc.com.au**.