INDEX

A
accessibility; patients' data access principle, 143
accuracy; of Archimedes Model limitation, 209
affordability; KP Promise goal, 40–43
After Visit Summary (AVS); used by 21st Century Care Innovation Project, 131; impact tracking of patient visits, 98–99
alerts; for automated harm detection, 172–173; for contraindicated prescriptions, 184; medication-related, 176–177; as safety system design principle, 163–164
aligned incentives; element of transformation care approach 95
American Society of Clinical Oncology, 125
Amster, A., 104–105
amyotrophic lateral sclerosis (ALS); clinical research, 182
antibiotics; virus treatment overuse, 191–192
application sufficiency; EHR principle, 17
applications; for go-live deployments, 47–48; integration of, 17, 23–24; sufficiency principle, 17
ARCHeS; Archimedes Model, 211–212
Archimedes Model; used in ARCHeS, 211–212; diabetes intervention simulation, 205–207; goals, 209; Heart Protection Study, 204–205; individualized guidelines example, 207–208; KP HealthConnect data links, 204–208; limitations, 208–209; structure of, 203; validation tests of, 204; virtual worlds, 209–211
Ascension Health; national time-and-motion study, 70–71
automated harm detection; patient safety, 172–173

B
barcode scanning; in medication administration, 78–79; for patient safety, 168–169
Benthin, T., 13
Berwick, D., 7–8, 25
Big Q; performance charts, 105–107; quality data viewing approach, 102–104
bioterrorism; reason for real-time public health surveillance, 186
Blue Book for Charting Techniques, 51
Blue Sky Vision; computerized data, 218; health care delivery themes, 13–16; physician involvement in, 60; 21st Century Care Innovation Project objectives, 128–129
board of directors; performance enhancement beliefs, 9–10
Bonacum, D., 157
Brentari, R., 101–102, 127
budgets; national oversight, 19–20
Index

Christensen, C.; *The Innovator’s Dilemma*, 17
Christensen, K. MD, 139, 143
Chu, B., MD, SM, 52–53
Clark, K. B., 17
clinical appropriateness; element of change request evaluation, 72–73
clinical content; of change request criteria, 72–74; of collaborative build principle, 45–47 of key physician development role, 62–64
clinical decisions, 175–176
Clinical Information System (CIS); EHR development, 6–7
clinical metrics; approach of quality data viewing, 104
clinical oversight; of patients’ data access, 145–146
clinical research; of amyotrophic lateral sclerosis (ALS), 182; at Center for Effectiveness and Safety Research, 188; of comparative effectiveness, 188; of contraindicated prescriptions, 184; development history, 180–181; Diabetes Care Management Program, 185; of genetics, 188–189; of genomics, 188–189; of gestational diabetes mellitus (GDM), 181–182; HMO Research Network, 187; of long-term drug therapy, 183; of natural language processing, 190; for patient safety improvements, 182–184; of patient-entered data, 190; of personalized medicine, 188–189; for Prevention Index, 192–193; of quality measures, 192–193; for quality tool development, 184–185; of real-time surveillance, 185–186; RPGEH, 189; of Vaccine Safety Datalink (VSD), 186–187 of Virtual Data Warehouse (VDW), 187
clinicians; defined as, 57; SmartTools adoption, 51–52
Cochran, J. H. MD, 83
collaboration; an implementation key, 39–47; of nursing leadership, 73–74; element of transformation care approach, 95; of Vaccine Safety Datalink (VSD), 186–187
collaborative build; of clinical content, 45–47; clinician adoption of, 51–52; data standardization, 44; design, build, and validate (DBV) sessions, 43, 47; implementation managers, 48–49; KP Promise goals, 40–43; medical terminology, 44–45; nursing leadership, 73–74; user training, 51; Validate-Design-Build (VDB) sessions, 47–48; vision communication, 49–51
College of American Pathologists; SNOMED-CT, 44–45
Collins, Jim; *Good to Great*, 38
common platforms; EHR principle, 17
communications; acceptance of vision, 49–51
communities of practice; clinical content development, 45–47
comparative effectiveness research, 188
compliance requirements; change request evaluation element, 72–73
Computerized Physician Order Entry (CPOE), 167–168
consistency; principle of patients’ data access, 143
content design; key physician role, 62–64
cardinicdicated prescriptions; clinical research, 184
convenient service; a KP Promise goal, 40–43

care teams; 21st Century Care Innovation Project objectives, 128–129
Carlton, D. MD, 65
case studies; Central Venous Catheter Insertions, 115–116; Deploying KP HealthConnect in Colorado, 83–86; Getting to the Heart of the Problem, Coronary Artery Disease (CAD), 113–114; Mammography Screening: Operation Innovation, 114–115; *The Prevention Index Generating Better Quality Measures*, 192–193; Reducing the Overuse of Antibiotic Treatment for Viruses, 191–192; Turning Physicians’ Free-Text Notations into Computer Readable Data, 190–191
Cassel, C. K. MD, 26–27, 100
CD-ROMS; vision communications, 51
Celebrex; Center for Effectiveness and Safety Research, 188
Center for Effectiveness and Safety Research, 188
Centers for Disease Control; Vaccine Safety Datalink (VSD), 186
challenges; in value realization, 90–91
change requests; content criteria, 72–74
Chase, A., 89
Chin, H. MD, 63
Ching, G., 48
Chow, M. P. RN, DNSc, 69
Index

Cotterell, C., RPh, 176–177
Crossing the Quality Chasm;
  Institute of Medicine report, 4
Crosson, J., 8
CT urography; radiation risk reduction, 123–124
Cultural transformation;
  transformation care approach element, 95
customer/business driven; EHR principle, 17
customers; regions as, 48–49
Customization; Blue Sky Vision theme, 15
Cutler, D., 71

D
dashboards; performance charts, 105–107; quality data viewing approach, 102–104
data access; acting for a family member, 151–152
data formats; collaborative build standardization, 44
data mining; collaborative build standardization, 44
data standardization; collaborative build principle, 44
day one value; realization approach, 92–94
Deckard, D., 33
design; collaborative build framework element, 43
Design-Build-Validate (DBV); collaborative build, 43, 47
Diabetes Care Management Program, 185
diabetes intervention simulation;
  Archimedes Model, 205–207
digital age; nursing leadership preparedness, 75–77
Dikes, C. N., 76–77
documentation; of patient safety improvements, 71–72; avoiding patient to paper frustration, 70–71;
  SmartTools, 46
Dodd, C., 17, 35
domestic violence; specialty group care management, 125–126
dosing alerts; safety system design principle, 163
Drug Encyclopedia; First DataBank, 142
Durham, M. L, PhD, 179
DV SmartSet; domestic violence screening, 126
Dvorak, C., 24, 38, 39–40

E
Eby, D. MD, 130
Eddy, D. M. MD, PhD, 197
Electronic health record (EHR);
  business case, 8–9; Clinical Information System (CIS), 6–7; naming conventions, 21–23. See also KP HealthConnect
e-mail, My Health Manager;
  patient/doctor communications, 149–150
emergency medical risk initiative, 173–174
enterprise uniformity;
  implementation key, 38–39
Epic Systems; realization team participation, 38; vendor selection process, 11–12
Escobar, B. MD, 184
Eshleman, A. MD, 141
evidence-based practice; nursing leadership development, 72
evidence-based reviews; element of change request evaluation, 73
executive sponsorship; key to implementation, 35–36
external journals; value realization evaluations, 98

F
Federal Drug Administration (FDA); Sentinel Initiative, 186–187
financial outcomes; linking to quality improvement, 104–105
First DataBank; Drug Encyclopedia, 142
Fitzpatrick, R. PhD, 20–21

G
generics; in clinical research, 188–189
Genomics; in clinical research, 188–189
Gestational diabetes mellitus (GDM); in clinical research, 181–182
Glossary; value realization evaluations, 98

H
government; quality work, 104–105
Halford, M., 6
Halvorson, G. C., 5–9, 213
Hawaii; go-live deployment, 47–48
Health care delivery; Blue Sky Vision themes, 13–16
health care industry; economic pressures on, 3–5
Health Encyclopedia; HealthWise, 142
Health Insurance Portability and Accountability Act (HIPAA), 144
health maintenance alerts; 21st Century Care Innovation Project, 131
Health Maintenance Organization Research Network; data sharing, 187
Health Media International; Total Health Assessment tool, 142
HealthWise; Health Encyclopedia, 142
Heart Protection Study; Archimedes Model, 204–205
Henriks, G., 20
hierarchy of controls; of patient safety, 161–162
Hillier, T. MD, MS, 181–182
Home as the Hub; Blue Sky Vision theme, 15
hospital-associated pneumonia; patient safety, 170–171
Hudson, P., 33
Hunter, K., 35–36

I
IDEO; health care delivery design leader, 25
IHI; 21st Century Care Innovation Project, 127–131
impact tracking; value realization, 98–99
implementation managers; regions as customers, 48–49
incident management; personal health records, 151
individualized guidelines; Archimedes Model example, 207–208
information access; principle of safety system design, 162
information technology (IT); leadership training, 101–102; realization teams, 37–38; value realization alignment, 91–92
innovative care; element of transformation care approach, 95
The Innovator’s Dilemma (C. Christensen), 17
Institute for Healthcare Improvement (IHI); quality improvement leader, 7–8, 25;
Summit on Clinic Redesign, 118; VAP prevention, 170–171
Institute of Medicine reports;
Crossing the Quality Chasm, 4;
Keeping Patients Safe: Transforming the Work Environment of Nurses, 71;
To Err Is Human, 4
integrated applications; EHR principle, 17
Integration and Leveraging; Blue Sky Vision theme, 15
Interactive Technology Initiative (ITI), 140
internal journals; evaluations of value realization, 98
Internet Services Group (ISG); Website oversight group, 141
interregional meetings; vision communications, 50
Inter-regional Nursing Council (INC); nursing decisions, 72
Inter-regional Nursing Governance Group (INGG); operational oversight, 73
interregional Webinars; value realization, 98
intranets; communications of vision, 50

J
Joint Operating Group (JOG); implementation coordination, 19
journals; evaluations of value realization, 98

K
Kaiser, H., 180
Kaiser Permanente, 6. See also KP HealthConnect
Keeping Patients Safe: Transforming the Work Environment of Nurses report, 71
key physicians; at Blue Sky Vision, 60; in clinical content development, 62–64; in identifying and recruiting, 58–59; an implementation role, 64–67; as post-implementation role, 65–66; in training, 61–62; vendor selection role, 60–61
Kieschnick, T., 140
Kilo, C. MD, 130
KP HealthConnect; application go-lives, 23–24; approach to budgeting, 19–20; Blue Sky Vision themes, 13–16; collaborative build, 39–47; design of, 47–52; digital transformation of information, 213–221; EHR comparisons, 10; executive sponsor’s role, 35–36; goals of, 12–13, 40–43; guiding principles of, 17; implementation, 18–19; innovation team objectives, 128–129; Labor Management Partnership (LMP), 36–37; My Health Manager, 142, 146–151; patient safety approach, 162–163; priority of business plan, 7; project name development, 7, 21–22; realization teams, 37–38; Tiger Teams, 17; unforeseen risk management, 171–172; value realization of, 24–26; vendor selections, 60–61
KP MedRite; medication administration, 77–78
KP Online; development, 140–141
KP Promise; organizational goals, 40–43
kp.org; patients’ data access principle, 143–146
Krall, M. MD, 175–176
Kushi, L. ScD, 189

L
lab monitoring; of long-term drug therapy, 183
lab results; for patient safety, 165–167
Labor Management Partnership (LMP), 36
labor unions; implementation role, 36–37
Latare, P. MD, 48
Lawrence, D., 7
leadership support; a transformation care
approach element, 95
leadership training; in information technology, 101–102
Lee, B. J., 94, 184
legal requirements; of change request evaluation element, 72–73
Liang, L. L. MD, 35, 109
Littlewood, M., 173–174
Livaudais, J., 118
local customization; an implementation key, 38–39
Lou Gehrig’s disease; clinical research of, 182
M
Malcolm Baldrige National Quality Award; SSM Health Care, 25
Marineau, P., 9–10
Mates, C., 146
mathematical models; Archimedes Model, 203–209; reasons for, 198–202; roles of, 201–202; types of; 202
McCaw, B. MD, MPH, 126
medical terminology; collaborative build principle, 44–45
medication administration; nursing leadership, 77–78
medication-related alerts; for patient safety, 176–177
MediClass; natural language processing system, 191
member input; of patients’ data access principle, 145
memory reliance reduction; principle of safety system design, 162
Minardi, P. MD, 135–137
Mittman, R, 13
My Health Manager; clinician concerns, 152–153; family member actions, 151–152; future challenges, 154–155; incident management, 151; patient portal, 142; patient/doctor e-mail communications, 149–150; registration statistics, 147–148; Rx refills, 150; test results, 148–149; 21st Century Care Innovation Project, 131
MyChart; patient portal, 141–142
N
National Help Desk; unforeseen risk management, 171–172
National Quality Committee; for system assessments, 100
natural language processing; clinical research, 190
newsletters; communication of vision, 51
noninterrupt zones; for medication dispensing machines, 78
nurse champions; nursing leadership, 76–77
Nurse Knowledge Exchange (NKE); shift change improvement, 77
nursing leadership; to change request criteria, 72–74; collaborative build, 73–74; development techniques, 72–73; for digital age preparedness, 75–77; for early involvement, 70–74; in medication administration, 77–78; nurse champions, 76–77; Nurse Knowledge Exchange (NKE), 77; in patient care goals, 74; for patient safety and documentation improvements, 71–72; avoiding patient information time to paper, 70–71; staff satisfaction, 79
O
O’Brien, A. RN, MSN, 78–79
oncology, specialty group care management, 124–125
online Rx refills; My Health Manager statistics, 150
operational leaders; key physicians group as, 58–59
opinion leaders; key physicians group as, 58–59
Order Sets; avoiding unnecessary variation, 159–160; hospital-associated pneumonia reduction, 170–171
orthopedics; specialty group care management, 121–123
P
panel support tool (PST); patient panel management, 118–120
PART; unforeseen risk management, 171–172
partners; labor union involvement, 36–37; vendor selection criteria, 10–12
Patel, S. MD, 118, 132–134
patient awareness; Nurse Knowledge Exchange (NKE), 77
patient care; computerized data benefits, 214–216; nursing leadership collaborative build, 74
patient engagement; principle of safety system design, 163
patient panels; for primary care physician management, 118–120
patient portals; My Health Manager, 142, 147–150; MyChart, 141–142; regional roll-outs, 142–143
patient safety; automated harm detection of, 172–173; barcode scanning for, 168–169; element of change request evaluation, 72–73; clinical decision support, 175–176; clinical research benefits for, 182–184; computerized data enhancements for, 216; Computerized Physician Order Entry (CPOE), 167–168; design principles, 162–163; emergency medical risk initiative, 173–174;
patient safety (continued)
hierarchy of controls for,
161–162; hospital-associated
pneumonia, 170–171; lab
results, 165–167; medication-
related alerts, 176–177;
practical applications for,
163–165; statistics for, 157–159;
system versus individual focus,
160–162; unforeseen risk
management for, 171–172;
unnecessary variation limiting,
159–160. See also safety
patient-entered data; clinical
research for, 190
patient-physician messaging;
element of transformation care
approach, 95
patient-physician relationships;
building online, 146
patients; After Visit Summary
(AVS), 98–99; documentation/
safety improvements, 71–72
Pearl, R., MD, 140, 153–154
performance charts; quality
dashboard, 105–107
The Permanente Journal, 60
permissions; data access,
151–152
personal health records; clinician
concerns about, 152–153;
data access principles,
143–146; family member
actions concerning, 151–152;
future challenges of, 154–155;
incident management, 151;
My Health Manager,
147–150; patient portals,
141–146; regional roll-outs,
142–143
personalized care; KP Promise goal,
40–43
physician leadership; Blue Sky
Vision involvement, 60; of
clinical content, 62–63;
implementation role of,
64–67; of key physicians,
58–59; post-implementation
role of, 65–66; training of,
61–62; vendor selection role
of, 60–61
physician perspectives; Backs
Against the Wall in Hawaii,
132–134; Strong Patient-
Provider Connections Through
Technology, 134–135; Tactics
for Transforming Primary Care,
135–137
point-of-care documentation; nursing
leadership development, 72
population care management; EHR
advantages, 112; panel support
tool (PST), 118–120; primary
care physicians, 116–120;
specialty groups, 120–126;
system shortcomings, 110–112
post-implementation; of key
physician role, 65–66
preparation, assessment; remediation,
track (PART), 171–172
prescriptions; My Health Manager
online refills, 150
Prevention Index; for clinical
research, 192–193
primary care physicians; patient
panel management, 118–120;
proactive care management,
116–120; Total Panel
Ownership (TPO), 118
proactive care management; ny
primary care physicians,
116–120
process changes; 21st Century Care
Innovation Project, 130
product safety monitoring; by
Sentinel Initiative, 186–187
professional practice framework;
nursing leadership development,
72
Q
quality agenda; data viewing
approaches to, 102–104;
information technology training
for, 101–102; of performance
charts, 105–107; safe
implementation before quality
improvement, 101; system
assessments of, 100; value
realization alignment of, 91–92
quality care; KP Promise goal, 40–43
quality dashboards; data viewing
approach, 102–104;
performance charts, 105–107
quality improvement; of
development goal, 25–28; of
financial outcome linking,
104–105
quality measures; clinical research,
192–193
R
Raebel, M., PharmD, 183
realization teams; partnership
structure of, 37–38
real-time surveillance; of vaccine
safety research, 185–186
regional variation; of
implementation key, 38–39; of
implementation managers, 48–
49; Validate-Design-Build
(VDB) sessions, 47–48
Research Program on Genes,
Environment, and Health
(RPGEH), 189
Ritzwoller, D., PhD, 188
Robert Wood Johnson Foundation;
ARCHeS, 211–212; EHR
design role, 71
Rx refills; My Health Manager
statistics, 150
S
safety; of computerized data
enhancements, 216; of patient
documentation improvements,
71–72; of Sentinel Initiative,
186–187. See also patient
safety
Salama, C., 36–37
Schaefer, C., PhD, 189
Schlessinger, L., 197
Schmittlein, J., PhD, 185
Secretary of Health and Human
Services; Sentinel Initiative,
186–187
Secure and Seamless Transition;
Blue Sky Vision theme, 15
security; of patients’ data access,
143
Index

Sentinel Initiative; real-time surveillance, 186–187
shared learning sessions; interregional Webinars, 98
shared vision; element of transformation care approach, 95
shift changes; Nurse Knowledge Exchange (NKE), 77
Sidani, W. MD, 49
Silvestre, A., 139
SmartBook; value realization and optimization, 97–98
SmartTools; for clinical documentation, 46; clinician adoption, 51–52; Order Sets, 159–160
Smith, D. MD, 184
Smith, S. MD, 134–135
smoking cessation; natural language processing, 190–191
Snow, D. MPH, 173
specialty groups; for domestic violence, 125–126; for oncology, 124–125; for orthopedics, 121–123; for total joint replacement (TJR) registry, 121–123; for urology, 123–124
sponsorship; of implementation key, 35–36
SSM Health Care; Malcolm Baldrige National Quality Award winner, 25
standardized data formats; of collaborative build principle, 44
superuser physicians; implementation role, 64–65
Systematized Nomenclature of Medicine-Clinical Terms (SNOMED-CT), 44–45
system-centric; user training, 51

T
talk shows; vision communications, 50–51
team objectives; 21st Century Care Innovation Project, 128–129
technical impact; of change request evaluation, 73
technical leaders; by key physicians group, 58–59
test results; of My Health Manager statistics, 148–149; of patient safety, 165–167
themes; health care delivery, 13–16
Tibbs, B. D., 49
Tiger Teams; EHR implementation, 17
To Err Is Human; Institute of Medicine report, 4
Total Health Assessment; online self-management tool, 142
total joint replacement (TJR) registry; care management, 121–123
Total Panel Ownership (TPO); primary care physicians, 118; 21st Century Care Innovation Project, 130–131
training; of key physicians, 61–62
transformation of care; value realization approach, 93, 95–96
transparency; principle of patients’ data access, 144–145
Turkstra, B., 18, 37
21st Century Care Innovation Project; using After Visit Summary (AVS), 131; change package concepts, 130; health maintenance alerts, 131; My Health Manager, 131; performance assessment, 131; team objectives, 128–129; Total Panel Ownership (TPO), 130–131
Tyson, B., 102

V
Vaccine Safety Datalink (VSD); clinical research, 186–187
vaccine safety research; real-time surveillance, 185–186
validate; collaborative build framework element, 43
Validate-Design-Build (VDB) sessions, 47–48
validation tests; Archimedes Model, 204
value for harvesting; value realization approach, 93–94
value realization; challenges, 90–91; day one value approach, 92–94; developmental goal, 24–26; health IT alignment, 91–92; impact tracking, 98–99; interregional Webinars, 98; quality agenda alignment, 91–92; SmartBook, 97–98; transformation of care approach, 93, 95–96; value for harvesting approach, 93–94
variation minimization; safety system design principle, 162
vendors; purchased content, 63–64; selection criteria, 10–12, 60–61
ventilator-associated pneumonia; patient safety, 170–171
videos; vision communications, 51
Vilardi, J. RN, MS, 75
Vioxx; Center for Effectiveness and Safety Research, 188
Virtual Data Warehouse (VDW); HMO Research Network, 187
Virtual Worlds Data Warehouse (VDW); HMO Research Network, 187
virtual worlds; Archimedes Model, 209–211; computerized data, 217–221
viruses; antibiotic treatment overuse, 191–192
vision communication; collaborative build element, 49–51
visual controls; safety system design principle, 163
Vogt, T. MD, 192–193
<table>
<thead>
<tr>
<th>W</th>
<th>Websites; Health Care for All, 158; KP Online, 140–141; My Health Manager, 142, 147–150; MyChart, 141–142; patients’ data access principles, 143–146</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wald, P. MD</td>
<td>Whitlock, E. MD, MPH, 189</td>
</tr>
<tr>
<td>Watt, Z.</td>
<td>Wiesenthal, A. M., MD, 12, 35, 57</td>
</tr>
<tr>
<td>Web pages; vision communications</td>
<td>Wiessler, B, 75–76</td>
</tr>
<tr>
<td>Webinars; value realization</td>
<td>Z zones; medication dispensing machine noninterrupt, 78</td>
</tr>
<tr>
<td>Weissberg, J. MD</td>
<td>109</td>
</tr>
<tr>
<td>Wheelwright, S.C</td>
<td>17</td>
</tr>
</tbody>
</table>