2015
Most Wired

Who made this year’s list?
How is health care overall ‘optimizing’ all the data?

At Lakeland (Fla.) Regional Medical Center, CIO Elizabeth Kerns says, “Nearly every business function and clinical process is built to leverage our technology foundation.”
Optimize. It’s not a super sexy word. It sounds more like a command Tony Stark would bark at his computerized helper Jarvis to get the Mark 45 Iron Man suit ready for battle. With apologies to the genius/billionaire/playboy/philanthropist, optimization is actually the mantra for today’s real-life health information virtuoso.

After more than a decade of building the foundational elements of a digitized health care environment, and billions of dollars in federal and private sector spending, hospitals and health systems are tapping into the power of the bits and bytes they’ve been collecting. This coincides not only with the requirement to meet federal standards for meaningful use of health information technology, but also the push toward value-based payments, population health management and cost-efficiency.

As evidenced by data collected over the 17-year history of Health Care’s Most Wired Survey, hospitals and health systems have continually ratcheted up their use of cornerstone IT applications. For instance, 95 percent of the 2015 Most Wired hospitals have standing, evidence-based electronic order sets built into their CPOE systems. That’s up from 79 percent in 2010. Since 2008, the percentage of Most Wired organizations that have a compliance-driven alert system for Centers for Medicare & Medicaid Services key indicators leapt from 50 percent to 79 percent in 2015.

While work still needs to be done to bring implementation of these types of applications to 100 percent — and sustain their use over time — leaders at Most Wired hospitals are not merely resting on their laurels waiting to install the next gadget; they are using data to drive clinical improvement and shape strategy.

“Through implementation of our Epic system, we’ve been able to elevate the use of real-time information at the bedside,” says Paula Smith, senior vice president and chief information officer, Oakwood Healthcare, Dearborn, Mich. “We consolidated multiple, disparate systems into a single database that has provided more streamlined documentation of care delivery at every transition-of-care event.”

Records from emergency department visits, for instance, are instantly available to caregivers at the receiving inpatient unit. This, Smith says, accelerates quality care because the clinicians are prepared in advance of the patient’s arrival.

Organizations on the 2015 Most Wired list are extending the use of IT systems outside the hospital’s four walls, including connecting directly with patients. In fact, improvement in patient engagement — in its many forms — stands out in this

Results from the 17th annual Most Wired Survey show that hospitals and health systems are making progress in utilizing information technology to connect with patients.
Clinicians at Lakeland Regional Medical Center have a powerful tool to fight sepsis, but it’s not some new antibiotic. It’s data.

About two years ago, the medical center began utilizing a sepsis crawler that combs through data in the electronic health record system to identify at-risk patients. Sepsis strikes more than 1 million Americans yearly, and between 28 and 50 percent of them die.

“It identifies patients who are becoming septic even before our clinicians can,” says Elaine Thompson, president and CEO of the Lakeland Regional Health Systems.

Sepsis isn’t the only area where predictive analytics is coming into play. The EHR also runs algorithms to spot patients at risk of deep vein thrombosis and catheter-related infections. And, a readmissions calculator helps to identify congestive heart failure patients who may be at risk of returning to the hospital within 30 days after discharge. That list is sent to care transition coaches who work with patients on their treatment plans.

“Instead of doing this for everyone with congestive heart failure, we can identify people most at risk and allocate the right resources at the right time,” Thompson says.

This philosophy plays out across the organization. An enterprise data warehouse pulls information from the inpatient and ambulatory systems, as well as other applications, to provide near real-time information — there’s about a two-hour delay — to a team of data scientists who apply predictive analytics. They help to identify patients most in need of attention — those at risk of a readmission, those on a complex medication regimen or someone who doesn’t have a strong support system. The organization then can target patients for interventions, says Vice President and Chief Information Officer Elizabeth Kerns.

Given that the medical center’s leadership team boasts four engineers — to go along with three full-time doctors and a chief nursing officer — this kind of analytical approach to care delivery shouldn’t come as a surprise. They see digital tools working in tandem with clinicians to improve not just care delivery, but also the health of the community, says Thompson. In fact, the organization’s strategic plan calls for delivering nationally recognized health care, strengthening the health of the community and advancing health.

“Our mission, our vision, our culture all depend on technology,” says Kerns. “Technology is our differentiator. Nearly every business function and clinical process is built to leverage our technology foundation.”
year’s survey. More than two-thirds of the Most Wired extend the care environment to the patient and family via the Internet, providing education about his or her condition and allowing for e-visits with the care team, among other things. This dovetails nicely with efforts to improve population health.

At MetroHealth System, an automated screening and alert system led to a 15-fold increase in screening and 23 percent increase in diagnosis for depression between 2011 and 2014. There was a 25 percent increase in adolescent immunizations during the same period, largely a result of automated messaging to parents. And, importantly, between 2011 and 2012, a 15 percent increase in patients scheduling and completing referrals 30 days after discharge, reports David Kaelber, M.D., chief medical informatics officer for the Cleveland-based health system. All of these efforts are ongoing.

**The engaged patient**

Part of the emphasis on patient engagement can certainly be traced to meaningful use regulations. In Stage 2 and the proposed rule for Stage 3, the Centers for Medicare & Medicaid Services places an emphasis on ensuring that patients can access their health records and become more connected with their providers. Stage 2 requires hospitals to show that 5 percent of all discharged patients have viewed, downloaded or transmitted their health information to a third party.

Of course, making records available is one thing, getting patients to participate online is something else entirely. At Citizens Memorial Hospital, Bolivar, Mo., staff called patients during the 90-day attestation period to get them to sign up for the patient portal and use secure messaging, says Chief Information Officer Denni McColm.

“We had to do some crazy things,” she explains. “If you signed up for the portal and sent a secure message, you were entered into a contest to win an iPad or a TV. We had one staff person in particular who would call up patients and say, ‘I saw you were at the doctor’s. I wanted to see how you were doing. Why don’t you get on the portal and let me walk you through it.’ And she would get them signed up.”

Most of those patients remain active users of the portal, McColm says.

To a certain degree, engaging patients online is a question of value, says Michael McCoy, M.D., chief health information officer, Office of the National Coordinator for Health IT. Is there enough information and meaningful interaction with providers to entice a patient to regularly visit a portal and become engaged?

“We have so much interesting technology, let’s allow providers to figure out what the best uses are for providing care.”

**Most wireless**

As with nearly everything in society, mobile technology is another part of the puzzle. The key is finding ways to connect with patients on their terms.

“I was surprised to see the high level of usage on mobile devices,” says Russ Branzell, president and CEO of the College of Healthcare Information Management Executives, H&HN’s partner in the Most Wired project. “We are seeing that mobility is an expectation in all parts of a consumer’s life. They’ll demand that from a patient engagement standpoint.”

Among Most Wired hospitals, 89 percent allow patients to access the portal via a mobile app, up from just 58 percent last year. Even among all respondents, there was a huge jump — 47 to 79 percent. Additionally, 63 percent of Most Wired organizations enable secure messaging, up from 40 percent in 2014. And 50 percent provide a mobile app for a personal health record, compared with 32 percent a year ago.

Looking more broadly, the field is challenged by the interoperability dilemma and the ability to exchange data across the continuum. As long as that challenge remains, it will be difficult for hospitals to fully move toward accountable care and value-based delivery.

“When you are at [financial] risk as a hospital, you want other providers who are caring for your patients to have the data,” says McCoy. “You want to ensure that patients are getting the right care at the right time.”

Part of the problem is that the payment system hasn’t caught up with the practice of more integrated care, says Branzell, who is quick to add that once incentives are aligned, hospitals need to be prepared to change lanes.

“Hospital leaders have to be ready because there’s a growing appetite to move away from fee for service,” he says.
Edward Babakanian views his role more as chief technology evangelist than chief information officer.

“My job is to demystify information technology and to be a catalyst for change,” says the CIO of the University of California San Diego Health System.

For the past 20 years, Babakanian has worked to ensure that IT is not just a part of the health system’s broad strategic plans but, in some cases, out in front; or at least anticipating change.

“IT needs to be ready to deploy when the hospital is ready to go. If the plumbing isn’t ready, you can’t deploy your plan,” he says.

Today, a large part of the change that Babakanian is championing focuses on patient engagement and connectivity. In 2012, UCSD was one of the first health systems in the country to start piloting technology with Qualcomm Life, a subsidiary of Qualcomm Technologies, to enable patients to send real-time health data to their care teams. Patients were given weight scales, blood glucose meters and blood pressure cuffs that could upload data wirelessly directly to their health records.

“We are actively involved with many other companies, including Apple, that will be coming out with devices that can pick up your vital signs and transmit them to the medical record,” Babakanian says. “This will get us to the next step so that any clinical information that can be captured while people are just walking around is available.”

UCSD is also at the leading edge of using technology that’s relevant in the here and now. Ambulatory clinics are stocked with point-of-care devices such as glucometers and urine analyzers that wirelessly transmit data back to the electronic health record. The real-time capture of data enables clinicians to make more informed decisions.

There’s also a robust patient portal with close to 80,000 users. Beyond the typical transactional functions, the portal gives patients access to their health records, which is especially handy for those conducting virtual visits with their physicians.

Mostly done for low-risk patients, virtual visits are handled via videoconferencing where both the clinician and patient can view the requisite medical data. And while it’s no substitute for an in-person visit, Babakanian says that they are seeing an uptick in usage.

“We are also enabling patients to use the secure portal to document their own care,” Babakanian says, noting that a patient could record that they get dizzy after a sugary intake, which could be a precursor to being diabetic, or at least something that a physician should know about. “This gives us the ability to do a better job of diagnosing and caring for that patient.”
Abington (Pa.) Health | www.amh.org 2 790
Abraham Lincoln Memorial Hospital | Lincoln, Ill. | www.amh.org 1 25
Adventist Health | Roseville, Calif. | www.adventisthealth.org 19 2,700
Advocate Health Care | Downers Grove, Ill. | www.advocatehealth.com 12 3,743
Akron (Ohio) Children’s | www.akronchildrens.org 2 394
Albany (N.Y.) Medical Center | www.amc.edu 2 734
Aleda E. Lutz VA Medical Center | Saginaw, Mich. | www.saginaw.va.gov 1 108
Alice Hyde Medical Center | Malone, N.Y. | www.alicythe.com 1 76
Allina Health System | Grand Forks, N.D. | www.allina.org 1 270
AmMed Health | Anderson, S.C. | www.ammedhealth.org 1 412
Ann & Robert H. Lurie Children’s Hospital of Chicago | www.luriechildrens.org 1 280
Anne Arundel Medical Center | Annapolis, Md. | www.aahs.org 1 385
Atlantic Health System | Morristown, N.J. | www.atlantichealth.org 4 1,600
Aurora Health Care | Milwaukee | http://aurorahealthcare.org 15 2,223
Avera Health | Sioux Falls, S.D. | www.aver.org 32 1,782
Baptist Health South Florida | Coral Gables | http://baptisthealth.net 6 1,530
Baptist Baptist System | Birmingham, Ala. | http://baptisthealthalabama.org 4 846
Battelle Creek (Mich.) VA Medical Center | www.battellecreek.gov 1 203
Baystate Health | Springfield, Mass. | www.baystatehealth.org 4 898
Beaufort (S.C.) Memorial Hospital | www.bmhirc.org 1 197
Beaumont Health System | Royal Oak, Mich. | www.beaumont.edu 3 1,726
Beth Israel Deaconess Medical Center | Boston | www.bidmc.org 1 600
Bon Secours Baltimore Health System | http://bonsecoursbaltimore.com 1 115
Bon Secours Charity Health System | Suffern, N.Y. | http://charity.bonsecours.com 3 582
Bon Secours Health System | Marriottsville, Md. | www.bshsi.org 14 2,687
Bon Secours St. Francis Health System | Greenville, S.C. | www.stfrancishealth.org 2 338
Bon Secours Virginia Health System | Richmond | www.bshsi.org 7 1,399
Bothwell Regional Health Center | Sedalia, Mo. | www.brhc.org 1 137
Bristol (Conn.) Hospital | www.bristolhospital.org 1 110
Broadlawns Medical Center | Des Moines, Iowa | www.broadlawns.org 1 99
Bronson Battle Creek (Mich.) | www.bronsonhealth.com 1 181
Bronson Lakeview Hospital | Paw Paw, Mich. | www.bronsonhealth.com 1 35
Bronson Methodist Hospital | Kalamazoo, Mich. | www.bronsonhealth.com 1 434
Brookdale University Hospital and Medical Center | Brooklyn, N.Y. | www.brookdalehospital.org 1 525
Brooke Army Medical Center | Fort Sam Houston, Texas | www.bamc.amedd.army.mil 1 425
Brooklyn (N.Y.) Hospital Center | www.tbh.org 1 466
Cadence Health | Winfield, Ill. | www.cadencehealth.org 2 472
Calvert Memorial Hospital | Prince Frederick, Md. | www.calverthospital.org 1 103
Cancer Treatment Centers of America | Boca Raton, Fla. | www.cancercenters.com 5 370
Carolton Clinic | Roanoke, Va. | https://carltonclinic.org 7 768
Carle | Urbana, Ill. | www.carle.org 1 365
Carle Hooperston (Ill.) Regional Health Center | www.carle.org/Hooperston.aspx 1 24
Carolinas HealthCare System | Charlotte, N.C. | www.carolinashcarecare.org 16 2,853
Catholic Health Services of Long Island | Rockville Centre, N.Y. | www.chsl.org 6 1,862
Cedars-Sinai Health System | Los Angeles | www.cedars-sinai.edu 1 952
Central Maine Medical Center | Lewiston | www.cmmc.org 3 200
CentraState Healthcare Medical Center | Freehold, N.J. | www.centrastate.com 1 276
Centura Health | Englewood, Colo. | www.centura.org 15 2,000
Cheyenne (Wyo.) Regional Medical Center | www.cheyenneregional.org 1 222
Children’s Health | Dallas | www.childrens.com 2 466
Children's Hospital Colorado | Aurora | www.childrenscolorado.org 1 526
Children's Hospital of Philadelphia | www.chop.edu 1 500
Children’s Mercy Hospital | Kansas City, Mo. | www.childrensmercy.org 2 354
Christ Hospital | Cincinnati | www.christhospital.com 1 555
CHRISTUS Health | Irving, Texas | www.christushealth.org 22 3,727
Cibola General Hospital | Grants, N.M. | http://cibolahealthhospital.com 1 25
Cincinnati Children’s Hospital Medical Center | www.cincinnatichildren.org 1 628
Citizens Memorial Hospital | Bolivar, Mo. | www.citizensmemorial.org 1 86
Community Health Network | Indianapolis | www.comunityhealth.org 4 797
Community Memorial Hospital | Evansville, Ind. | www.deaconess.com 4 493
Denver Health | http://denverhealth.org 1 498
Detroit Medical Center | www.dmc.org 8 2,000
Dignity Health | San Francisco | www.dignityhealth.org 38 3,400
Doylestown (Pa.) Hospital | www.dh.org 1 238
Duncan (Okla.) Regional Hospital | www.duncanregional.com 1 147
Eastern Maine Healthcare Systems | Brewer | www.emhs.org 8 804
Eastern Maine Medical Center | Bangor | www.emc.org 1 367
Eisenhower Medical Center | Rancho Mirage, Calif. | www.emc.org 1 350

Number of hospitals • Number of beds

Most Wired 2015
Building a Foundation to Grow

More than a decade ago, leaders at Citizens Memorial Hospital took the bold step to invest mightily in information technology. Recall that those were the nascent days of health IT. The Office of the National Coordinator for Health IT didn’t come into existence until 2004.

Still, across the industry, people were beginning to visualize how automated and digitized systems could streamline workflow and improve patient care. The board and executive team at the 89-bed rural hospital in Bolivar, Mo., were no different. In 2002–2003, they invested $6 million — roughly 12 percent of the organization’s $50 million operating budget — on a health IT system.

“It was as much as we had spent on any building at that time,” says Denni McColm, CMH’s chief information officer. “We had long discussions about the false sense of security that people had that their doctors knew everything about them. At that time, a patient’s paper medical records could have been spread across 33 different locations so, of course, doctors had to redo tests.”

The significant capital investment coincided with a strategic plan to focus on the CMH brand. The hospital had been acquiring and affiliating with clinics and other providers. It was time to start acting like one organization, McColm says.

Flash forward to 2015: CMH is doing more than acting like one organization, it is using health IT as the underpinning to grow and drive care coordination across its market.

For instance, when CMH added a sixth long-term care facility to its portfolio in 2011, there was no hesitation in expanding the necessary infrastructure to ensure the flow of patient records.

“We administer a lot of medications to those 500 residents,” McColm says of the six long-term care facilities. “When we discharge a patient, we don’t have to send the paper record. We just send the patient, because the record is all together and available electronically.

CMH is also showing positive results in utilizing IT to improve population health. Through two years of a medical home program, IT is being used in 12 rural health clinics to help case managers improve care. They’ve seen significant improvement in care for people with diabetes, including a 7 percent climb in patients whose A1C is less than 8 percent; an 11 percent increase in females getting a mammogram; and a 10 percent increase in patients getting a colorectal cancer screening.

“It is part of the foundation to grow and meet the needs of the community,” McColm says.
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<tr>
<td>Kalaskas (Mich.) Memorial Health Center</td>
<td>Detroit, Mich.</td>
<td><a href="http://www.munsonhealthcare.org/kmhc">www.munsonhealthcare.org/kmhc</a></td>
<td>1</td>
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<tr>
<td>Katherine Shaw Bethes Hospital</td>
<td>Dixon, Ill.</td>
<td><a href="http://www.ksbhospital.com">www.ksbhospital.com</a></td>
<td>1</td>
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<tr>
<td>King's Daughters Medical Center</td>
<td>Ashland, Ky.</td>
<td><a href="http://www.kdcmc.com">www.kdcmc.com</a></td>
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<td>KishHealth System</td>
<td>DeKalb, Ill.</td>
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<td>Kittson Memorial Healthcare Center</td>
<td>Hallock, Minn.</td>
<td><a href="http://www.kmhc.net">www.kmhc.net</a></td>
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<td>Kootenai Health</td>
<td>Coeur d'Alene, Idaho</td>
<td><a href="http://www.kh.org">www.kh.org</a></td>
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<tr>
<td>Lafayette (La.) General Hospital</td>
<td>Lafayette, La.</td>
<td><a href="http://www.lafayettedegeneral.com">www.lafayettedegeneral.com</a></td>
<td>3</td>
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<tr>
<td>Lafayette (La.) General Surgical Hospital</td>
<td>Lafayette, La.</td>
<td><a href="http://www.lafayettedegeneral.com">www.lafayettedegeneral.com</a></td>
<td>1</td>
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<td>Lake Regional Health System</td>
<td>Osage Beach, Mo.</td>
<td><a href="http://www.lakeregional.com">www.lakeregional.com</a></td>
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<td>100</td>
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<tr>
<td>Lakeland (Fla.) Regional Medical Center</td>
<td>Lakeland, Fla.</td>
<td><a href="http://www.myhr.org">www.myhr.org</a></td>
<td>1</td>
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<td>Lancaster (Pa.) General Health</td>
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<td>Lawrence (Kan.) Memorial Hospital</td>
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<td>Lee Memorial Health System</td>
<td>Fort Myers, Fla.</td>
<td><a href="http://www.beememorial.org">www.beememorial.org</a></td>
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<td>Lehigh Valley Health Network</td>
<td>Allentown, Pa.</td>
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<td>Lexington Medical Center</td>
<td>West Columbia, S.C.</td>
<td><a href="http://www.lexmed.com">www.lexmed.com</a></td>
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<td>Licking Memorial Hospital</td>
<td>Newark, Ohio</td>
<td><a href="http://www.lmhealth.org">www.lmhealth.org</a></td>
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<td>Lincoln Hospital &amp; North Basin Medical Clinics</td>
<td>Davenport, Wash.</td>
<td><a href="http://www.lincolnhospital.org">www.lincolnhospital.org</a></td>
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<td>Loma Linda University Medical Center – Marrieta (Calif.)</td>
<td><a href="http://www.lumcmarrieta.org">www.lumcmarrieta.org</a></td>
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<td>Lowell (Mass.) General Hospital</td>
<td><a href="http://www.lowellgeneral.org">www.lowellgeneral.org</a></td>
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<td>Loyola University Medical Center</td>
<td>Maywood, Ill.</td>
<td><a href="http://www.loyolamedicine.org">www.loyolamedicine.org</a></td>
<td>1</td>
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<td>Lucile Packard Children's Hospital Stanford</td>
<td>Stanford</td>
<td><a href="http://www.stanfordchildrens.org.com">www.stanfordchildrens.org.com</a></td>
<td>1</td>
<td>311</td>
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<tr>
<td>Madigan Army Medical Center</td>
<td>Tacoma, Wash.</td>
<td><a href="http://www.mamcamed.army.mil">www.mamcamed.army.mil</a></td>
<td>1</td>
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<tr>
<td>Mahnomen (Minn.) Health Center</td>
<td>Mahnomenhealthcenter.com</td>
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<tr>
<td>Maimonides Medical Center</td>
<td>Brooklyn, N.Y.</td>
<td><a href="http://www.maimonidesmd.com">www.maimonidesmd.com</a></td>
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<td>Main Line Health</td>
<td>Philadelphia</td>
<td><a href="http://www.mainlinehealth.org">www.mainlinehealth.org</a></td>
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<td>Maine Medical Center</td>
<td>Portland, Maine</td>
<td><a href="http://www.mmm.org">www.mmm.org</a></td>
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<td>Maria Parham Medical Center</td>
<td>Henderson, N.C.</td>
<td><a href="http://www.mariaparham.com">www.mariaparham.com</a></td>
<td>1</td>
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<td>Marion (Ind.) General Hospital</td>
<td>Marion, Ind.</td>
<td><a href="http://www.mgh.net">www.mgh.net</a></td>
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<td>Marshall County Hospital</td>
<td>Benton, Ky.</td>
<td><a href="http://www.marshallcountyhospital.org">www.marshallcountyhospital.org</a></td>
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<tr>
<td>Martha Jefferson Hospital</td>
<td>Charlottesville, Va.</td>
<td><a href="http://www.marthajefferson.org">www.marthajefferson.org</a></td>
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<td>Martin Health System</td>
<td>Stuart, Fla.</td>
<td><a href="http://www.martinhealth.org">www.martinhealth.org</a></td>
<td>3</td>
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<td>Mary Greeley Medical Center</td>
<td>Ames, Iowa</td>
<td><a href="http://www.mgmc.org">www.mgmc.org</a></td>
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<td>Mason General Hospital</td>
<td>Shelton, Wash.</td>
<td><a href="http://www.masongeneral.org">www.masongeneral.org</a></td>
<td>1</td>
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<td>Mayo Clinic Arizona</td>
<td>Phoenix</td>
<td><a href="http://www.mayoclinic.org">www.mayoclinic.org</a></td>
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<td>Mayo Clinic Florida</td>
<td>Jacksonville</td>
<td><a href="http://www.mayoclinic.org">www.mayoclinic.org</a></td>
<td>1</td>
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<td>Mayo Clinic Hospital – Rochester (Minn.)</td>
<td><a href="http://www.mayoclinic.org">www.mayoclinic.org</a></td>
<td>1</td>
<td>1,255</td>
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<td>McAlister (Ohio) Regional Health Center</td>
<td>Lancaster, Ohio.</td>
<td><a href="http://www.mhco.com">www.mhco.com</a></td>
<td>1</td>
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<td>Memorial Healthcare</td>
<td>Owosso, Mich.</td>
<td><a href="http://www.meminical.org">www.meminical.org</a></td>
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<td>100</td>
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<tr>
<td>Memorial Healthcare System</td>
<td>Hollywood, Fla.</td>
<td><a href="http://www.mhs.net">www.mhs.net</a></td>
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<td>1,900</td>
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<td>Memorial Hermann</td>
<td>Houston</td>
<td><a href="http://www.memorialhermann.org">www.memorialhermann.org</a></td>
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<td>3,723</td>
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<tr>
<td>Memorial Hospital of Union County</td>
<td>Marysville, Ohio</td>
<td><a href="http://www.mcmemorial.com">www.mcmemorial.com</a></td>
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<tr>
<td>Memorial Sloan Kettering Cancer Center</td>
<td>New York City</td>
<td><a href="http://www.mskcc.org">www.mskcc.org</a></td>
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<td>Mercy</td>
<td>Chesterfield, Mo.</td>
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<td>Mercy Health</td>
<td>Cincinnati</td>
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<td>23</td>
<td>3,843</td>
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<td>Mercy Health Saint Mary's (Grand Rapids, Mich.)</td>
<td><a href="http://www.mercysaintmarys.org">www.mercysaintmarys.org</a></td>
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<td>Mercy Health System of Maine</td>
<td>Portland, Maine</td>
<td><a href="http://www.mercyhospital.com">www.mercyhospital.com</a></td>
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<td>Mercy Medical Center</td>
<td>Cedar Rapids, Iowa</td>
<td><a href="http://www.mercycare.org">www.mercycare.org</a></td>
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<td>Meridian Health</td>
<td>Neptune City, N.J.</td>
<td><a href="http://www.meridianhealth.com">www.meridianhealth.com</a></td>
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<td>1,771</td>
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<td>Methodist Health System</td>
<td>Dallas</td>
<td><a href="http://www.methodisthealthsystem.org">www.methodisthealthsystem.org</a></td>
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<td>1,185</td>
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<td>MetroHealth System</td>
<td>Cleveland</td>
<td><a href="http://www.metrohealth.org">www.metrohealth.org</a></td>
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<td>460</td>
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<td>Middlesex Hospital</td>
<td>Middletown, Conn.</td>
<td><a href="http://www.middlesexhospital.org">www.middlesexhospital.org</a></td>
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<td>Mid-Valley Hospital</td>
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<td>Ministry Mercy Medical Center</td>
<td>Oskosh, Wis.</td>
<td><a href="http://www.ministryhealth.org">www.ministryhealth.org</a></td>
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<td>Ministry Saint Clare's Hospital</td>
<td>Westmont, Wis.</td>
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<td>Ministry St. Elizabeth Hospital</td>
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<td>Mission Health System</td>
<td>Asheville, N.C.</td>
<td><a href="http://www.mission-health.org">www.mission-health.org</a></td>
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<td>Mosaic Life Care at St. Joseph (Mo.)</td>
<td>St. Joseph, Mo.</td>
<td><a href="http://www.mymosaiclifehealthcare.org">www.mymosaiclifehealthcare.org</a></td>
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</table>
Portals: Involving patients in their care

To drive up patient engagement and meet meaningful use regulations, Most Wired hospitals are building more robust patient portals. “Engaging patients through a portal personalizes their care and makes them more educated consumers,” says Craig Kinyon, CEO, Reid Hospital & Health Care Services, Richmond, Ind. Two-thirds of Most Wired hospitals are using the patient portal to actively involve patients with their own care by capturing ongoing health information directly from patients, family members or other caregivers and offering self-management tools for chronic conditions. “Through the patient portal, we have enabled our patients to be able to view critical clinical information from the comfort of their home or smartphones,” says Bill Moran, senior vice president and CIO at The Brooklyn (N.Y.) Hospital Center.

**TOP USES OF A PATIENT PORTAL AS AN ENGAGEMENT TOOL**

<table>
<thead>
<tr>
<th>Service</th>
<th>2015 All</th>
<th>2015 Most Wired</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access a visit summary</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Patient-generated data</td>
<td>50%</td>
<td>67%</td>
</tr>
<tr>
<td>Self-management tools for chronic conditions</td>
<td>41%</td>
<td>63%</td>
</tr>
<tr>
<td>Patient-specific education in multiple languages</td>
<td>45%</td>
<td>60%</td>
</tr>
</tbody>
</table>

**PERCENTAGE OF HOSPITALS OFFERING ACCESS TO THE PATIENT PORTAL THROUGH A MOBILE APPLICATION**

<table>
<thead>
<tr>
<th>Year</th>
<th>2014 All</th>
<th>2014 Most Wired</th>
<th>2015 All</th>
<th>2015 Most Wired</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>47%</td>
<td>58%</td>
<td>79%</td>
<td>89%</td>
</tr>
</tbody>
</table>

**EXTENDING THE CARE ENVIRONMENT TO THE PATIENT AND FAMILY THROUGH THE INTERNET BY:**

- Introducing the patient and family to the care team and services that will be delivered: 54%–67%
- Reviewing education about their condition and care instructions: 50%–66%
- Providing secure email with their care team: 51%–69%
- Continuing the care pathway initiated prior to or during the clinical encounter: 23%–35%

Source: Health Care’s Most Wired Survey, 2014
<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>City, State</th>
<th>Number of Beds</th>
</tr>
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<td>Mount Sinai Health System</td>
<td>New York City</td>
<td>7,353</td>
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<tr>
<td>Mountain States Health Alliance</td>
<td>Johnson City, Tenn.</td>
<td>1,530</td>
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<td>MultiCare Health System</td>
<td>Tacoma, Wash.</td>
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<tr>
<td>Munson Healthcare Cadillac (Mich.) Hospital</td>
<td>welcome-cadillac</td>
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<tr>
<td>Munson Healthcare Graying (Mich.) Hospital</td>
<td>munsonhealthcare.org</td>
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</tr>
<tr>
<td>Munson Medical Center</td>
<td>Traverse City, Mich.</td>
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</tr>
<tr>
<td>MUSC Medical Center of Medical University of South Carolina</td>
<td>Charleston</td>
<td>1</td>
</tr>
<tr>
<td>Nanticoke Memorial Hospital</td>
<td>Seaford, Del.</td>
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<tr>
<td>NCH Healthcare System</td>
<td>Naples, Fla.</td>
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<tr>
<td>Nemaha County Hospital</td>
<td>Auburn, Neb.</td>
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<tr>
<td>Nemours Children's Health System</td>
<td>jacksonville, Fla.</td>
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<tr>
<td>Newark (NJ) Beth Israel Medical Center</td>
<td><a href="http://www.barnabashealth.org">www.barnabashealth.org</a></td>
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</tr>
<tr>
<td>Nicklaus Children's Hospital</td>
<td>Miami, <a href="http://www.mch.com">www.mch.com</a></td>
<td>1</td>
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<tr>
<td>North Cypress (Texas) Medical Center</td>
<td><a href="http://www.ncmh-hospital.com">www.ncmh-hospital.com</a></td>
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</tr>
<tr>
<td>North Kansas City (Mo.) Hospital</td>
<td><a href="http://www.nck.org">www.nck.org</a></td>
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<td>North Mississippi Health Services</td>
<td>Tupelo, <a href="http://www.mmhs.net">www.mmhs.net</a></td>
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<tr>
<td>Northeast Georgia Health System</td>
<td>Gainesville, <a href="http://www.nghs.com">www.nghs.com</a></td>
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<tr>
<td>NorthShore University HealthSystem</td>
<td>Evanston, IL</td>
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<td>Northwestern Medical Care</td>
<td>chicago, <a href="http://mich.org">http://mich.org</a></td>
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<td>Norwalk (Conn.) Hospital</td>
<td>norwalkhospital.org</td>
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<tr>
<td>Ochsner Health System</td>
<td>New Orleans, <a href="http://www.ochsner.org">www.ochsner.org</a></td>
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<td>Odessa (Wash.) Memorial Healthcare Center</td>
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<td>Ohio State University Wexner Medical Center</td>
<td>Columbus, <a href="http://www.medicalcenter.osu.edu">www.medicalcenter.osu.edu</a></td>
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<td>OhioHealth Doctors Hospital</td>
<td>Columbus, <a href="http://www.ohiohealth.com/doctors">www.ohiohealth.com/doctors</a></td>
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<tr>
<td>OhioHealth Dublin Methodist Hospital</td>
<td><a href="http://www.ohiohealth.com/aboutdublinmethodist">www.ohiohealth.com/aboutdublinmethodist</a></td>
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<td>OhioHealth MedCentral – Mansfield Hospital</td>
<td><a href="http://www.medcentral.org/Mae/MansfieldHospital.aspx">www.medcentral.org/Mae/MansfieldHospital.aspx</a></td>
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<tr>
<td>Oklahoma Heart Hospital</td>
<td>Oklahoma City, <a href="http://www.okheart.com">www.okheart.com</a></td>
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<td>Oklahoma Heart Hospital South</td>
<td>Oklahoma City, <a href="http://www.okheart.com">www.okheart.com</a></td>
<td>1</td>
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<td>Orlando (Fla.) Health</td>
<td><a href="http://www.orlandonhealth.com">www.orlandonhealth.com</a></td>
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<td>OSF Healthcare System</td>
<td>Peoria, IL, <a href="http://www.osfhealthcare.org">www.osfhealthcare.org</a></td>
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<tr>
<td>Othello (Wash.) Community Hospital</td>
<td>othellocommunityhospital.org</td>
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<tr>
<td>Our Lady of Bellefonte Hospital</td>
<td>Ashland, Ky., <a href="http://www.OTH.com">www.OTH.com</a></td>
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<tr>
<td>Overlake Hospital Medical Center</td>
<td>Bellevue, Wash., <a href="http://www.overlakehospital.org">www.overlakehospital.org</a></td>
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<tr>
<td>Parkland Health &amp; Hospital System</td>
<td>Dallas, <a href="http://www.parklandhospital.com">www.parklandhospital.com</a></td>
<td>1</td>
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<tr>
<td>Parkview Health</td>
<td>Fort Wayne, Ind., <a href="http://www.parkview.com">www.parkview.com</a></td>
<td>8</td>
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<tr>
<td>Paul Oliver Memorial Hospital</td>
<td>Franklin, Mich., <a href="http://www.munsonhealthcare.org">www.munsonhealthcare.org</a></td>
<td>1</td>
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<tr>
<td>Pelham Medical Center</td>
<td>Greer, S.C., <a href="http://www.pelhammedicalcenter.com">www.pelhammedicalcenter.com</a></td>
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<td>Peninsula Regional Medical Center</td>
<td>Salisbury, Md., <a href="http://www.peninsula.org">www.peninsula.org</a></td>
<td>1</td>
</tr>
<tr>
<td>Perham (Minn.) Health</td>
<td><a href="http://www.perhamhealthcare.com">www.perhamhealthcare.com</a></td>
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<td>Piedmont Atlanta Hospital</td>
<td><a href="http://www.piedmont.org/locations/piedmont-atlanta/ph-home">www.piedmont.org/locations/piedmont-atlanta/ph-home</a></td>
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<td>Piedmont Fayette (Ga.) Hospital</td>
<td><a href="http://www.piedmontfayette.org">www.piedmontfayette.org</a></td>
<td>1</td>
</tr>
<tr>
<td>Piedmont Henry Hospital</td>
<td>Stockbridge, Ga., <a href="http://www.piedmont.org/locations/piedmont-henry/ph-home">www.piedmont.org/locations/piedmont-henry/ph-home</a></td>
<td>1</td>
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<tr>
<td>Piedmont Mountainside Hospital</td>
<td>Jasper, Ga., <a href="http://www.piedmont.org/locations/piedmont-mountainside/ph-home">www.piedmont.org/locations/piedmont-mountainside/ph-home</a></td>
<td>1</td>
</tr>
<tr>
<td>Piedmont Newman (Ga.) Hospital</td>
<td><a href="http://www.piedmont.org/locations/piedmont-newman/ph-home">www.piedmont.org/locations/piedmont-newman/ph-home</a></td>
<td>1</td>
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<tr>
<td>Presbyterian Healthcare Services</td>
<td>Albuquerque, N.M., <a href="http://www.phs.org">www.phs.org</a></td>
<td>8</td>
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<tr>
<td>Providence Health &amp; Services</td>
<td>Renton, Wash., <a href="http://www.providence.org">www.providence.org</a></td>
<td>34</td>
</tr>
<tr>
<td>Pullman (Wash.) Regional Hospital</td>
<td><a href="http://www.pullmanregional.org">www.pullmanregional.org</a></td>
<td>1</td>
</tr>
<tr>
<td>Rady Children’s Hospital – San Diego</td>
<td><a href="http://www.rcsd.org">www.rcsd.org</a></td>
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<tr>
<td>Reid Hospital &amp; Health Care Services</td>
<td>Richmond, Ind., <a href="http://www.reidhospital.org">www.reidhospital.org</a></td>
<td>1</td>
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<tr>
<td>Richard L. Roudebush VA Medical Center</td>
<td>Indianapolis, <a href="http://www.indianapolis.gov">www.indianapolis.gov</a></td>
<td>1</td>
</tr>
<tr>
<td>Riverside Health System</td>
<td>Newport News, Va., <a href="http://www.riverideline.com">www.riverideline.com</a></td>
<td>6</td>
</tr>
<tr>
<td>Robert Wood Johnson University Hospital</td>
<td>New Brunswick, N.J., <a href="http://www.rwjh.edu">www.rwjh.edu</a></td>
<td>1</td>
</tr>
<tr>
<td>Robert Wood Johnson University Hospital (N.J.)</td>
<td><a href="http://www.rockfordsystemhealth.org">www.rockfordsystemhealth.org</a></td>
<td>1</td>
</tr>
<tr>
<td>Rush Memorial Hospital</td>
<td>Rushville, Ind., <a href="http://www.rushmemorial.com">www.rushmemorial.com</a></td>
<td>1</td>
</tr>
<tr>
<td>Rush Oak Park (III) Hospital</td>
<td><a href="http://www.roh.org">www.roh.org</a></td>
<td>1</td>
</tr>
<tr>
<td>Rush University Medical Center</td>
<td>Chicago, <a href="http://www.rush.edu">www.rush.edu</a></td>
<td>1</td>
</tr>
<tr>
<td>Saint Barnabas Medical Center</td>
<td>Livingston, N.J., <a href="http://www.barnabashealth.org/hospitals/saint_barnabas">www.barnabashealth.org/hospitals/saint_barnabas</a></td>
<td>1</td>
</tr>
<tr>
<td>Saint Francis Care</td>
<td>Hartford, Conn., <a href="http://www.stfranciscare.org">www.stfranciscare.org</a></td>
<td>1</td>
</tr>
<tr>
<td>Saint Luke’s Health System</td>
<td>Kansas City, Mo., <a href="http://www.saintlukeshealthsystem.org">www.saintlukeshealthsystem.org</a></td>
<td>1</td>
</tr>
<tr>
<td>Saint Peter’s University Hospital</td>
<td>New Brunswick, N.J., <a href="http://www.saintpetersuhs.com">www.saintpetersuhs.com</a></td>
<td>1</td>
</tr>
<tr>
<td>Saint Vincent Hospital</td>
<td>Erie, Pa., <a href="http://www.alz.org/locations/saint-vc-hospital">www.alz.org/locations/saint-vc-hospital</a></td>
<td>1</td>
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<tr>
<td>Samaritan Healthcare</td>
<td>Moses Lake, Wash., <a href="http://www.samaritancare.org">www.samaritancare.org</a></td>
<td>1</td>
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<tr>
<td>Sanford Health</td>
<td>Sioux Falls, S.D., <a href="http://www.sanfordhealth.org">www.sanfordhealth.org</a></td>
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<tr>
<td>Sarah Bush Lincoln Health Center</td>
<td>Mattoon, Ill., <a href="http://www.filhs.org">www.filhs.org</a></td>
<td>1</td>
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<tr>
<td>SCL Health System</td>
<td>Denver, <a href="http://www.schealth.org">www.schealth.org</a></td>
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</tr>
<tr>
<td>Sentara HealthCare</td>
<td>Norfolk, Va., <a href="http://www.sentara.com">www.sentara.com</a></td>
<td>1</td>
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<tr>
<td>Sharp HealthCare</td>
<td>San Diego, <a href="http://www.sharp.com">www.sharp.com</a></td>
<td>7</td>
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<tr>
<td>Somerset Medical Center</td>
<td>Somerset, N.J., <a href="http://www.rwjh.edu">www.rwjh.edu</a></td>
<td>1</td>
</tr>
<tr>
<td>South Shore Hospital</td>
<td>South Weymouth, Mass., <a href="http://www.southshorehospital.org">www.southshorehospital.org</a></td>
<td>1</td>
</tr>
<tr>
<td>Spartanburg (S.C.) Regional HealthCare System</td>
<td><a href="http://www.spartanburgregional.com">www.spartanburgregional.com</a></td>
<td>2</td>
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<tr>
<td>SSM HealthCare</td>
<td>St. Louis, <a href="http://www.ssmhealth.com">www.ssmhealth.com</a></td>
<td>12</td>
</tr>
<tr>
<td>St. Clair Hospital</td>
<td>Pittsburgh, <a href="http://www.sctla.org">www.sctla.org</a></td>
<td>1</td>
</tr>
<tr>
<td>St. Dominic Hospital</td>
<td>Jackson, Miss., <a href="http://www.stdom.com">www.stdom.com</a></td>
<td>1</td>
</tr>
<tr>
<td>St. Elizabeth Healthcare</td>
<td>Edgewood, Ky., <a href="http://www.stelizabet.com">www.stelizabet.com</a></td>
<td>4</td>
</tr>
<tr>
<td>St. Elizabeth Hospital</td>
<td>Enumclaw, Wash., <a href="http://www.fhshospital.org/St-Ethospital">www.fhshospital.org/St-Ethospital</a></td>
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<tr>
<td>St. Joseph Mercy Oakland</td>
<td>Pontiac, Mich., <a href="http://stjoeshealth.org/">http://stjoeshealth.org/</a></td>
<td>1</td>
</tr>
<tr>
<td>St. Joseph’s Health Center</td>
<td>Syracuse, N.Y., <a href="http://www.sjshs.org">www.sjshs.org</a></td>
<td>1</td>
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<tr>
<td>St. Martin Hospital</td>
<td>Breaux Bridge, La., <a href="http://www.stmartinhospital.org">www.stmartinhospital.org</a></td>
<td>1</td>
</tr>
<tr>
<td>St. Vincent’s Bingham (Ala.)</td>
<td><a href="http://www.stvh.com/birmingham">www.stvh.com/birmingham</a></td>
<td>1</td>
</tr>
<tr>
<td>St. Vincent’s Blount</td>
<td>Oneonta, Ala., <a href="http://www.stvh.com/blount">www.stvh.com/blount</a></td>
<td>1</td>
</tr>
<tr>
<td>St. Vincent’s East</td>
<td>Birmingham, Ala., <a href="http://www.stvh.com/east">www.stvh.com/east</a></td>
<td>1</td>
</tr>
<tr>
<td>St. Vincent’s St. Clair</td>
<td>Pella City, Ala., <a href="http://www.stvh.com/stclair">www.stvh.com/stclair</a></td>
<td>1</td>
</tr>
<tr>
<td>Stanford (Calif.) HealthCare</td>
<td><a href="https://stanfordhealthcare.org">https://stanfordhealthcare.org</a></td>
<td>1</td>
</tr>
<tr>
<td>Stony Brook (N.Y.) University Medical Center</td>
<td><a href="http://www.stonybrookmedicine.edu">www.stonybrookmedicine.edu</a></td>
<td>1</td>
</tr>
<tr>
<td>Summa Health System</td>
<td>Akron, Ohio, <a href="http://www.summahospital.org">www.summahospital.org</a></td>
<td>2</td>
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<tr>
<td>Susquehanna Health</td>
<td>Williamsport, Pa., <a href="http://www.susquehannahospital.org">www.susquehannahospital.org</a></td>
<td>4</td>
</tr>
<tr>
<td>Sutter Health</td>
<td>Sacramento, Calif., <a href="http://www.sutterhealth.org">www.sutterhealth.org</a></td>
<td>23</td>
</tr>
<tr>
<td>Syringa Hospital and Clinics</td>
<td>Grangeville, Idaho, <a href="http://www.syringahospital.org">www.syringahospital.org</a></td>
<td>1</td>
</tr>
<tr>
<td>Tampa (Fla.) General Hospital</td>
<td><a href="http://www.tgh.org">www.tgh.org</a></td>
<td>1</td>
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</tbody>
</table>
Strengthening physician-hospital alignment

As health systems transition to more integrated value-based care, hospitals are taking steps to facilitate information exchange across the continuum. This includes greater alignment between hospitals and physicians. The physician portal is a key factor in strengthening physician-hospital alignment. In 84 percent of Most Wired organizations, physicians can exchange and see other facilities’ results via the portal (HL7 or other point-to-point exchange) compared with 63 percent of all hospitals surveyed. To improve clinical outcomes and appropriate utilization of services, hospitals are providing physician performance comparisons that include both quality and cost-efficiency measures. Sutter Health, Sacramento, Calif., identifies clinical practices for which there may be unnecessary variation among providers, says Jonathan Manis, senior vice president and CIO. Examples of successes include improvement in generic medication prescription rates, reduction in advanced imaging ordering rates for low back pain and reduction in daily inpatient laboratory test ordering rates.

THE PHYSICIAN PORTAL IS KEY TO BETTER INFORMATION EXCHANGE ACROSS THE CONTINUUM

| Exchange/see other facilities’ results in physician portal (HL7 or other point-to-point exchange) | 2015 All | 2015 Most Wired |
| Communicate with patients (email, alerts) | 63% | 81% |
| Image exchange (centralized viewing for multiple facilities) | 56% | 77% |
| Use portal/EHR to exchange results into other EHRs (more advanced portals/HIEs) | 56% | 76% |
| Facilitate orders and scheduling information exchange among providers | 54% | 76% |

75% of Most Wired organizations conduct physician performance comparisons that include both quality and cost-efficiency measures with the goal of improving clinical outcome and appropriate utilization of services.

Source: Health Care’s Most Wired Survey, 2015

Securing patient data in real-time

Efficient exchange of clinical and administrative data and increasing threats to data security and privacy require large investments to improve information management capabilities in an era of decreasing reimbursement, says Michael Blum, M.D., chief medical information officer, University of California San Francisco Medical Center. “It is more important than ever that we are diligent in staying ahead of the curve in order to provide optimal care to our patients,” he says. Hospitals are taking more aggressive privacy and security measures to safeguard patient data. Top growth areas in security among the 2015 Most Wired organizations are privacy audit systems, provisioning systems, data loss prevention, single sign-on and identity management.

TOP GROWTH AREAS IN SECURITY

<table>
<thead>
<tr>
<th></th>
<th>2015 All</th>
<th>2015 Most Wired</th>
</tr>
</thead>
<tbody>
<tr>
<td>Privacy audit</td>
<td>79%</td>
<td>94%</td>
</tr>
<tr>
<td>Data loss prevention</td>
<td>74%</td>
<td>83%</td>
</tr>
<tr>
<td>Single sign-on</td>
<td>71%</td>
<td>83%</td>
</tr>
<tr>
<td>Identity management</td>
<td>66%</td>
<td>79%</td>
</tr>
<tr>
<td>Provisioning system</td>
<td>62%</td>
<td>77%</td>
</tr>
<tr>
<td>Cybersecurity incident response exercise or tabletop tests</td>
<td>37%</td>
<td>79%</td>
</tr>
</tbody>
</table>

Source: Health Care’s Most Wired Survey, 2015
The 2015 Innovator Awards

Winners

Texas Health Resources | Arlington | www.texashealth.org | 14 | 3,700
ThedaCare | Appleton, Wis. | www.thedacare.org | 7 | 410
TMC Healthcare | Tucson, Ariz. | www.tmcaz.com | 1 | 600
TriHealth | Cincinnati | www.trihealth.com | 4 | 770
Trinitas Regional Medical Center | Elizabeth, N.J. | www.trinitasospital.org | 1 | 380
Trinity Mother Frances Hospitals and Clinics | Tyler, Texas | www.tmfc.org | 3 | 526
Tri-State Memorial Hospital | Clarkston, Wash. | www.tristatemem.org | 1 | 25
Truman Medical Centers | Kansas City, Mo. | www.trumed.org | 2 | 418
UAB Health System | Birmingham, Ala. | www.health.uab.edu | 1 | 1,157
UC Davis Medical Center | Sacramento, Calif. | www.ucdmc.ucdavis.edu | 1 | 619
UCHealth | Los Angeles | www.ucHealth.org | 3 | 805
UCSF Medical Center | San Francisco | www.ucsfhealth.org | 1 | 746
UF Health | Gainesville, Fla. | www.uflhealth.org | 4 | 1,700
Union Hospital | Terre Haute, Ind. | www.myunionhospital.org | 1 | 350
United Hospital Center | Bridgeport, W.V. | www.uhwcw.org | 1 | 292
United Regional Health Care System | Wichita Falls, Texas | www.unitedregional.org | 1 | 275
UnityPoint Health | West Des Moines, Iowa | www.unitypoint.org | 16 | 2,734
University Health System | San Antonio | www.uhsystems.com | 1 | 700
University Hospitals | Cleveland | www.uhospitals.com | 9 | 1,737
University Medical Center | Lubbock, Texas | www.urmc.edu | 1 | 450
University of California, San Diego Health System | La Jolla | www.health.ucsd.edu | 3 | 586
University of Colorado Health | Aurora | www.uchealth.org | 5 | 1,595
University of Illinois Hospital & Health Sciences System | Chicago | www.uicmedical.org | 1 | 450
University of Iowa Hospital Care | Iowa City | www.uihealthcare.org | 3 | 729
University of Kansas Hospital | Kansas City, Kan. | www.ukm_edu | 2 | 711
University of Michigan Health System | Ann Arbor | www.uofmhealth.org | 4 | 1,059
University of Mississippi Medical Center | Jackson | www.ummc.org | 5 | 722
University of Missouri Health Care | Columbia | www.muhealth.org | 4 | 535
University of Pennsylvania Health System | Philadelphia | www.uphs.org | 4 | 1,893
University of Utah Health Care | Salt Lake City | http://healthcare.utah.edu | 2 | 739
University of Vermont Medical Center | Burlington | https://www.uvmhealth.org/medcenter/pages/default.aspx | 1 | 500
University of Wisconsin Hospital and Clinics | Madison | www.uwhealth.org | 2 | 592
UPMC | Pittsburgh | www.upmc.com | 20 | 5,100
UT Southwestern Medical Center | Dallas | www.ut southwestern.edu | 2 | 612
UW Valley Medical Center | Renton, Wash. | www.valleymed.org | 1 | 257
VA Illiana Health Care System (VAHCS) | Danville, Ill. | www.danville.va.gov | 1 | 365
VA Northern Indiana Health Care System | Marion | www.northernindiana.va.gov | 2 | 248
Valley Health System | Ridgewood, N.J. | www.valleyhealth.com | 1 | 450
Valley Health System | Winchester, Va. | www.valleyhealthlink.com | 6 | 594
VCU Health System | Richmond, Va. | www.vcuhealth.org | 1 | 793
Veterans Health Administration | Washington, D.C. | www.va.gov | 150 | 16,801
Via Christi Health | Wichita, Kan. | www.viacristi.org | 8 | 1,121
Vidant Health | Greenville, N.C. | www.vidanthealth.com | 8 | 1,488
Virginia Mason Medical Center | Seattle | www.virginiamason.org | 1 | 300
Virtua Health | Marlton, N.J. | www.virtua.org | 4 | 1,074
Washington County Hospital & Nursing Home | Chatom, Ala. | www.wchh.org | 1 | 25
Waterbury (Conn.) Hospital | www.waterburyhospital.org | 1 | 250
Watertown (Wis.) Regional Medical Center | www.uchpwatertown.com | 1 | 55
WellSpan Health | York, Pa. | www.wellspan.org | 3 | 700
WellStar Health System | Marietta, Ga. | www.wellstar.org/pages/default.aspx | 5 | 1,321

The 2015 Innovator Awards

Winners

St. Luke’s Cornwall Hospital | Newburgh, N.Y. | www.stlukescornwallhospital.org | Program: Mobile ECG Project
University of Pennsylvania Health System | Philadelphia | www.uphs.org | Program: Mobile EMR Data Review Tool (The App)

Finalists

Middlesex Hospital | Middletown, Conn. | http://middlesexhospital.org | Program: The Development of an Alerting Software to Aid in Fall Prevention
The Ohio State University Wexner Medical Center | Columbus | http://wexnermedical.osu.edu | Program: Building the World’s Most Advanced Cancer Hospital in the Age of Health Information Technology

Additional coverage of the Most Wired Innovator Award recipients will appear in the August issue of H&HN
Moving from volume to value

Real-time information-sharing across the care continuum is critical to safe, efficient and high-quality patient care. University Hospitals in Cleveland manages five accountable care organizations and the experience to date confirms the critical need for integrated and sharable data for risk management. “The value that we can deliver to our community is directly dependent upon our ability to share and take quick action on pertinent clinical data,” says CIO John Foley. The roadblock is definitely interoperability. “We must figure out how to make EHRs talk to each other, especially at transitions of care, which are the risk points for patients,” says Doug Shew, vice president information technology, Ministry Health Care in Milwaukee. Health systems are pursuing parallel paths for information sharing because the pace of integration and interoperability is so diverse among community health partners.

To efficiently manage care across populations, Most Wired organizations are leading in the adoption of new data analytics and population health tools to proactively treat patients and identify risk. Among Most Wired hospitals, 57 percent track quality of care across networks and physicians with evidence-based care compared with 39 percent of all surveyed hospitals. Cincinnati Children’s Hospital Medical Center formed a health network and has taken on risk for children with chronic disease in its local service area, and had great success in both reducing utilization and improving clinical outcomes. “We believe that technology is critical to enabling that transition, by making utilization data and outcomes data transparent to everyone involved in care,” says Marianne James, senior vice president, information services, and CIO.

<table>
<thead>
<tr>
<th>Percentage of Hospitals Using Population Health Management Analytics and Reporting Tools To:</th>
<th>2015 All</th>
<th>2015 Most Wired</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and target patients for outreach</td>
<td>60%</td>
<td>81%</td>
</tr>
<tr>
<td>Empower care management workflow with data-driven intelligence</td>
<td>42%</td>
<td>59%</td>
</tr>
<tr>
<td>Track quality of care across networks and physicians compared with evidence-based medical standards</td>
<td>39%</td>
<td>57%</td>
</tr>
<tr>
<td>Integrate clinical and claims data so that they are accessible, searchable, and reportable across the care community</td>
<td>39%</td>
<td>52%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of Hospitals Using a Revenue-Cycle and Contracts-Management Application That:</th>
<th>2015 All</th>
<th>2015 Most Wired</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggregates and measures cost of care across settings</td>
<td>55%</td>
<td>74%</td>
</tr>
<tr>
<td>Reconciles charges and patient accounts to a monthly premium payment, billing co-payments and non-covered charges according to insurance agreements</td>
<td>37%</td>
<td>45%</td>
</tr>
<tr>
<td>Manages the distribution of payment for a bundle to the physicians, hospitals, and non-acute facilities that delivered the care</td>
<td>30%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Source: Health Care’s Most Wired Survey, 2015
The 2015 Most Wired Advanced

These organizations meet the criteria for “Advanced” in all areas of the Most Wired Survey. Characteristics include: stronger security systems and faster disaster recovery; electronic tools to improve business processes, quality and patient safety; use of evidenced-based electronic order sets; automated review of CMS key indicators with compliance alerts; chronic disease management services for patients at home; and more.

- Baptist Health South Florida | Coral Gables | http://baptisthealthfl.net
- Lakeland (Fla.) Regional Medical Center | www.mylrh.org
- TheaCare | Appleton, Wis. | www.theaCare.org
- University of California, San Diego Health System | http://health.ucsd.edu
- University of Utah Health Care | Salt Lake City | http://healthcare.utah.edu

The Most Wired — Small and Rural

- Blue Hill (Maine) Memorial Hospital | http://bhmh.org
- Boone County Health Center | Albion, Neb. | www.boonecountymedicine.org
- Carroll County Memorial Hospital | Carrollton, Mo. | http://carrollcountyhospital.org
- Chadron (Nebr.) Community Hospital and Health Services | http://chadronhospital.com
- Charles A. Dean Memorial Hospital | Greenville, Maine | http://cadem.org
- Columbia Memorial Hospital | Astoria, Ore. | www.columbiamemorial.org
- Coulee Medical Center | Grand Coulee, Wash. | http://cmcare.org
- Evergreen (Ala.) Medical Center | http://evergreenmedical.org
- Fort Madison (Iowa) Community Hospital | www.fmchosp.com
- Franklin Memorial Hospital | Farmington, Maine | www.fch.org
- Hammond-Henry Hospital | Geneseo, Ill. | www.hammondhenry.com
- Indiana University Health Blackford Hospital | Hartford City | www.iuhc.org/blackford
- Kane (Pa.) Community Hospital | www.kanecommunityhospital.com
- Lake Chelan Community Hospital | Chelan, Wash. | http://lch.net
- Littleton (N.H.) Regional Hospital | http://littletonhealthcare.org
- Massena (N.Y.) Memorial Hospital | www.massenahospital.org
- Ministry Calumet Medical Center | Chilton, Wis. | ministryhealth.org
- Mt. San Rafael Hospital | Trinidad, Colo. | www.msrh.org
- New London (N.H.) Hospital | www.newlondonhospital.org
- Newport (Wash.) Hospital and Health Services | www.phd.org
- OhioHealth MedCentral Shelby Hospital | www.medcentral.org/main/shelbyhospital.aspx
- Osceola (Wis.) Medical Center | www.myomc.org
- Otsego Memorial Hospital | Gaylord, Mich. | www.myomh.org
- RiverView Health | Crookston, Minn. | www.riverviewhealth.org
- Rochelle (Ill.) Community Hospital | www.rochellehospital.com
- Samaritan Regional Health System | Ashland, Ohio | www.samaritanhospital.org
- Sebasticook Valley Health | Pittsfield, Maine | http://sebasticookvalleyhealth.org
- Sunnyside (Wash.) Community Hospital | www.sunnysidehospital.com
- Swisher Memorial Hospital District | Tulia, Texas | www.swisherhospital.com
- U.S. Naval Hospital | Naples, Italy | www.med.navy.mil/sites/napo
- Union General Hospital Inc. | Blairstown, Ga. | www.uniongeneralhospital.com
- Union Hospital Clinton (Ind.) | www.myunionhospital.org
- Valley Regional Hospital | Claremont, N.H. | www.vrh.org
- Woodlawn Hospital | Rochester, Ind. | www.woodlawnhospital.com

The Most Improved

- Acadia Hospital | Bangor, Maine | http://acadiahospital.org
- Alexian Brothers Health System | Arlington Heights, Ill. | www.alexian.org
- Allegiance Health | Jackson, Miss. | www.allegiancethealth.com
- Aroostook Medical Center | Presque Isle, Maine | http://tmc.org
- Baptist Health | Montgomery, Ala. | www.baptistfirst.org
- Baylor Scott & White Health | Dallas | http://baylorscottandwhite.com
- Canton-Potsdam (N.Y.) Hospital | www.cphospital.org
- Cape Fear Valley Health System | Fayetteville, N.C. | www.capefearvalley.org
- Emerson Hospital | Concord, Mass. | www.emersonhospital.org
- Ephraim McDowell Regional Medical Center | Danville, Ky. | www.emhealth.org
- EvergreenHealth | Kirkland, Wash. | www.evergreenhealth.com
- Faith Regional Health Services | Norfolk, Neb. | www.frhs.org
- Froedtert Health & the Medical College of Wisconsin | Milwaukee | www.froedtert.com
- Grand Lake Health System | St. Marys, Ohio | www.grandlakehealth.org
- Inland Hospital | Waterville, Maine | http://inlandhospital.org
- Magnolia Regional Health Center | Corinth, Miss. | www.mrhc.org
- Pocono Medical Center | East Stroudsburg, Pa. | www.pocohnosystem.org
- Somerset (Pa.) Hospital | www.somersethospital.com
- Southampton (N.Y.) Hospital | www.southamptonhospital.org
- Trinity Health | Minot, N.D. | www.trinityhealth.org
- Twin County Regional Healthcare | Galax, Va. | www.tcwh.org
- University Medical Center of Princeton at Plainsboro (N.J.) | www.princethc.org
- University of Chicago Medical Center | www.uochospitals.edu
- Winona (Minn.) Health | www.winnonahealth.org
How Can YOU Become One of Health Care’s Most Wired?

For the 17th year, H&HN has named the Most Wired Hospitals and Health Systems based on the Most Wired Survey. The 2015 survey results build on the analytic structure that was implemented in 2010 after two years of redesign. The methodology sets specific requirements in each of four focus areas. If any of these requirements are not met, the organization does not achieve the Most Wired designation. Thus, an organization may have many advanced capabilities, yet not achieve Most Wired status. The four focus areas are: (1) infrastructure; (2) business and administrative management; (3) clinical quality and safety (inpatient/outpatient hospital); and (4) clinical integration (ambulatory/physician/patient/community).

This year, there were additional requirements, many related to meaningful use Stage 2:
- identity management and access controls
- CPOE for medication, lab and radiology orders
- use of assistive technology for five “rights” with point-of-care medication administration systems
- clinical decision support-enabled drug formulary check and high-priority hospital condition
- medication reconciliation
- electronic identification of patient-specific educational resources
- EHR-generated listing of patients for quality improvement
- patient portal functionality for access to health information
- summary care record for transitions of care

This year, 741 hospitals and health systems completed the survey, representing more than 2,213 hospitals — more than 39 percent of all U.S. hospitals. The number of hospitals and health systems designated as Most Wired is 338 organizations, down 10 percent from last year due to additional requirements. H&HN uses the same criteria to name the Most Improved and the Most Wired—Small and Rural.

From a set of separately submitted essays, a panel of hospital and information technology leaders identifies noteworthy IT projects and names the Innovator Award winners and finalists. IT projects are evaluated on achievement of business objective, creativity and uniqueness of concept, scope of solution and impact on the organization. — SUZANNA HOPPSZALLERN ●

The 2015 Most Wired Team

H&HN appreciates the efforts and support of the many individuals who contributed to the success of the Most Wired Survey and the research and analysis that go into the results article. The following is a partial list of the many individuals who contributed to the 2015 Health Care’s Most Wired Survey.


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The 2015 Most Wired Survey and Benchmarking Study is produced by a partnership of H&HN, the American Hospital Association’s Health Forum and the College of Healthcare Information Management Executives.

*Members of the Most Wired Advisory Board