Doctors' Hospital of Bridgeport

INFORMATION SYSTEMS PLAN

February, 2007

TABLE OF CONTENTS

INTRODUCTION 1

Mission of the Information Systems Department 1

Departmental Mission Statement 1

Departmental Goals & Objectives 1

I.S. Department Overview 2

I.S. Operations 2

Services 3

Internal/External Customers 3

Information Management Committee 3

Purpose 4

Objectives 4

Membership 4

I.S. Steering Committee 4

Purpose 4

Objectives 5

Membership 5

SYSTEMS OVERVIEW 6

Meditech Hospital Information System 6

Application Modules 6

Operating Procedures 6

Support 6

Status 7

Support Applications 7

Kronos TimeKeeper 7

Kronos Gatekeeper Central 7

Pyxis MedStation 3500 with Pyxis Tracker 7

3M Encoder & Interface 8

Dictation/Transcription Systems & Interfaces 8

MS Office Integration 8

Fingerprint Biometrics 8

PassPort Health - Electronic Eligibility 8

AccuReg - AccuReg (aka Database Solutions) 9

Healthcare Administration Technologies Electronic Claims Management 9

Healthcare Administration Technologies Denial Management 9

Internet Access 9

Status 9

Email System / Network File Server 9

Operating Procedures 10

Support 10

Status 10

PCs and Desktop Applications 10

Applications 11

Operating Procedures 11

Support....11
Status....12
Infrastructure....12

NEEDS ASSESSMENT....13
Evaluation of Needs Assessments....14
Prioritization Grid....14
Current Needs Assessments....15
Proposed Projects....16

INFORMATION MANAGEMENT....17
Information Confidentiality, Security and Integrity....17
Policies & Procedures....17
Education....18
Physical Security....18
Access to Computer Systems....18
Release of Information....19
Data Retrieval....19
Privacy Protection....19
Safeguarding Data....20
Standardization....20
Exchange of Information....21
Data Retention....22
Information for Organizational Management....23
Knowledge Sources and Training....23
User Training....23
Pharmacy System References....24
Other Knowledge Sources....25

CHANGE MANAGEMENT PLAN....26
IT Change Management Committee....26
Change Management Administrator (CMA)....27
Submission of a Change Request....28
Scope of Changes....28
Vendor Change Requests....29
Patch management....29
Recording of a Change Event....30
Audit and Assessment....31

IS DISASTER PLAN....33
Scope....33
Prevention....33
UPS....33
Backups....34
Fire Control....34
Redundancy....34
Downtime Procedures....34

Emergency Planning 35
Call List 36
IS Disaster Scenarios 36
Disaster Procedures 38
Recovery of Operations 41
Cold Site 41
Risk Assessment 41
Business Recovery Testing 41

APPENDIX .....

A. Departmental Organizational Structure A-1
B-1. Logical Infrastructure Diagram B-1
B-2. Physical Infrastructure Diagram B-2
C. Needs Assessment Questionnaire C-1
Results from March 2008 .....
D. Proposed Projects D-1
HIS Projects .....
Infrastructure and Connectivity Projects .....
Administrative Projects .....
E. Exchange of Information E-1
F. Purge Criteria F-1
G. Change Management Internal Checklist G-1
H. Change Request Form H-1
I. Systems Audit & Assessment Results I-1
J. I.S. Departmental Emergency Call List J-1

INTRODUCTION

Doctors' Hospital of Bridgeport is a 34-bed general acute care facility, located in Wise County, TX. It offers medical and surgical facilities, including critical care and outpatient surgery, 24-hr. emergency services, and obstetrics, serving a community of over 5,000 residents in northeast Texas. Doctors' Hospital of Bridgeport (hereafter referred to as the hospital) is privately owned, and is managed by Quorum Health Resources, a hospital management and consulting firm, based in Plano, TX.

The primary purpose of the Information Systems Plan is to provide a framework for assessing and improving the management and use of information throughout the hospital. Within this Plan, an attempt has been made to document the objectives and methods utilized for the access and use of information at the hospital, as well as to highlight how the JCAHO information management standards have been implemented. The goal was to reflect both the strengths and weaknesses of the organization and systems currently in place for information management, and to provide a stepping off point for strategic long-range planning to meet future goals and objectives.

Mission of the Information Systems Department

Departmental Mission Statement

Information Systems is a critical technological resource essential to supporting the healthcare enterprise. The Information Systems Department will assist the mission of the hospital by:

- providing, maintaining, and securing information to improve individual and organizational performance, patient care, management and support functions;
- assessing and responding to the information needs of the organization;
- promoting and assisting with the use of technology to improve organizational efficiency, information accuracy, and compliance;
- providing expertise for assessing and implementing information systems and technology projects supporting the strategic direction of the organization.

Departmental Goals & Objectives

<as related to the achievement of the hospital's Strategic Goals – these are examples only. Depending on the hospital's strategic goals, these will need editing.>

- Improve margin by controlling expenses.
  A detailed review of current I.S. contracts will be conducted to look for opportunities for savings. Other I.S. efforts will focus on streamlining processes, increased standardization, promoting accurate and timely charge entry into all systems, making other departments more efficient through improved use of technology and economies of scale, eliminating compensated overtime by salaried I.S. staff.

- Improve internal business operations and processes.
  Improve hospital-wide knowledge and use of information systems. Look for opportunities to automate current manual processes. Provide management reports to

departments. Improve continuity of care by improving physician access to patient data. Improve access to transcribed reports to eliminate pulling charts and faxing. Increase ability of reports to be printed "on demand" in each unit, rather than centrally and then distributed. Control and decrease system downtime.

- Enhance customer-centered philosophy and improved service.
  Improve I.S. communications with users. Develop regular surveys and user forums for I.S. issues. Encourage teamwork within the department through regular team meetings and group initiatives. Increase emphasis on customer service in performance reviews.

- Develop a learning/growth environment.
  Provide increased training to staff. Increase users' knowledge of systems throughout the organization. Improve morale within department by providing equitable wages, and providing opportunities for advancement. Increase written documentation of IS processes and increased cross-training of staff.

- Organizational compliance.
  Provide leadership on information security efforts and HIPAA compliance initiatives. Develop a program to educate users of security, patient privacy/confidentiality, and HIPAA standards. Develop and maintain processes that meet or exceed JCAHO and CMS standards. Establish quality management and monitoring programs for I.S. processes.

I.S. Department Overview

I.S. Operations

The Information Systems Department is comprised of 3 full-time equivalent (FTE) employees and one part-time employee. The departmental organizational structure is shown in Appendix A.

Job descriptions of staff are as follows:

- Director of Information Systems – responsible for leadership and guidance of all strategic and operational activities with the Information Systems Department. This position is shared with the Clinical Applications Manager (one individual performing both functions). *<state actual situation if this is not the case.>*
- Clinical Applications Manager – responsible for all clinical and patient care applications used throughout the hospital. This position is shared with the Director of Information Systems (one individual performing both functions). *<state actual situation if this is not the case.>*
- Financial Applications Manager – responsible for all financial and administrative applications used throughout the hospital, as well as telecommunications.
- Network/Systems Manager – responsible for operation and maintenance of all information systems (hardware and operating systems), network connectivity, and PC-based applications.
- HelpDesk/PC Technician – part-time resource responsible for maintenance and support of PCs throughout the organization.

There may also be supplemental, occasional or part-time staff in the form of consultants, volunteers and/or students from time to time.

The hours of operation of the department are 8am–5pm <*insert actual times*> Monday through Friday. Additional Help Desk coverage may be provided in later shifts or during some weekend hours <*insert actual regular hours worked by HelpDesk/PC Technician to provide this extra coverage.*> All other times, Information Systems staff provides rotating on-call coverage. Management and supervision is provided by the IS Department Director, and hospital COO.

Services

The Information Systems department is challenged to meet JCAHO standards, HIPAA guidelines, increase operational efficiencies, deploy new applications and functionality, and train users. The services provided by the I.S. Department are primarily centered around systems installation, support and trouble-shooting. HelpDesk-type functions are available 9am-3pm <*insert actual times*> weekdays. This enables users throughout the organization to notify the I.S. Department of a technical, support or service issue. Issues are prioritized and tracked by I.S. staff. Applications support is provided for the major hospital systems and for various technology-related projects, and for PC-based word processing, spreadsheet, and email functions.

Internal/External Customers

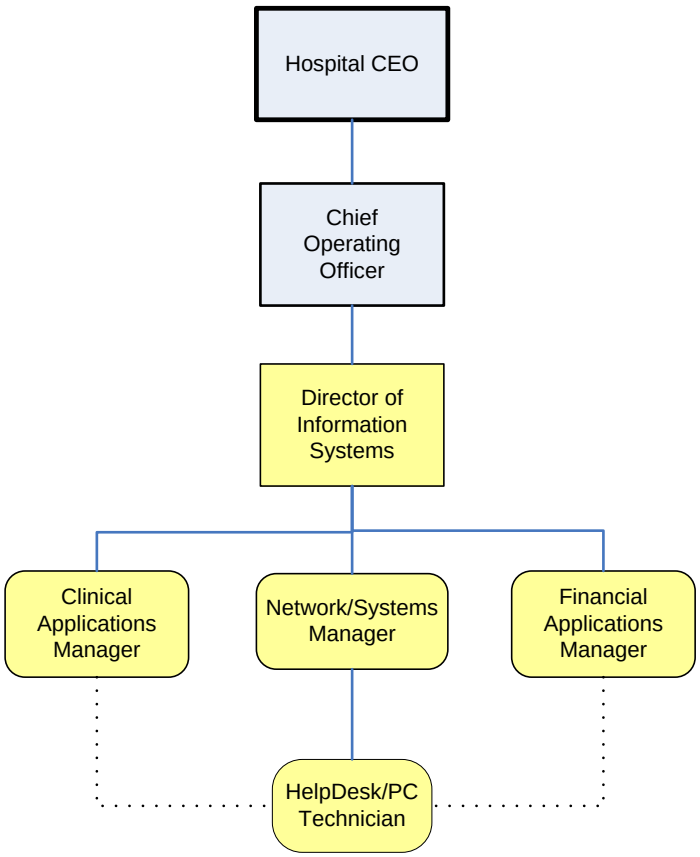
Internal and external entities which the I.S. Department serves or has interaction with include:

- All hospital departments
- Medical staff, including attending physicians
- Various vendors and suppliers of hardware and software
- Indirectly: Other healthcare providers, such as tertiary care centers, rehab centers, skilled nursing facilities, long-term care facilities, doctors' offices, clinics, etc.
- Indirectly: Payors, insurance companies, HMO/PPO/MSO organizations

Information Management Committee

Delivering health care to patients is a complex endeavor that is highly dependent on information. Information is a resource that must be managed effectively by the hospital to meet patient care and regulatory requirements. The Information Management Committee provides planning for information systems and technology projects at the hospital, and ensures all health information management is in compliance with federal and state regulations. This multi-disciplinary group is comprised of representatives in various departments throughout the hospital, at least two of which are members of the Information Systems Department and HIM Department. The Directors of Information Systems and HIM jointly co-chair this committee.

The Information Management Committee meets no less frequently than quarterly, and is responsible for conducting periodic needs assessments (see: Needs Assessment). A summary report of its activities, accomplishments, and plans/priorities for the coming year is submitted to the hospital leadership yearly, and is made available to hospital staff.

APPENDIX

A. Departmental Organizational Structure