

## Equinox Enters A New Chapter *Transformation to Continue*

After more than four years of transforming our processes, culture, and technology at Catholic Health, Equinox is entering an entirely new chapter. The most visible aspect of this new chapter is the transition from “transformation management” to a pervasive ownership of transformational initiatives across the system.

The Transformation Management Office (TMO) structure was created to launch Equinox and develop the processes by which we can use new technology from Siemens Medical Solutions and other vendors to dramatically improve the way we deliver care and manage our financial practices. Since it was conceived in 2004, the TMO was largely responsible for developing and implementing Soarian technology; identifying new clinical processes and workflows; improving financial processes; establishing governance and developing tools for clinical standardization; managing strategic projects and priorities; and managing our partnership with Siemens Medical Solutions.

As we drive toward our vision of a fully electronic medical record, it’s time to “take the training wheels off” of Equinox. Doing so means that responsibility for strategic technology planning and implementation will reside within the Information Technology (IT) department. On the technology side, this brings



together two very talented teams with a common mission – to provide our clinicians and our administrators with the tools they need to successfully deliver safe,

quality care and manage our resources effectively. The efforts around Clinical Standardization continue to be championed by the Clinical Standardization Council, chaired by Dr. Brian D’Arcy, Senior Vice President of Medical Affairs for Catholic Health and comprised of physician, nursing, ancillary clinical, and administrative leadership from across the system. Cultural transformation has found roots in many areas including efforts such as our system-wide “Culture of Safety” initiative and the “Journey to Greatness” effort at Mercy Hospital.

Accommodating this shift in Equinox required organizational changes within the IT Department, beginning with the appointment of Dr. Michael Galang as Chief Information Officer last November. These organizational changes are detailed in this edition of the Equinox News.

So as the New Year dawns, we greet the next chapter of the Equinox story and the incredible transformation of our healthcare ministry. ■



PROCESS  
CULTURE  
TECHNOLOGY

The Equinox News is produced by the Transformation Management Office  
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# IT Department Restructures

When Catholic Health entered into a \$100 million strategic alliance agreement with Siemens Medical Solutions in 2004, it was understood that in order to be successful, the organization had to approach the initiative as a transformation, not just a technology implementation. In addition to technology, the organization would have to focus on process and culture as well. The Transformation Management Office, or TMO, was the framework used to bring these three elements together.

Now, as we move forward, that framework is being integrated with the organizational structure already in place by bringing together the TMO and IT departments under the leadership of Catholic Health's new CIO, Dr. Michael F. Galang.

Maintaining a strategic focus is the job of the Equinox Management Team (IT Leadership) which includes some familiar faces in slightly newer roles.

Dr. Galang most recently served as the Chief Medical Information Officer, a post he will maintain as he assumes responsibility for all of Catholic Health's IT.

Lisa Cilano, System Vice President-Finance, CFO, Acute Care, will continue to play a key role in financial systems strategy and will remain Catholic Health's primary representative in our Strategic Alliance with Siemens Medical Solutions.



"The integration of complex clinical information systems into the practice of medicine is increasing technology's impact on clinical quality. We are extremely fortunate to have a physician with the unique combination of clinical, administrative and technical expertise to lead our strategic technology initiatives," said Joseph McDonald, President and Chief Executive Officer. ■

## Equinox Management Team

### **Clay Bozard**

*Vice President, IT Integration & Customer Service*

### **Peter Capelli**

*Vice President, IT Network & Infrastructure*

### **Lisa Cilano**

*System Vice President/CFO Acute Care Ministries*

### **Amy Clay**

*Director, IT Business Applications*

### **Chuck Hayes**

*Manager, Transformation Communications*

### **Susan Kingston-Schack**

*Director, IT Revenue Cycle*

### **Rosemary Kuca, RN**

*Director, IT Ancillary Clinicals*

### **JoAnn Ormond**

*Soarian Financial Project Manager*

### **Tony Pappagallo**

*Director, IT Project Management*

### **Shanay Shearer, RN**

*Director, IT Core Clinicals*

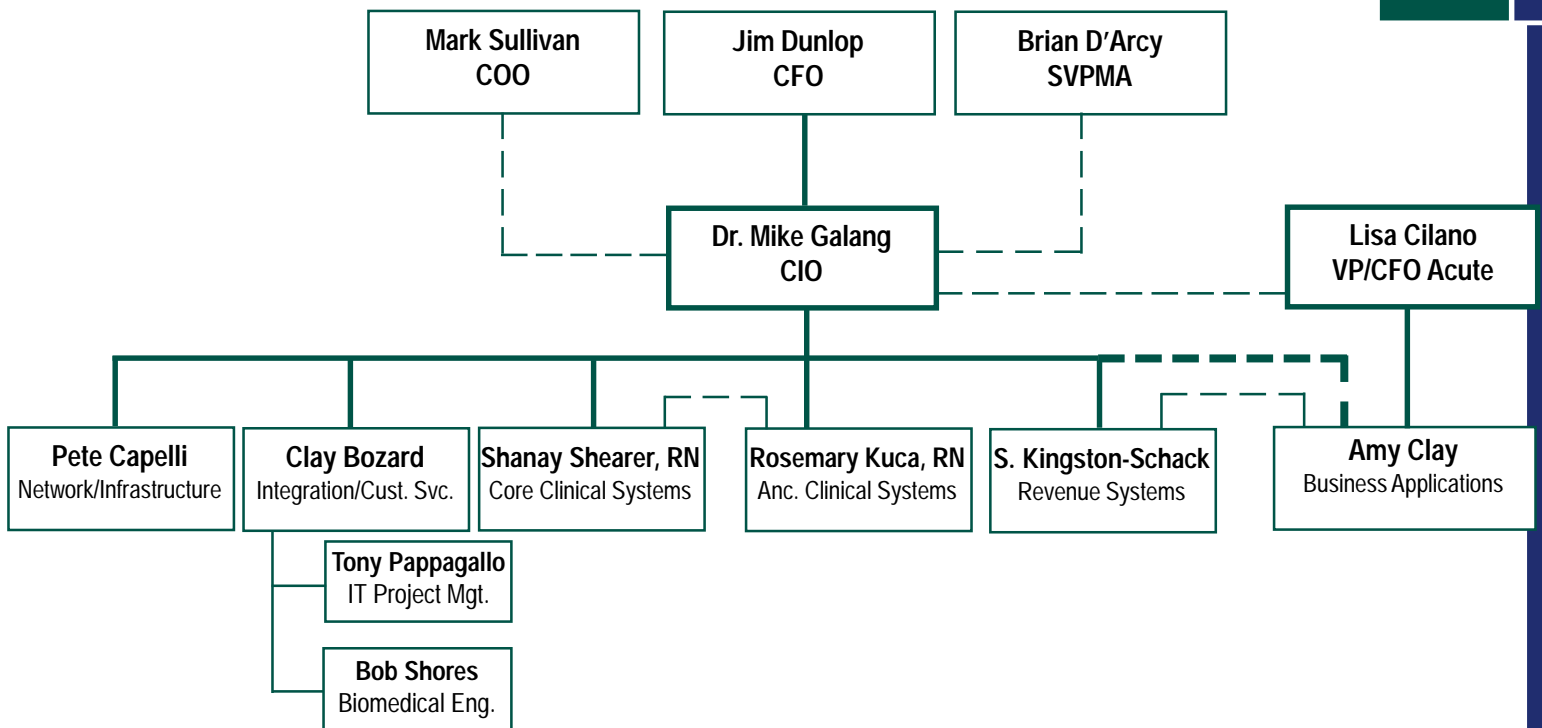
### **Bob Shores**

*Director, Biomedical Engineering*



# Equinox Management Team

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## Primary Responsibilities

### Pete Capelli

#### Networking & IT Infrastructure

- Telecommunications
- Technical Project Engineering
- Electronic Security
- Technical Operations
- PC Support
- Help Desk/Operations

### Clay Bozard

#### IT Integration & Customer Service

- IT Controls
- Mobile Help Desk
- Physician Technical Support
- Education & Training
- Technical Integration
- Project Management
- Administration
- Embedded Connectivity
- IT Modalities
- Biomed

### Shanay Shearer

#### Core Clinical Applications

- Soarian Clinicals
- Clinical Standardization Council

### Rosemary Kuca

#### Ancillary Clinical Applications

- Ancillary Clinical Applications
- Long Term Care/Rehabilitation Services
- Home Care
- Program for All-inclusive Care for the Elderly (PACE)
- Primary Care Centers
- HEALTHeLINK

### Susan Kingston-Schack

- Legacy Systems
- Primary Care Centers

### Amy Clay

#### Business Applications

- Soarian Financials (JoAnn Ormond)
- General Financials
- Business Applications

**Lisa Cilano** will continue to manage The Strategic Alliance with Siemens Medical Solutions. This relationship includes Soarian Clinicals & Financials, Medication Administration Check (MAK), Diagnostic Imaging, and other technology initiatives.

**Chuck Hayes** will continue to direct Equinox communications.

## Soarian Expands at All Four Hospitals

*Electronic access to results, orders and documentation is live across the system*

The latest milestone in our technology transformation is the completion of the system wide implementation of Soarian Clinical Team (SCT), a computer system that moves nurse documentation from the paper chart to the computer. On Sunday, November 9, 2008, Mercy Hospital became the fourth and final Catholic Health hospital to “go-live” on SCT.



“The transition to electronic nurse documentation at Mercy has been very successful. This is a huge change in the way nurses do their jobs and requires nurses to not only learn new technology, but also entirely new processes as well,” said Shanay Shearer, RN, Soarian Clinical project Manager.

All four Catholic Health Hospitals are now extensively using Soarian for obtaining patient information and test results, nursing orders, and now, nurse documentation. “This information is no longer locked away in a binder where only one person can view it at a time – it’s out there, secure, and available to multiple clinicians all at the same time,” Shearer added.

The next steps in the Equinox journey will see the special care units and ancillary clinical departments move to electronic documentation on SCT followed by new medication administration technology and processes and computerized physician order-entry. ■

## Catholic Health is Going METRIC!

All Patient Heights & Weights Must Be Recorded  
In Metric Units in Every Catholic Health Hospital  
Effective March 1, 2009