

## Transforming Heart Healthcare by Re-Evaluating Patient Care

The following is an interview, conducted by Mary Beth Massat and John Koller, with Jean Knoedler, COO, The Heart Center of Indiana.

The first freestanding heart hospital to open in the Indianapolis area, the center is a four-story, 189,866 square foot state-of-the-art structure with 60 beds and future capacity for 120 beds. An attached three-story medical office building is connected by an enclosed walkway providing easy access to physician offices.

Ownership is evenly divided between the Central Indiana Health System (CIHS) and The Care Group Indianapolis' premier cardiac physicians. Cardiovascular bypass and vascular surgery services are provided by CoreVasc, a group of world-renowned surgeons.

This unique facility will provide critical care from the comfort and convenience of private rooms. Services include:

- Emergency care chest pain center;
- General radiology;
- CT Scanning
- Ultrasound and MRI
- Four surgical suites, including one dedicated for vascular procedures
- Four cardiac catheterization labs
- Post-anesthesia care unit
- Ambulatory services; and
- Laboratory and blood bank

The Mission of the Heart Center is to apply exceptional medical skills, advanced technologies and dedicated service to meet and exceed the needs of all who are affected by heart and vascular disease.

Distinguished by clinically superior outcomes, the center embodies five core values:

- Holistic Caring—providing exceptional service to the whole person;
- Excellence—Continually improving outcomes and efficiency;
- Advocacy—Promoting patient's interests throughout the continuum of need;
- Respect—Acknowledging the needs of others and valuing our differences;
- Teamwork—Working together to realize the vision and mission

### Was your goal, from the very beginning to partner with a single vendor?

Not from the beginning. We realized, however, that using different vendors for different applications may cause more issues than if we used one. We chose Siemens because they not only could provide the medical needs but they have admissions and medical records and revenue cycle solutions. The Heart Center of Indiana is a partner with Siemens in a multi-year plan—it is not just the selling of one or more applications.



The Heart Center of Indiana, Indianapolis, IN

### Was the facility conceived based upon demographic trends?

Yes, the Care Group did a pro forma and looked at very specific patient demographics and they found there was a need for an increase in cardiac beds. Most of the preliminary plans that formed the design of the Heart Center went back two years ago.

### How did you balance the information technology transition with clinical necessity?

It has been easier than expected. When we went live with the testing, it just flowed with our clinicians. With this true partnership between the Heart Center and Siemens, all parties are on the same page, concerned with what is best for the care of the cardiac patient. That makes it easier to fix the quirks or bugs that might occur with technology.



Jean Knoedler, COO

### Are you leveraging the patient data enterprise-wide?

Yes, we're using that information throughout. We are going to use that information to look at outcomes. Hospitals collect data when the guest—patient—is within the walls. But then it's really hard to track your outcome data after discharge. So we make phone calls to all of our guests after discharge so we can follow up. What was the length of stay? Did they get a hematoma? Did they get a wound infection? Did it improve their lifestyle? Are they able to golf now where they couldn't before? Are they able to walk where they couldn't before?



Siemens Maestro MRI System with Medrad's Spectris MR Injection System

### What were some of the factors that led the Care Group to create its own center?

There were two issues. One is that they really felt a need for more cardiac beds in Indianapolis. The Care Group saw a trend of more referrals than available beds throughout the area. There was that need. Also they felt a need to improve the quality of their lives and the other health care professionals that they worked with – the nurses, the technologists. We're here to build a great environment for our guests, but we're also here to build a great environment for the people who work here. So many things that we do – our nurse/patient ratio, implementing state-of-the-art technology to assist the care provider—were all part of these two main reasons for why the facility was built.

### How will you effectively compete with recognized centers of excellence and existing, local cardiovascular units?

We believe we can transform healthcare. That doesn't just technology, but rather the care we provide, our food service and our education. And we have the Care Group physicians, nationally known leaders in their field. With that groundwork, physicians want to raise the bar, participate in research studies and compete with nationally known centers. That is what will set us apart.

So how can we raise the bar? Our technology is certainly one aspect and also, as I mentioned, our food service. We have 24-hour food service with a menu to order their

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## Hospital Focuses on Fighting Heart Disease

Edward Hospital & Health Services has opened the first phase of its new Edward Heart Hospital, one of the first facilities of its kind in the Midwest to focus entirely on fighting heart disease, the number one killer of American men and women.

The facility's 71 private patient rooms are now open. Heart Hospital will be more fully occupied when cardiovascular outpatient services and physician offices move into the facility this spring. Two operating rooms and cardiac catheterization labs are planned for 2003 as well.

The hospital offers consumers one stop for all of their needs—from physician visits to testing to surgery to rehabilitation.

"This will be a specialty hospital-within-a-hospital with a team completely dedicated to fighting heart disease—an epidemic that will continue to grow as Baby Boomers age," said Vincent Bufalino, M.D., president of Midwest Heart Specialists, a group of 49 cardiologists and interventional radiologists. "We're building the facility and our team to create the most patient- and family-focused experience that you'll find anywhere."

Edwards Heart Hospital will feature a new relationship-based model of care that will focus on enhancing relationships between patients/families and their caregivers. Nursing stations have been created with an open design with couches and lounge chairs to provide an environment for open communication between staff and families.

A strategic technology partnership between Edward and Philips Medical Systems provides state-of-the-art diagnostic and imaging equipment. Streamlined information systems from Camtronics Medical Systems will move the Heart Hospital to a more paperless environment and help improve the quality of care by linking patient data from the cardiologists' offices to the hospital. By streamlining access to critical patient data, the system will also enhance physicians' ability to collaborate and consult on complex cases and improve communication with primary physicians.

Several new specialists have joined Midwest Heart Specialists and Edwards' medical staff in the past year, including Cardiac Surgery Associates, a major surgical group in the Chicago area. Edward has also added capabilities for pediatric cardiac services. "We are now prepared to provide comprehensive cardiac care from infants to end-stage heart disease," said Dr. Bufalino.

EDWARD HOSPITAL & HEALTH SERVICES  
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food, which is wonderful. We want to teach people that low cholesterol, no added-salt diets can also taste good. Everything we do is designed around the guest.

We also provide the GetWell Network, which provides Internet access and patient satisfaction surveys through the television. We have the Veritech Patient Education System, which offers educational videos specific to a guest's needs. The guest's record is documented if they demonstrated understanding or if they need increased follow-up. Last week we had a guest take a quiz; he only got a score of 60. So the nurses were notified of that via the workstation and they were able to reinforce the patient's education. It's so great that we are able to provide that.

With our patient satisfaction, the guest can type in comments while they're in bed. That appears on my desktop as an e-mail message, so I know right away if there was an issue in room 239 that we didn't meet that guest's needs. We're really using technology to will assist us in raising the bar in direct patient care throughout the entire experience. We want to transform the patient experience in a hospital.



The "hotel-look" lobby of The Heart Center of Indiana



## What has been the atmosphere here since opening the doors last December 2nd?

Really high energy. That's what people say when they come to apply here – how energetic everything is – the excitement. We have created a different environment, a different culture. We ask a lot of why questions. Why are you doing it that way? What if you did it another way? We want to think out of the box and ask those why questions.

## Do you have regular meetings to re-evaluate procedures or regular intervals where the entire staff looks at areas to improve?

We have daily team meetings to examine the previous day's events. These meetings are no more than 30 minutes. We have weekly meetings on outcomes. We're examining the process written last July before we had guests. We're going to have issues here just like any other hospital, but what is different is that we're not going to allow our staff to work with processes that are not working, not efficient. We are all actively involved in patient care. Most days I wear scrubs. It's very important for all of us to understand what is happening with the care of our guests. No one here sits in their office all day behind closed doors unaware of what is going on in the facility.

For more information visit [www.theheartcenter.com](http://www.theheartcenter.com) or [www.siemens.com](http://www.siemens.com)