



RECOGNIZING
THE BEST
IN HEALTHCARE IT

2018

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Taking healthcare to new heights with IT leaders at the vanguard

BY RUSSELL BRANZELL, FCHIME, CHCIO

Arising tide lifts all boats. That is an apt analogy for HealthCare's Most Wired program under the leadership of the College of Healthcare Information Management Executives (CHIME). At CHIME, we believe that sharing best practices nationally and globally across the healthcare IT industry will improve patient safety and outcomes everywhere. Most Wired will help us achieve that goal, and more.



Most Wired is celebrating its 20th year as the industry's benchmark of quality in healthcare IT, and its first year under CHIME. We are honored to now oversee the program, which has raised awareness and appreciation of the important role IT plays in our hospitals and health systems. At CHIME, we know that technology alone is not sufficient;

we need astute leaders who see how technology can be applied to improve patient outcomes. IT has changed exponentially over the past two decades, as has the role of the executives who oversee the technology and related support staff. Their position has expanded from being skilled technicians to being strategic and visionary leaders and innovators. Most Wired is a tribute to the organizations and dedicated people in them who are transforming healthcare and improving patient outcomes.

The 2018 CHIME HealthCare's Most Wired survey and recognition program has retained many features that participants value, but it also includes several important changes designed to raise standards and reward innovation. Among the changes are:

RESTRUCTURING THE GOVERNING BOARD: We put in place a new governance structure to address industry concerns regarding program leadership, transparency and potential conflicts of interest and bias. The Governing Board is operating under a new charter to guide direction and future vision. There are no sitting chief information officers (CIOs) on the Governing Board, ensuring no organizational biases.

REDESIGNING THE SURVEY: The 2018 survey underwent a top-to-bottom review designed to streamline the survey, improve data accuracy and reduce redundancy. In keeping

with our goal to raise the bar in healthcare and improve patient outcomes, we introduced a rigorous assessment process and new survey questions that reflected contemporary practice. We will continue to update and revise survey questions to ensure Most Wired recognizes practices that drive high quality care.

ADDING TRANSPARENCY: Because the survey relies on self-reported data, we instituted a transparent auditing and validation process to verify results. We also created a transparent appeals process that allows a participant to appeal to the Audit and Validation Work Group.

SCORING: We developed a 100-point scale scoring methodology to capture all basic and advanced healthcare IT functions, with the latter weighted more heavily.

HIGHER STANDARDS: We raised the threshold to receive recognition this year, and we will continue to set a high bar to ensure Most Wired remains a resource that continually drives improvement in patient safety and outcomes. Each year we will recalibrate the threshold to measure advancements in healthcare IT, which means the threshold will change annually as the survey advances.

BENCHMARK REPORTS: Each participant received a benchmark report with their overall score and a breakdown in each section of the survey, which they can use as a strengths and gap analysis tool.

INDUSTRY TRENDS REPORT: This is a new additional benefit to the program and the industry. The 12-page report highlights trends in the industry based on an analysis of the survey data.

RECOGNITION: We will continue to recognize participating hospitals and health systems that meet the high standards set in this year's Most Wired program. The 2018 recipients were honored at the 2018 CHIME Fall CIO Forum.

Thanks to our 2018 participants, the tide is already rising. We now have a reliable snapshot of the current state of the industry and a map to guide healthcare organizations toward excellence. We have identified practices to improve patient safety and outcomes, and we will continue to look for new and better ways to serve our communities. Together, we are raising the standards of care - and saving lives. ■

Results on opioid e-prescribing, use of PDMPs point to positive trends

BY CANDACE STUART

More than 42,000 Americans died from opioid overdoses in 2016, exceeding the number of auto fatalities in the U.S. that year. That marked a five-fold increase in opioid-related deaths compared to 1999, according to the Centers for Disease Control and Prevention (CDC). In a parallel trend, the amount of opioids prescribed was three times higher in 2015 than in 1999, which the CDC estimated was enough to medicate every American around the clock for three weeks.

Many hospitals and healthcare systems have recognized that opioid prescribing has played an unintended role in the opioid epidemic, and they have been searching for ways to reduce prescribing while still ensuring that patients who need opioids to manage pain get proper treatment. A frequent ally in this endeavor has been their healthcare IT teams, whose analytic skills have helped health systems identify providers' prescribing patterns and develop tools and strategies to reduce some patients' exposure to potentially addictive opioids.

The 2018 CHIME HealthCare's Most Wired Survey included questions to gauge how successful participating hospitals and health systems have been with opioid management. According to an analysis of the data, half use electronic prescribing (e-prescribing) for controlled substances and almost half have their e-prescribing module connected to a prescription drug monitoring program (PDMP). Some 70 percent use non-narcotics in order sets as an opioid-reduction strategy and 68 percent limit the number of pills per prescription.

"These results are encouraging," said John Kravitz, a member of the CHIME Opioid Task Force and senior vice president and CIO at Geisinger, a 2018 Most Wired recipient headquartered in Danville, Pa. Kravitz testified before a House subcommittee about a Geisinger initiative that drastically reduced the amount of opioid prescribing by its providers. He also is a member of the CHIME Public Policy




CHIME
OPIOID TASK FORCE

Steering Committee, which has been educating federal policy makers about healthcare IT's potential role to stem the tide of opioid addiction and deaths.

In October, the House and the Senate passed a comprehensive opioids package that included a provision to require e-prescribing of controlled substances under Medicare Part D by 2021, and provisions for data sharing and state use of prescription drug monitoring programs (PDMPs). E-prescribing and the use of PDMPs are considered valuable

tools for gathering data in near real-time on opioid use, flagging potentially fraudulent prescribing and identifying patients shopping for physicians. As of press time, the bill was sitting on the president's desk and is expected to be signed into law.

"If we are already at 48 to 50 percent for e-prescribing, we are well on our way," Kravitz said. "We have two more years to get the remaining 50 percent of healthcare providers to use e-prescribing for controlled substances."

Although efforts to limit the number of pills prescribed is positive, the actual number makes a difference, Kravitz pointed out. A recent study found that some patients can become addicted with as little as a five-day prescription supply of opioids.

These health system-based efforts are already having an impact. Another federal agency, the Substance Abuse and Mental Health Services Administration, reported that 1 million-plus fewer people in the U.S. misused prescribed opioids in 2017 compared to 2015.

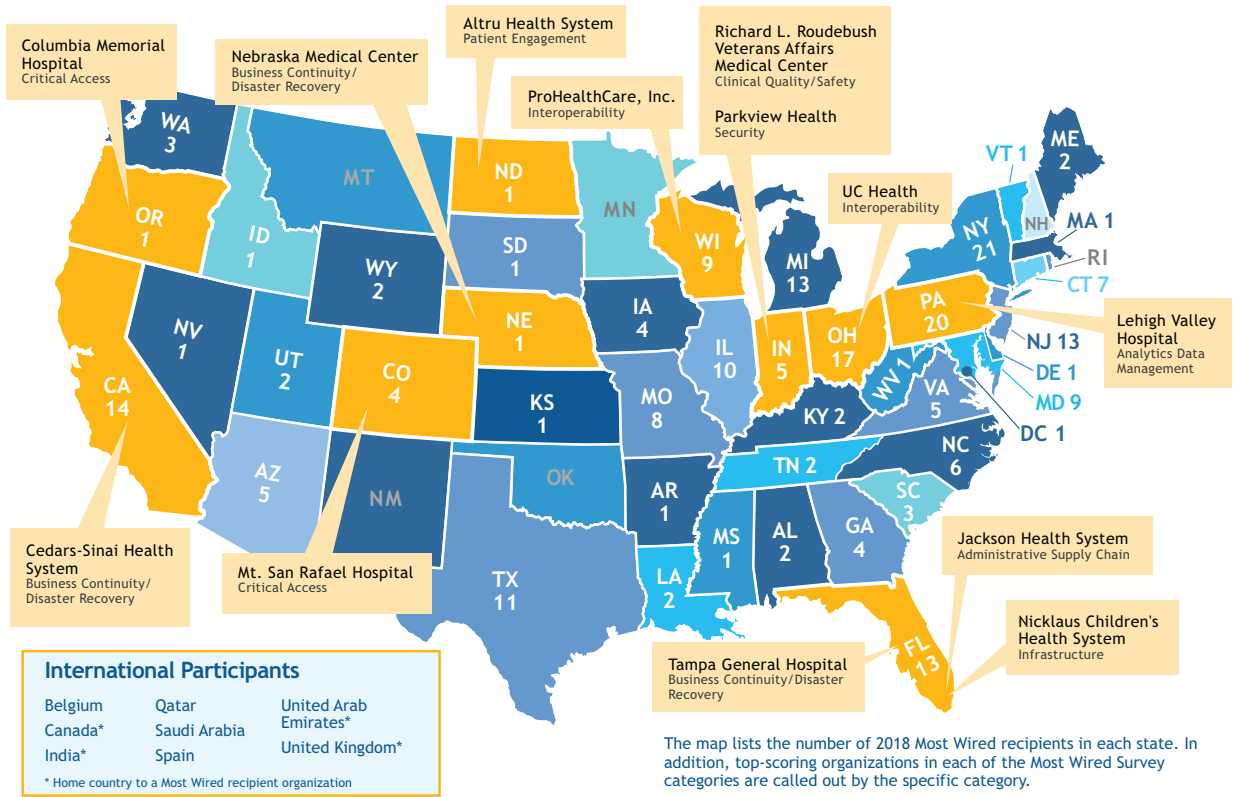
"We are on the right trajectory," Kravitz said. ■

"If we are already at 48 to 50 percent for e-prescribing, we are well on our way."

John Kravitz

Senior vice president and CIO
Geisinger

2018 Most Wired Recipients with State Totals



Nicklaus Children's Health System

If you could change one thing in your program, what would it be?

Develop a sustainable change culture sooner. Implementation and change go hand in hand. In order to develop sustainable change, it's important to embrace a culture of change. In healthcare that is usually easier said than done. We introduced a complete learning methodology around change and empowered "change leaders" from across the organization to help drive and sustain it. Our efforts have paid off tenfold. We only regret we should have introduced it sooner.

NO. OF HOSPITALS	1
BED SIZE	309
*% OF BUDGET IN IT LOCATION	10.61% Miami, Fla.

*FY 2017 actual IT operating expense as % of operating expense

SYSTEM	LOCATION	NO. OF HOSPITALS	NO. OF BEDS
Abington Hospital	Abington, PA	2	790
Adventist Health System Sunbelt Health Care Corporation	Altamonte Springs, FL	37	7844
Advocate Aurora Health Care	Downers Grove, IL	27	5584
Akron Children's Hospital	Akron, OH	2	430
Albany Medical Center	Albany, NY	2	734
Aleda E. Lutz Veterans Affairs Medical Center	Saginaw, MI	1	108
Allegheny General Hospital	Pittsburgh, PA	1	576
Altru Health System	Grand Forks, ND	1	270
Anne Arundel Medical Center	Annapolis, MD	1	375
Apollo Hospitals Enterprise Limited	Chennai, India	45	8500
Atlantic General Hospital	Berlin, MD	1	62
Atrium Health (renamed from Carolinas HealthCare System)	Charlotte, NC	17	2970
Avera Health	Sioux Falls, SD	36	1353
Banner Health	Phoenix, AZ	29	5044
Baptist Health	Montgomery, AL	3	689

We salute our team for their tireless efforts to be the best of the best

Nicklaus Children's Health System is proud to be named one of the nation's **Top 10 "Most Wired"** healthcare organizations, according to the 2018 survey by the College of Information Management Executives (CHIME). We've been honored to be on the Most Wired list since 2013. Our current ranking in the Top 10 reflects our deep commitment to leading-edge information technology to improve quality, patient engagement and business operations, including infrastructure, security, business continuity/ disaster recovery, analytics and data management systems. It's all part of our commitment to providing the best care for children here and around the globe.



Nicklaus Children's Health System





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CEDARS-SINAI NAMED AMONG THE TOP 10 MOST WIRED ORGANIZATIONS.

Cedars-Sinai is proud to be ranked among CHIME HealthCare's Most Wired organizations of 2018. We'd like to thank the thousands of great people of Cedars-Sinai, who believe integrating the latest technology helps us deliver the highest-quality care. So, to all the incredible doctors, nurses and staff working tirelessly to keep our patients healthy – this one's for you.



2018 THE MOST WIRED

SYSTEM	LOCATION	NO. OF HOSPITALS	NO. OF BEDS
Baptist Health	Louisville, KY	8	2016
Baptist Health South Florida	Coral Gables, FL	8	2226
Battle Creek Veterans Affairs Medical Center	Battle Creek, MI	1	210
Beaumont Health	Southfield, MI	8	3429
Bon Secours Health System, Inc.	Marriottsville, MD	12	2018
Bronson Battle Creek Hospital	Battle Creek, MI	1	218
Bronson LakeView Hospital	Paw Paw, MI	1	35
Bronson Methodist Hospital	Kalamazoo, MI	1	434
Brooke Army Medical Center	Fort Sam Houston, TX	1	425
Cambridge University Hospitals NHS Foundation Trust	Cambridge, United Kingdom	2	1000
Carilion Clinic	Roanoke, VA	7	996
Cedars-Sinai Health System	Los Angeles, CA	1	900
Centra Health, Inc.	Lynchburg, VA	4	685
Central Maine Medical Center	Lewiston, ME	3	200
Cheyenne Regional Medical Center	Cheyenne, WY	1	222
Children's Health System of Texas	Dallas, TX	3	601
Children's Healthcare of Atlanta	Atlanta, GA	3	630
Children's Hospital Colorado	Aurora, CO	3	479
Children's Hospital of Philadelphia	Philadelphia, PA	1	528
Christiana Care Health System	Newark, DE	2	1100
Clara Maass Medical Center	Belleville, NJ	1	366
Cleveland Clinic	Cleveland, OH	11	5092
Cleveland Clinic Abu Dhabi	Abu Dhabi, United Arab Emirates	1	360
Columbia Asia Hospitals Group	Bengaluru, India	12	2400
Columbia Memorial Hospital	Astoria, OR	1	25
Community Medical Center	Toms River, NJ	1	592
Confluence Health / Central Washington Hospital / Wenatchee Valley Hospital	Wenatchee, WA	2	198
Connecticut Children's Medical Center	Hartford, CT	1	187
Cook Children's Health Care System	Fort Worth, TX	1	392
Deaconess Health System	Evansville, IN	4	588
Detroit Medical Center (DMC)	Detroit, MI	8	2000
Dignity Health	San Francisco, CA	39	181
Doylestown Hospital	Doylestown, PA	1	237
Duke University Hospital	Durham, NC	3	1479
El Camino Hospital	Mountain View, CA	2	407
Englewood Hospital and Medical Center	Englewood, NJ	1	250
Fairfield Medical Center	Lancaster, OH	1	220
Fitzgibbon Hospital	Marshall, MO	1	60
Forbes Hospital	Monroeville, PA	1	315
Forest Hills (AKA Long Island Jewish Forest Hills)	Forest Hills, NY	1	312
Fort HealthCare	Fort Atkinson, WI	1	49
Franklin Hospital (AKA Long Island Jewish Valley Stream)	Valley Stream, NY	1	305
Geisinger Medical Center	Danville, PA	8	2196
Genesis Health System	Davenport, IA	5	400
Genesis HealthCare System	Zanesville, OH	1	309
Grady Memorial Hospital	Atlanta, GA	1	625
Greenville Health System	Greenville, SC	7	995
Gritman Medical Center	Moscow, ID	1	25
Guthrie Clinic	Sayre, PA	4	405
Hackensack Meridian Health	Edison, NJ	16	4346

2018 TOP TEN AT A GLANCE

Baptist Health South Florida

To what do you attribute your success?

There are four main contributors to our success: Significant support from the Baptist Health South Florida Board of Trustees and senior executives enabling IT as a strategic asset; an outstanding, qualified, passionate team dedicated to BHSF's mission and their profession; patience from family members allowing us the opportunity to be the best we can be; and perseverance.

NO. OF HOSPITALS	8
BED SIZE	2,226
***% OF BUDGET IN IT LOCATION	9% Coral Gables, Fla.

*FY 2017 actual IT operating expense as % of operating expense

Lehigh Valley Hospital

What are you most proud of in your HIT program?

How thousands of LVHN colleagues have pulled together to try to accomplish great things with clinical care supported by HIT and how outcome metrics have shown they have succeeded based on significant improvements accomplished. The neatest thing is that in many ways, LVHN is just getting started, and there are many HIT-based improvements that will be delivered in the near term.

NO. OF HOSPITALS	5
BED SIZE	1,059
***% OF BUDGET IN IT LOCATION	4.4% Allentown, Penn.

*FY 2017 actual IT operating expense as % of operating expense

RECENTLY NAMED A 2018 MOST WIRED ORGANIZATION
BY THE COLLEGE OF HEALTHCARE
INFORMATION MANAGEMENT EXECUTIVES



THIS IS THE SITE OF FRED AND
SUSAN'S HEART CONDITIONS.



THIS IS FRED AND SUSAN.

THEY WON'T LET THEIR HEALTH
ISSUES DEFINE THEIR LIVES.

Fred and Susan prefer to be known as a caring husband, loving wife and partners in building their dream home. Thanks to the heart experts at El Camino Hospital, they're back on track. With sophisticated heart care like minimally invasive ablation therapy for Fred and a pacemaker revision for Susan, we helped them get back to enjoying retirement on their terms. At El Camino Hospital, we believe in delivering care as dynamic as the people we serve. People just like Fred and Susan. Learn more at elcaminohospital.org/stories

2018 THE MOST WIRED

SYSTEM	LOCATION	NO. OF HOSPITALS	NO. OF BEDS
HCA - Information Technology & Services, Inc	Nashville, TN	178	39916
Henry Ford Health System	Detroit, MI	6	2405
Houston Methodist	Houston, TX	8	2264
Howard County General Hospital	Columbia, MD	1	264
HSHS Hospital Sisters Health System	Springfield, IL	15	1831
Huntington Hospital	Huntington, NY	1	408
Intermountain Healthcare, Inc.	Salt Lake City, UT	22	2772
Jackson Health System	Miami, FL	6	2101
Jefferson Hospital	Jefferson Hills, PA	1	341
Johns Hopkins Bayview Medical Center	Baltimore, MD	1	442
Johns Hopkins Hospital	Baltimore, MD	1	997
Johnson Memorial Hospital	Franklin, IN	1	110
Johnson Memorial Hospital	Stafford Springs, CT	1	92
JPS Health Network	Fort Worth, TX	1	587
Kaiser Permanente	Oakland, CA	38	240
Lafayette General Health	Lafayette, LA	7	794
Lafayette General Medical Center	Lafayette, LA	7	794
Lakeland Health	Saint Joseph, MI	3	344
Lee Health	Fort Myers, FL	4	1423
Lehigh Valley Hospital	Allentown, PA	5	1059
Lehigh Valley Hospital - Pocono	East Stroudsburg, PA	1	249
Lenox Hill Hospital	New York, NY	1	652
Lexington Medical Center	West Columbia, SC	1	438
Licking Memorial Hospital	Newark, OH	1	150

2018 TOP TEN AT A GLANCE

Altru Health System

What is your most valuable HIT resource?

Without a doubt, our most valuable HIT resource is our staff. We believe that attracting, selecting and retaining the right people is critical in a successful healthcare IT program. Our staff, as well as our IT leadership, is enthusiastic, well-respected, and forward thinking. We encourage differing perspectives, to sustain a constantly challenging and exciting work environment that provides great opportunities for continuous learning and development.

NO. OF HOSPITALS	1
BED SIZE	270
*% OF BUDGET IN IT LOCATION	3.2%
	Grand Forks, N.D.

**FY 2017 actual IT operating expense as % of operating expense*

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2018 THE MOST WIRED

SYSTEM	LOCATION	NO. OF HOSPITALS	NO. OF BEDS
Long Island Jewish Medical Center	New Hyde Park, NY	1	524
Lowell General Hospital	Lowell, MA	2	396
Lucile Salter Packard Children's Hospital Stanford / Stanford Children's Health	Palo Alto, CA	1	361
Mackenzie Health	Richmond Hill, Canada	1	425
Main Line Health	Bryn Mawr, PA	5	1355
Maine Medical Center	Portland, ME	1	637
Martin Health System	Stuart, FL	3	521
Massena Memorial Hospital	Massena, NY	1	50
Mayo Clinic Florida	Jacksonville, FL	1	304
Mayo Clinic Health System - Albert Lea and Austin	Austin, MN	1	80
Mayo Clinic Health System - Chippewa Valley in Bloomer	Bloomer, WI	1	18
Mayo Clinic Health System - Franciscan Healthcare in La Crosse	La Crosse, WI	1	171
Mayo Clinic Health System - Franciscan Healthcare in Sparta	Sparta, WI	1	15
Mayo Clinic Health System - Northland in Barron	Barron, WI	1	25
Mayo Clinic Health System - Oakridge in Osseo	Osseo, WI	1	25
Mayo Clinic Health System - Red Cedar in Menomonie	Menomonie, WI	1	25
Mayo Clinic Health System in Cannon Falls	Cannon Falls, MN	1	13
Mayo Clinic Health System in Eau Claire	Eau Claire, WI	1	204
Mayo Clinic Health System in Fairmont	Fairmont, MN	1	34
Mayo Clinic Health System in Lake City	Lake City, MN	1	17
Mayo Clinic Health System in Mankato	Mankato, MN	1	172

Avera Health

To what do you attribute your success?

Our success in information technology at Avera Health can be attributed in part to a CEO who understands and endorses the fact that resources are required to meet the constant evolution and dependency on technology, especially our patient care settings, but also to meet our business needs. We also have an innovative staff dedicated to meeting these ever-changing requirements.

NO. OF HOSPITALS **36**
 BED SIZE **1,353**
 *% OF BUDGET IN IT **3.3%**
 LOCATION **Sioux Falls, S.D.**

*FY 2017 actual IT operating expense as % of operating expense

CHIME thanks our sponsors for their generous support of the 2018 Most Wired program!



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2018 THE MOST WIRED

SYSTEM	LOCATION	NO. OF HOSPITALS	NO. OF BEDS
Mayo Clinic Health System in New Prague	New Prague, MN	1	18
Mayo Clinic Health System in Red Wing	Red Wing, MN	1	26
Mayo Clinic Health System in Saint James	Saint James, MN	1	10
Mayo Clinic Health System in Springfield	Springfield, MN	1	10
Mayo Clinic Health System in Waseca	Waseca, MN	1	12
Mayo Clinic Hospital	Phoenix, AZ	1	280
MedStar Health	Columbia, MD	10	3151
Memorial Healthcare System	Hollywood, FL	6	1900
Memorial Hermann Health System	Houston, TX	15	3697
Memorial Sloan Kettering Cancer Center	New York, NY	1	498
Mercy	Chesterfield, MO	41	4577
Mercy Health	Cincinnati, OH	23	3843
Mercy Medical Center	Cedar Rapids, IA	1	341
Metro Health - University of Michigan Health	Wyoming, MI	1	208
MetroHealth System	Cleveland, OH	1	407
Middlesex Hospital	Middletown, CT	1	200
Mission Health System	Asheville, NC	6	1100
Monmouth Medical Center, Long Branch Campus	Long Branch, NJ	12	450
Monmouth Medical Center, Southern Campus	Lakewood, NJ	12	55
Montefiore Medical Center	Bronx, NY	3	1469
Mosaic Life Care	Saint Joseph, MO	2	373
Mount Sinai Health System	New York, NY	7	3468
Mount Sinai Medical Center	Miami Beach, FL	1	672
Mt. San Rafael Hospital	Trinidad, CO	1	25

2018 TOP TEN AT A GLANCE

Atrium Health

To what do you attribute your success?

Simply, it's the team and our customers. We are a team of professionals with diverse skills in technology, business operations and clinical work. It's not one person that makes our work among the best, it's all of us. Our customers invest the time and resources to ensure technical solutions work for our patients and providers. Their commitment to learn how the technology works and how it can further strengthen or detract from our strategy creates a winning partnership.

NO. OF HOSPITALS	17
BED SIZE	2,970
*% OF BUDGET IN IT LOCATION	5.71% Charlotte, N.C.

*FY 2017 actual IT operating expense as % of operating expense



AWARDED MOST WIRED HOSPITAL, AGAIN

Montefiore ranks among the nation's best in using information technology to improve patient care.

Montefiore
DOING MORESM

2018 THE MOST WIRED

SYSTEM	LOCATION	NO. OF HOSPITALS	NO. OF BEDS
MultiCare Health System	Tacoma, WA	8	1617
MUSC Medical Center of Medical University of South Carolina	Charleston, SC	4	800
Nationwide Children's Hospital	Columbus, OH	1	650
Navicent Health	Macon, GA	3	1000
Nebraska Medicine - Nebraska Medical Center	Omaha, NE	2	809
New York-Presbyterian Hospital	New York, NY	10	3741
Newark Beth Israel Medical Center	Newark, NJ	12	665
Nicklaus Children's Health System	Miami, FL	1	309
North Country Hospital and Health Center	Newport, VT	1	25
North Shore University Hospital	Manhasset, NY	1	806
Northern Arizona Healthcare	Flagstaff, AZ	2	350
NorthShore University Health System	Evanston, IL	4	789
Northwestern Memorial HealthCare	Chicago, IL	7	1866
Novant Health	Winston Salem, NC	14	1940
NYU Langone Hospitals	New York, NY	4	1519
Ohio State University Wexner Medical Center	Columbus, OH	7	1338
OhioHealth Corporation	Columbus, OH	7	1802
OhioHealth Mansfield Hospital	Mansfield, OH	1	256
OhioHealth MedCentral Shelby Hospital	Shelby, OH	1	25
Olathe Medical Center	Olathe, KS	2	126
Orlando Health	Orlando, FL	8	306
OSF Healthcare	Peoria, IL	13	1930
Parkview Health	Fort Wayne, IN	9	900

Sheridan Memorial Hospital

What are you most proud of in your healthcare IT program?

Increased patient safety and quality of care. A good example of this technology would be being the first in the nation for Infusion Management and smart pump technology. We were also leaders in implementing Smart Rooms and CareAware Connect. Quality initiatives like integrated sepsis alerting for providers have given us real-time sepsis intervention for improved quality outcomes for our patients.

NO. OF HOSPITALS **1**
 BED SIZE **88**
 *% OF BUDGET IN IT **8.38%**
 LOCATION **Sheridan, Wyo.**

*FY 2017 actual IT operating expense as % of operating expense

Ensuring High-quality Patient Care through Innovative Information Technologies



Licking Memorial Hospital

www.LMHealth.org

2018 THE MOST WIRED

SYSTEM	LOCATION	NO. OF HOSPITALS	NO. OF BEDS
Parkview Medical Center	Pueblo, CO	1	350
Peninsula Regional Medical Center	Salisbury, MD	1	283
Penn Medicine / Lancaster General Hospital	Lancaster, PA	2	617
Perham Health	Perham, MN	1	25
Piedmont Healthcare	Atlanta, GA	6	202
PIH Health Hospital - Downey	Downey, CA	1	100
PIH Health Hospital - Whittier	Whittier, CA	1	245
Plainview Hospital	Plainview, NY	1	219
ProHealth Care, Inc.	Waukesha, WI	2	320
Providence Health and Services	Renton, WA	34	7223
Rady Children's Hospital - San Diego	San Diego, CA	7	325
Renown Health	Reno, NV	2	946
Richard L. Roudebush Veterans Affairs Medical Center	Indianapolis, IN	1	150
Riverside Health System	Newport News, VA	6	537
Riverside Medical Center	Kankakee, IL	1	299
Robert Wood Johnson University Hospital	New Brunswick, NJ	1	610
Robert Wood Johnson University Hospital Somerset	Somerville, NJ	1	250
Rochester Regional Health	Rochester, NY	5	1244
Rush Memorial Hospital	Rushville, IN	1	25
Rush Oak Park Hospital	Oak Park, IL	1	117
Rush University Medical Center	Chicago, IL	1	650
RWJ Barnabas Health-Jersey City Medical Center	Jersey City, NJ	1	316
Saint Barnabas Medical Center	Livingston, NJ	1	597
Saint Francis Hospital and Medical Center	Hartford, CT	2	682

2018 TOP TEN AT A GLANCE

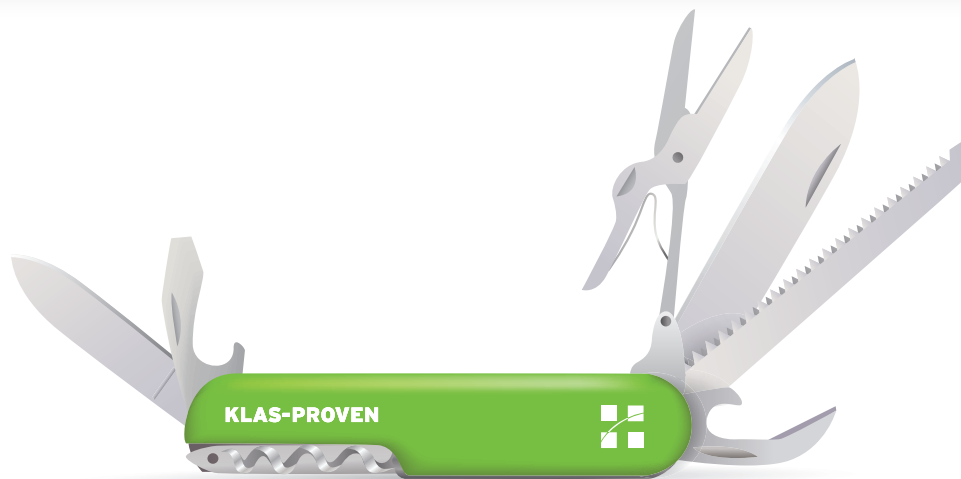
Cedars-Sinai Health System

If you could change one thing in your program what would it be?

We would love to have more time to do more. We live in an amazing time as technology innovation is exploding with ideas and discoveries, technology and medical technologies have never been better synergized to deliver new outcomes to improve healthcare. We believe the advancements in the next 10 years will be exponential when compared to the amazing work our industry has already delivered over the past decade.

NO. OF HOSPITALS	1
BED SIZE	900
% OF BUDGET IN IT LOCATION	3.3% Los Angeles, Calif.

*FY 2017 actual IT operating expense as % of operating expense



STRATEGY ■ EHR/ERP IMPLEMENTATION ■ OPTIMIZATION ■ REVENUE CYCLE
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2018 THE MOST WIRED

SYSTEM	LOCATION	NO. OF HOSPITALS	NO. OF BEDS
Saint Luke's Health System	Kansas City, MO	10	1025
Saint Mary's Hospital	Waterbury, CT	1	347
Saint Vincent Hospital	Erie, PA	1	371
Sarasota Memorial Health Care System	Sarasota, FL	1	819
Sentara Healthcare	Virginia Beach, VA	11	2325
Sharp HealthCare	San Diego, CA	7	2084
Sheridan Memorial Hospital	Sheridan, WY	1	88
Sibley Memorial Hospital	Washington, DC	1	239
Southside Hospital	Bay Shore, NY	1	341
Sparrow Health System	Lansing, MI	5	N/A
SSM Health	Saint Louis, MO	17	4571
St. Clair Hospital	Pittsburgh, PA	1	328
St. Cloud Hospital	Saint Cloud, MN	6	493
St. Dominic-Jackson Memorial Hospital	Jackson, MS	1	502
St. Elizabeth Healthcare	Edgewood, KY	4	1100
St. Joseph Mercy Oakland	Pontiac, MI	1	433
St. Joseph's Health	Syracuse, NY	1	451
St. Luke's University Health Network	Bethlehem, PA	7	1040
St. Mary Mercy Hospital	Livonia, MI	1	304
Stamford Hospital	Stamford, CT	1	305
Stanford Health Care	Palo Alto, CA	2	659
Staten Island University Hospital	Staten Island, NY	1	714
Suburban Hospital	Bethesda, MD	1	248
Sutter Health	Sacramento, CA	25	3644

Henry Ford Health System

To what do you attribute your success?

There is a strong partnership and respect between quality, clinical care delivery, operations and technology working together to drive outcomes. Given Henry Ford's spirit of innovation - we know how important technology innovation can be to care transformation.

9

NO. OF HOSPITALS | 6
 BED SIZE | 2,405
 *% OF BUDGET IN IT | 4.27%
 LOCATION | Detroit, Mich.

*FY 2017 actual IT operating expense as % of operating expense

WE'RE ONE OF AMERICA'S MOST WIRED HOSPITALS.

Protecting patient information and data security is a top priority at Confluence Health. This is evident, as CH was recently recognized for the **Most Wired™** award in 2018. Awarded by the College of Healthcare Information Management Executives (CHIME), this coveted position recognizes excellence in IT leadership on the frontlines of healthcare transformation.

For us, **Most Wired™** is more than just an award—it reflects our culture and the way we work every day. We know health care is better when it's connected. That's why we use technology that lets caregivers spend less time searching for information and more time caring for what matters most—our patients.



For Career Opportunities visit:
confluencehealth.org/careers



2018 THE MOST WIRED

SYSTEM	LOCATION	NO. OF HOSPITALS	NO. OF BEDS
Syosset Hospital	Syosset, NY	1	136
Tampa General Hospital	Tampa, FL	1	1010
Texas Children's Hospital	Houston, TX	4	767
Texas Health Resources	Arlington, TX	29	3900
The Christ Hospital Health Network	Cincinnati, OH	1	555
Thomas Jefferson University Hospitals, Inc	Philadelphia, PA	3	892
TMC HealthCare	Tucson, AZ	1	600
TriHealth Inc	Cincinnati, OH	4	791
Truman Medical Center-Lakewood	Kansas City, MO	2	418
Truman Medical Centers	Kansas City, MO	2	418
UAB Health System	Birmingham, AL	1	1157
UC Health	Cincinnati, OH	3	1177
UC Irvine Medical Center	Orange, CA	1	411
UC San Diego Health	San Diego, CA	2	808
UCHealth	Aurora, CO	8	1650
UCLA Health	Los Angeles, CA	3	805
UCSF Medical Center	San Francisco, CA	1	746
UF Health	Gainesville, FL	5	1800
UNC Health Care	Chapel Hill, NC	10	3344
UnityPoint Health	West Des Moines, IA	21	3788
University Health System	San Antonio, TX	1	712
University Hospitals	Cleveland, OH	12	2242
University of Arkansas for Medical Sciences	Little Rock, AR	1	481
University of Chicago Medical Center	Chicago, IL	1	811

2018 TOP TEN AT A GLANCE

UCLA Health

What is your most valuable HIT resource?

Our people. They are dedicated, passionate, creative, with an unwavering focus on our patients and community. Technologies come and go, but the ability to be agile and innovative while at the same time ensuring that our platforms and solutions are reliable and secure is only achievable by having outstanding, smart people in health IT.

NO. OF HOSPITALS	3
BED SIZE	805
% OF BUDGET IN IT LOCATION	5.35% Los Angeles, Calif.

*FY 2017 actual IT operating expense as % of operating expense

Humanity is alive and well.

We support our patients and clinicians.
 We engage our employees daily.
 We value individual and team contributions.
 We connect with our patients.
 We care for each other.
 We deliver kindness.

Hello humankindness®



dignityhealth.org

Turn complexity into clarity.

Data and analytics are transforming the way businesses compete and succeed. With all the data options, where do you turn for data you can trust?

For nearly 45 years, Modern Healthcare has been the most trusted source of news and information for healthcare providers. Now, in partnership with HMP, Modern Healthcare Metrics turns the complex world of healthcare business data into an easy to use, proprietary subscription service that delivers insight into the financial and strategic position of healthcare facilities across the US.

Data sets from sources including CMS cost reports, the US Census Bureau and other financial institutions have been scrubbed and cleansed, putting data and analysis that has been tested and proven over the last twenty years, at your fingertips.

Visit ModernHealthcareMetrics.com and enter any facility into the search bar. Get a glimpse of the clarity Modern Healthcare Metrics can provide you.



MODERN HEALTHCARE METRICS IS A PARTNERSHIP BETWEEN MODERN HEALTHCARE AND HEALTHCARE MANAGEMENT PARTNERS

Want to speak with someone about what Modern Healthcare Metrics can do for you? Call 312-649-5441.

2018 THE MOST WIRED

SYSTEM	LOCATION	NO. OF HOSPITALS	NO. OF BEDS
University of Illinois Hospital & Health Sciences System	Chicago, IL	1	450
University of Iowa Hospitals and Clinics	Iowa City, IA	2	811
University of Missouri Health Care	Columbia, MO	5	625
University of Pennsylvania Health System	Philadelphia, PA	4	1800
University of Texas M.D. Anderson Cancer Center	Houston, TX	1	654
University of Texas Southwestern Medical Center	Dallas, TX	2	612
University of Utah Health	Salt Lake City, UT	2	758
UPMC	Pittsburgh, PA	23	200
UPMC Pinnacle	Harrisburg, PA	8	1360
Upstate University Hospital	Syracuse, NY	2	590
Valley Health System	Ridgewood, NJ	1	450
Valley Health System	Winchester, VA	6	604
Vanderbilt Health	Nashville, TN	3	1029
Veterans Affairs Northern Indiana Health Care System	Fort Wayne, IN	2	301
Virginia Mason Medical Center	Seattle, WA	1	300
Virtua Health	Marlton, NJ	3	1117
Wake Forest Baptist Medical Center	Winston-Salem, NC	3	1004
West Penn Hospital	Pittsburgh, PA	1	317
West Virginia United Health System, Inc	Morgantown, WV	8	1568
Western Reserve Hospital	Cuyahoga Falls, OH	1	85
Westfield Memorial Hospital	Westfield, NY	1	4
Wirral University Teaching Hospital NHS Foundation Trust	Wirral, United Kingdom	2	900
Yale New Haven Health	New Haven, CT	5	2563
Yavapai Regional Medical Center	Prescott, AZ	2	155

647
Surveys Submitted



2,190
Hospitals Represented



9
Countries Participating



254
2018 Most Wired Recipients



Rochester's Most Wired.

At Rochester Regional Health we believe that innovation changes lives. And as a “Healthcare’s Most Wired” organization, we believe in harnessing the current of evolving technologies to pave the way for a more vibrant future for our patients and their families.

We’re igniting belief in what’s next, because the effect we have on others is the most valuable thing we can give.

NEXT IS NOW

ROCHESTER REGIONAL HEALTH

RochesterRegional.org

WHY DO WE NEED
FOUR DIFFERENT
APPLICATIONS FOR
SECURE MESSAGING,
CRITICAL ALERTS,
VOICE CALLS AND
ON-CALL SCHEDULES?

WE NEED TO PROVIDE
SHARED SMARTPHONES
FOR OUR NURSES, BUT
WHERE DO WE BEGIN OUR
SEARCH?

WHY ARE OUR
NURSES, PHYSICIANS
AND **ENTIRE DEPARTMENTS**
USING **DIFFERENT SYSTEMS**
TO TRY TO COLLABORATE?

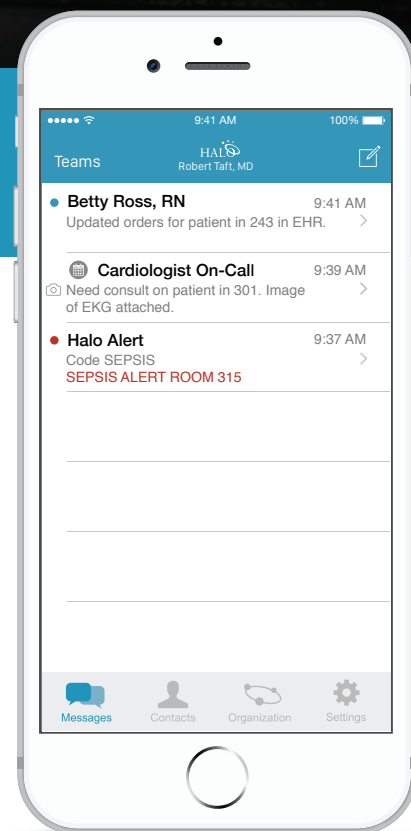
WHAT IMPACT IS
THIS MESS
HAVING ON
OUR PATIENTS?

Wouldn't it be great if . . .

- Our physicians had **instant access to real-time secure clinical communications?**
- Our nurses **didn't need separate devices to contact our physicians during critical moments?**
- Our IT department **didn't have to manage multiple communication vendors across various departments?**
- Our clinicians could **communicate with each other using the same platform?**

Want to learn more? Let's Halo.

Find out more at letshalo.com





Avera eCARE
is part of
Avera Health, a
**2018 TOP 10
MOST WIRED
ORGANIZATION.**

Good-Bye, Boundaries

Hello, Future

Avera eCARE® is a leader in virtual care delivery with a proven 25-year record in visionary thinking.

We're using innovation and technology to find new ways to connect our specialty care providers to health systems (large and small) 24/7.

In an industry challenged with shrinking margins and workforce shortages, our programs improve efficiencies while decreasing provider burnout and turnover and keeping your patients closer to home — all without sacrificing quality of care.

Avera eCARE®

VISIONARIES IN VIRTUAL HEALTH

Discover the possibilities at AveraeCARE.org. Talk to our team at 605-250-2889.

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