Meaningful Use Stage 2 - Are You Ready To Share Information?
By: Jamie Brinegar, MBA, PMP

In August 2012, The Centers for Medicare and Medicaid Services (CMS) published the final set of criteria for Meaningful Use Stage 2. While Stage 1 focused on gathering and sharing of data as well as lessons learned, Stage 2 focus is on greater interoperability, data exchange, and more patient engagement.

When does Stage 2 go into effect?
According to CMS, Stage 2 criteria will go into effect in fiscal year 2014 for eligible hospitals and Critical Access Hospitals (CAHs) and calendar year 2014 for Eligible Providers (EPs) in an effort to increase flexibility and reduce some regulatory burden.

How are greater interoperability, better data exchange, and more patient engagement going to be achieved?
Most of the Stage 1 core objectives are now Stage 2 menu objectives, but thresholds have been raised. In addition, new core and menu objectives were introduced for Stage 2 with exclusions that allow providers to maintain their normal scope of clinical practice while achieving meaningful use.

New Stage 2 Core and Menu Objectives include:

- Using secure electronic messaging to communicate with patients regarding relevant health information (for EPs only)
- Tracking medications from order to administration using assistive technologies in conjunction with an electronic medication administration record (eMAR) for Eligible Hospitals/CAHs only
- Record electronic notes in patient records
- Access imaging results accessible through Certified EHR Technology (CEHRT)
- Record a patient's family health history
- Identify and report cancer cases to a state cancer registry (for EPs only)
• Identify and report specific cases to a specialized registry (other than a cancer registry for EPs only)
• Generate and transmit permissible discharge prescriptions electronically (eRx) new for Eligible Hospitals and CAHs only
• Provide structured electronic lab results to ambulatory providers (for Eligible Hospitals and CAHs only)

As your organization prepares to achieve Stage 2, Coastal can project manage the overall plan, resources and vendor deliverables to ensure that you meet the new objectives.

Our Project Managers Can Help You Tackle Your Project List
By: Pat Oligmueller, MT, PMP

Do you have too many projects in your pipeline to manage?
Are you missing the skillset within your own team to successfully manage these projects?

Coastal understands that effective project management is crucial to the success of any project. We can support you by:

• Managing all aspects of the project from initiation and planning through execution, monitoring and closing
• Identifying and managing risks
• Tracking the project plan, evaluating resource utilization and ensuring that information is communicated effectively
• Measuring and monitoring the project performance
• Managing internal, vendor and consulting project resources
• Developing and maintaining the project budget
• Ensuring a smooth implementation and activation experience

We have the project management resources to match the unique qualifications and skills needed for your project.

ICD-10: The New Deadline and How to Prepare for It
By: Greg Madrid, MBA

If you are in the business of Healthcare, then you are familiar with the complexity of transitioning your organization from ICD-9 to ICD-10. With much help from the American Medical Association (AMA), the date of compliance has been pushed back an additional year to October 1st 2014. On this date, ICD-10 will be required, to bill for physician services, and while many organizations can breathe a sigh of relief, the time to act on this date is now, not later!

Before you begin to manage the project, it is important to take time to really plan all the steps that need to be taken in order to efficiently transition to ICD-10. As a Project Manager, I often tell people that every project is affected by the three basic constraints: scope, time and cost. These constraints are often referred to as the Iron Triangle of the project. You must consider each of these constraints when beginning the planning stages to ensure that you stay on track to complete the project by the October 1st 2014 deadline. The fact that a hard deadline exists creates the urgency for immediate planning to ensure successful project completion.

To help get you started, several resources are available online to help you and your organization develop the project charter and plan. For example, CMS offers an implementation guide, along with a downloadable application for your desktop or mobile device. The AMA offers two white papers to help get you started with a 12-step guide and template:
Time is the second constraint I mentioned in the Iron Triangle. The October 1st 2014 deadline provides a goal from which to work backward, but the milestones required to reach this goal may not be as clearly defined, since each organization is unique and may specialize in various types of delivery of healthcare services. Developing this plan while managing the project’s cost and resources, is necessary and requires significant skill and commitment, which are often not considered or available in the early stages of the project.

With ICD-10, the coding system is going from its current state of nearly 17,000 classified codes to over 140,000 more specific codes. This will require organizations to clearly define their distinctive scope of practice and to tailor training to meet their unique needs. If risk analysis is not conducted properly in order to evaluate how much time, money and resources are needed to meet the demands of training, then the probability of not being trained in time will increase significantly, which could be financially disastrous if the healthcare services you provide are not reimbursed.

Transitioning to ICD-10 can be a challenging and potentially overwhelming project. Coastal can provide you with outstanding project management consultants to make this a smooth transition. Our Project Managers are well worth the investment, and possess the skills necessary to initiate, execute, monitor, and control the entire process for you.

Meet Our Consultants

Greg Madrid, MBA
Greg has 18 years of clinical and administrative healthcare experience including Project Management, Education Administration, Business/Operations Management and 11 years of US Navy active duty service. Greg most recently consulted for a large healthcare organization on a GE Centricity Enterprise project which he assisted the Executive Project Manager with activation planning, documented project issues and dashboard updates for senior leadership, provided project scope, risk, and overall project documentation updates. He worked collaboratively with the Clinical Project Manager and the Clinical Pharmacy Team to create a work break downstructure, network diagrams, Gantt charts and a scheduled plan to provide an accurate forecast of the project timeline. Greg created a Master Plan Schedule for the PMO office of all active and inactive applications being implemented to meet the government's Meaningful Use Standards. Greg is currently working on obtaining his PMP certification.

What is your area of consulting expertise? What do you bring to the job?
My area of consulting experience has been primarily in the healthcare industry. I bring to the job extensive operational experience in working with both administrative executives and clinician healthcare providers. I am confident in my ability to build and educate teams on project management methodology. By having an understanding of the operational challenges we face in healthcare, and the ability to communicate effectively with clinicians, I can often address or prevent barriers that would otherwise be missed by someone without a healthcare background.

What is your philosophy regarding serving your client? What is the best piece of consulting advice that you would give to a client?

My philosophy in regard to healthcare projects is that a project should not be meant to interrupt patient care, but rather move the organization toward improving the quality of care. My advice for executing a project is to take the time to properly conduct a risk analysis that involves all the stakeholders. Develop a solid plan that includes an effective communication plan, and a strict adherence to change management procedures. As a final note, it is important to keep your primary stakeholders involved in achieving the goal. A good project manager will always lead the project, but will also work closely with his/her primary stakeholders to clearly understand and define the goal. This will help ensure that a project's scope and cost is delivered within the timeframe expected.

**Why did you join Coastal? What does Coastal have to offer?**
I joined Coastal Healthcare Consulting because I have a passion for the field of project management and for teaching. Coastal offers me the ability to apply both of these two areas of strength to healthcare, which is the same industry I have led confidently for over 18 years. They have an outstanding administrative staff that is willing to go the extra mile to ensure that their consultants and clients are satisfied, and I am proud to be a member of their team.

![Jamie Brinegar, MBA, PMP](image)

Jamie Brinegar, MBA, PMP
Jamie has 13 years of non-clinical/clinical systems education coordination and project management experience. She most recently worked in the PMO Office for a large healthcare corporation as the Education Lead a high profile electronic health records clinical transformation project for MEDITECH 5.6.4 Advanced Clinicals with CPOE. She was responsible for completing the lifecycle of training programs, which included training needs analysis, strategic planning, design and development of training programs, implementation, and evaluation. In addition to managing all aspects of the training programs, Jamie contributed to the development of training tools and templates in various media formats. She also led strategic planning and training program development for an enterprise-wide speech recognition project. She has experience managing concurrent multi-phased projects and establishing relationships across the organization with SMEs from IT, Product Development, Pharmacy, Directors of Advanced Clinicals at hospitals, and other departments. Jamie has her MBA and PMP certification.

**What is your area of consulting expertise? What do you bring to the job?**
I specialize in project management with an emphasis on organizational learning and development. What I bring to any consulting engagement is the ability to deconstruct complex concepts and relay the necessary information to the appropriate parties in terms that are comprehensible.

**What is your philosophy regarding serving your client? What is the best piece of consulting advice that you would give to a client?**
I strongly believe that a client needs to be engaged in a project. I want the client to know and understand the status of the project beyond deliverables. When the unknowns of a project are made clear, there is less risk to the overall project.

**Why did you join Coastal? What does Coastal have to offer?**
As I was going through the discovery and interview process with Coastal, I was pleased to learn of the accomplishments and longevity of this small consulting firm. I have worked for organizations that employ thousands of employees. It can be a challenge not to become a number, whether as an employee or a client with such organizations. The level of attention and courtesy I receive as a team member cannot be duplicated at a large organization. I think this leadership style is contagious and flows down to the clients.

To learn more about our service offerings, you can visit our website or contact our office at 206-324-6540.

Sincerely,