

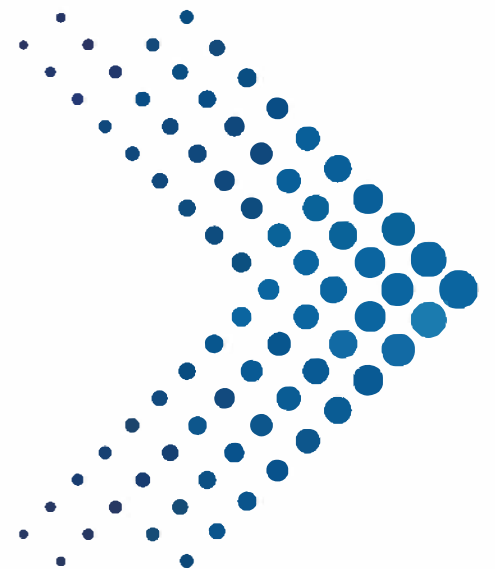


Hackensack
Meridian *Health*
Digital Technology Services

BUILDING VALUE THROUGH A STRONGER FOUNDATION



2022
21
A YEAR
IN REVIEW



ABOUT HACKENSACK MERIDIAN HEALTH

Hackensack Meridian *Health* by the Numbers



4,692
licensed beds



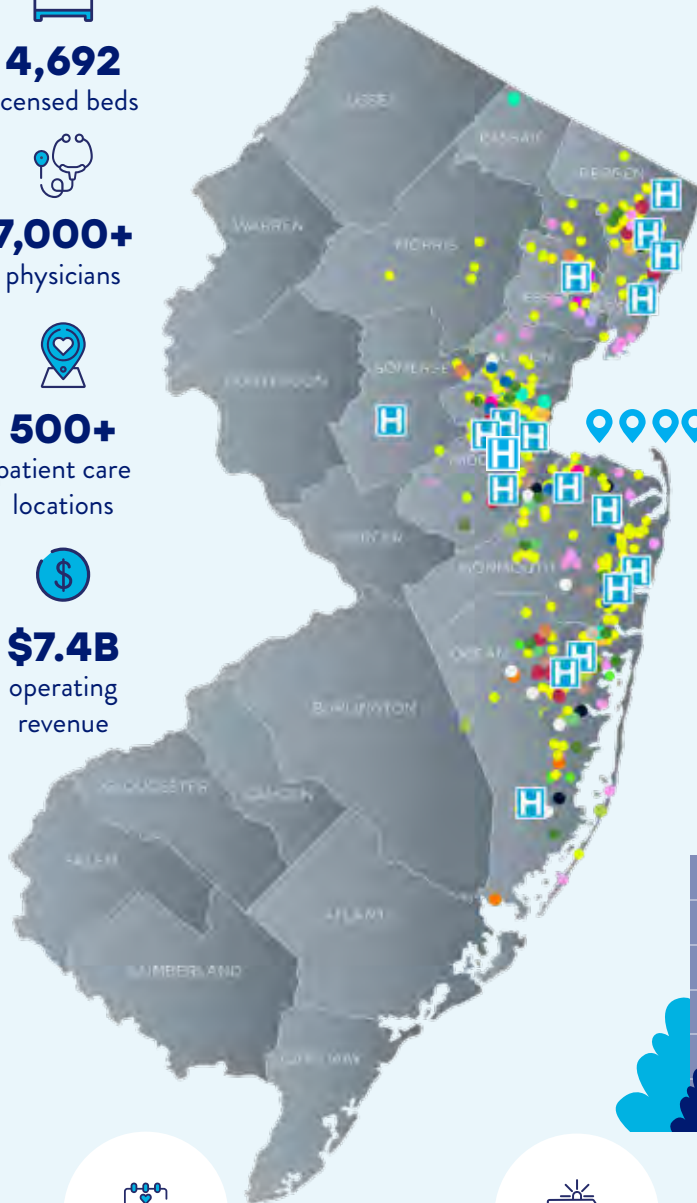
7,000+
physicians



500+
patient care
locations



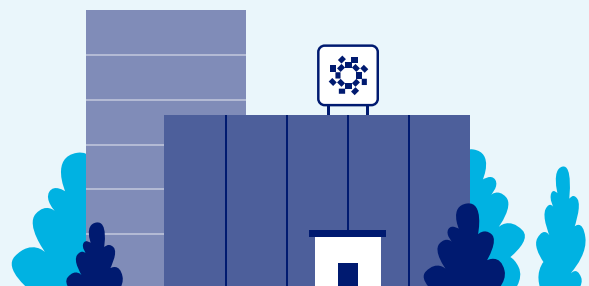
\$7.4B
operating
revenue



We are the largest, most comprehensive and truly integrated health care network in New Jersey, offering a complete range of medical services, innovative research and life-enhancing care.

18 Hospitals

- 4 Academic Medical Centers
- 8 Community Hospitals
- 2 Rehabilitation Hospitals
- 2 Children's Hospitals
- 1 Behavioral Health Hospital
- 1 Long Term Acute Care Hospital
- AND**
- 1 Center for Discovery & Innovation
- 1 School of Medicine



179,893
patient admissions



585,499
emergency visits



2,025,903
outpatient visits



100,359
surgeries
(inpatient and outpatient)



35,000+
team members



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MESSAGE FROM GREGG AZCUY CHAIR OF THE DATA GOVERNANCE AND TECHNOLOGY COMMITTEE

The Digital Technology Services (DTS) team plays an instrumental role as Hackensack Meridian *Health* (HMH) transforms health care.

The transformation from Information Technology to Digital Technology Services at HMH represents the department's ongoing commitment to improving collaboration, connectivity, innovation, and overall care. The HMH advanced support model benefits our patients, team members, providers, researchers, students, and the broader communities we serve.

Reflecting on the upcoming plans, I am most excited about how our ongoing investments will transform how technology is used at Hackensack Meridian *Health*. A few of these implementations include the team creating an agile delivery model capable of delivering innovative solutions in a short period. In addition, these new programs enhance our organizational literacy and use of data and analytics products, improving our core applications to optimize workflows, and creating new digital products that streamline the patient, team member, and provider experience.

I am proud of the DTS team and to have supported the team's expanded product and service offerings during my duration as Chair of the Data Governance Board. I continue to be inspired by what the team has accomplished, especially during the vast difficulties and complications of the pandemic.

I look forward to working with the talented DTS leadership team and to all the team's future successes.

Best Wishes,



Gregg Azcuy



MESSAGE FROM ROBERT GLENNING PRESIDENT, FINANCIAL AND DIGITAL TECHNOLOGY SERVICES DIVISIONS AND CFO

Hackensack Meridian *Health* (HMH) prides itself on being an innovative leader, providing best-in-class clinical care, research and education. Foundational to these efforts is the work and accomplishments of the Digital Technology Services (DTS) team.

I am continually impressed by the achievements of the DTS team. From growing our partnership with Google, to securing our network from outside threats, to developing Data and Analytics as a core business function to transforming to Digital Technology Services and incorporating Digital Engagement under its umbrella. The team maintains positive momentum as it successfully navigates the rapidly changing and always challenging technology landscape.

The Digital Technology Services team is integral in accelerating our efforts to provide cutting edge tools and technologies to our clinicians, patients, researchers, students, and community while staying intensely focused on cybersecurity and keeping HMH safe. As we look forward to accelerating adoption of technology throughout the network, the team is planning further investments in intelligent business process automation, artificial intelligence, machine learning, web, and mobile applications that will enhance our overall network capabilities.

Everyday DTS dares to be brave, act with integrity where team members possess an eagerness and curiosity as they seek to know, grow and learn.

Congratulations to the DTS team,



Robert Glenning



MESSAGE FROM KASH PATEL
EXECUTIVE VICE PRESIDENT,
CHIEF DIGITAL INFORMATION OFFICER



The higher one's aspirations, the more solidified one's foundation must be. Creating a stronger foundation has been our team's focus over the last year. With the migration to our new name - Digital Technology Services, we've declared our intent to digitize the patient, community, team member, provider, researcher, and student experience. We're committed to a portfolio of products and services that will continue to drive change in our community and improve patient care.

This last year has been a time of tremendous growth, development, and transformation. As the reimagined Digital Technology Services (DTS) department, we have worked to redefine our mission, vision, and values and re-oriented ourselves to be a service-oriented provider and trusted partner.

With a solid foundation in place, we turned our attention to the user experience, focusing on digital solutions to accelerate adoption in everything we do. Our digital commitment has served as a catalyst to invest further in data and analytics, building trusted partnerships with key vendors such as Google. Based on our work to date, HMM is one of the first health care systems globally to leverage Google Cloud Platform (GCP) to drive patient insights. We're also pursuing innovative paths, such as predictive health care and artificial intelligence (AI), to proactively provide clinicians with insight-rich data to forecast medication adherence, risk of readmission, treatment outcomes, etc.

We have begun to build a world-class advanced computing environment to support our expanding research and academic demands. Building scalable, efficient data repositories will enable HMM's mission to drive innovation back into health care delivery to improve outcomes for all people.

We continue to be committed to team member enablement; attracting and retaining creative, talented, motivated, and engaged individuals through advanced career ladders, development options for technical and managerial expertise, and learning and growth opportunities. We encourage our team members to be creative - try something new and possibly "fail forward" - because failure is not the opposite of success, it's part of success.

I am truly honored to lead such a diverse group of talent as we create a stronger foundation for the Digital Technology Services department. I look forward to our continued transformational journey and invite you all to find your passion, strive daily for change, and push the boundaries of the status quo to transform health care delivery at Hackensack Meridian *Health* and within the industry as a whole. Let's Keep Getting Better and accomplish great things!

With great appreciation,

Kash Patel

Kash Patel





MISSION



Orchestrate the acceleration, development, and adoption of proven world-class, human-centered digital technology solutions and services for our patients, team members, researchers, providers, students, and diverse communities to transform health care.

Cultivate insatiable curiosity, continually challenge the status quo and achieve excellence as a compassionate, trusted partner to our communities in the advancement of health care delivery.

VISION



DARING — Be brave, vulnerable, feel empowered, act to improve.

TRUSTWORTHY — Act with integrity, be compassionate, kind, and accountable.

SPIRITED — Be eager, curious, and seek to know and learn.

TEAM VALUES





BUILDING A NEW FOUNDATION: DIGITAL TECHNOLOGY SERVICES



DTS Senior Leadership Team Members (top to bottom row): Kristen Cox, Michael Draugelis, Mark Johnson, Gail Keyser, RN, Neal Ganguly, Gary Wilhelm, Charu Dhavalikar, MD, Ken McCardle, Lauren Koniaris, MD, Kash Patel, Pamela Landis, Mark Eimer, Sameer Sethi

WHY DTS?

May 2, 2022, was a landmark day. HMH took a digital leap forward which was embodied by transforming from Information Technology (IT) to Digital Technology Services (DTS).

Becoming DTS was more than just a name and email address change. It propelled our path forward as we adopt world-class digital technology solutions to transform health care.

We invest in our people and the supportive technologies used throughout HMH to deliver more effective solutions.

As we seek accelerated adoption of technology platforms, we are focusing on three key pillars.

The pillars are **PEOPLE**, **PROCESS**, and **TECHNOLOGY**.

PEOPLE: Our team members are reorganizing into groups focused on solutions, not systems, to improve collaboration with stakeholders throughout solution development.

PROCESS: We are reengineering our processes to deliver greater value to the organization and the broader community.

TECHNOLOGY: We are selecting and enhancing our technologies to scale, evolve, and innovate based on changing demands and care standards.

We expect intelligent business automation, digital enablement, artificial intelligence/machine learning (AI / ML) models, and application enhancements to change how our team members engage with, learn from, and use various technologies.

The future is here and now. We're inspired to enhance the user experience, build further insight capabilities, and augment our core technologies to serve emerging care models.

Welcome to Digital Technology Services.

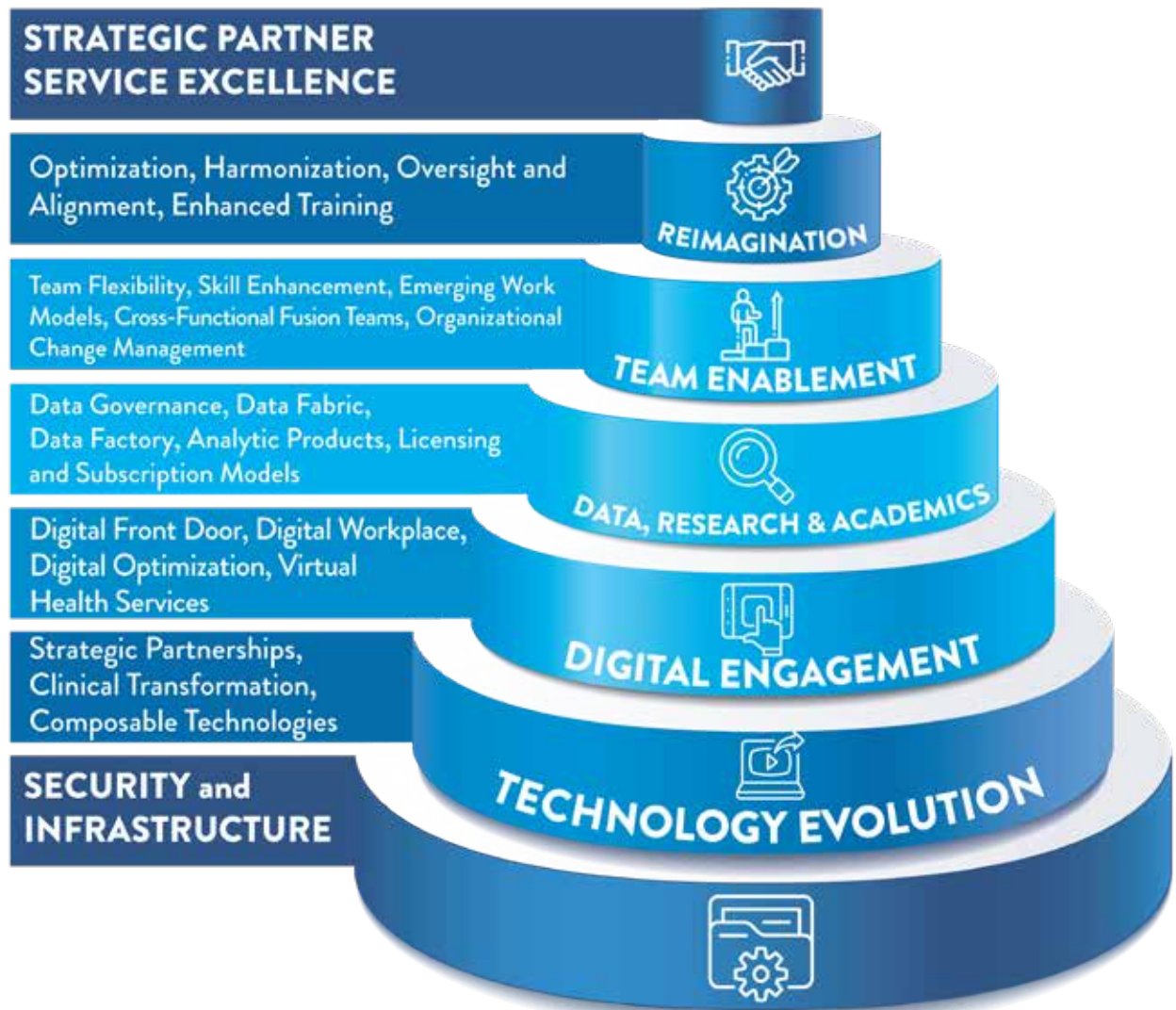
DTS 21/22 YEAR IN REVIEW



BUILDING BLOCKS

In addition to our three DTS pillars, we have chosen seven areas of focus for our teams as we pursue continued transformation.

We use these areas of focus to foster curiosity, continually challenge the status quo and strive for excellence as a trusted partner in the advancement of health care delivery.

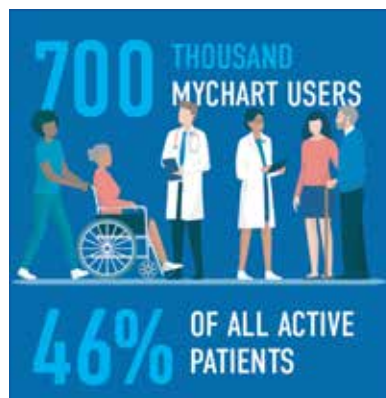
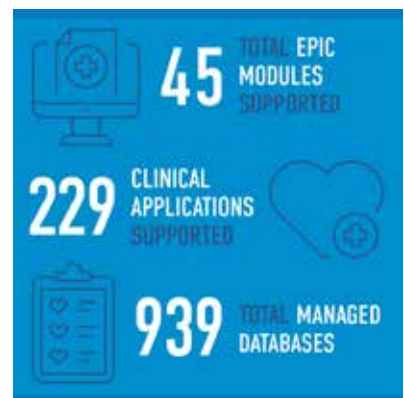
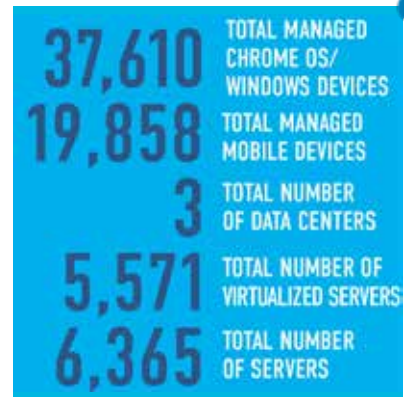


BUILDING A NEW FOUNDATION: DIGITAL TECHNOLOGY SERVICES

 <p>STRATEGIC PARTNERSHIP AND EXCELLENCE</p>	<p>Google Certificate Program</p> <p>ServiceNow / MySupport ITSM Module Implementation</p> <p>ServiceNow / MyProject ITBM Module Implementation</p> <p>Google First Strategy</p>
 <p>REIMAGINING</p>	<p>Rebranded IT to Digital Technology Services (DTS)</p> <p>Implemented Mission, Vision Statements, and Team Values</p> <p>Application Extensions to Carrier Clinic</p> <p>Harmony Healthcare IT (Data Archive)</p> <p>OpenNotes / OpenCharts</p> <p>Planning for PeopleSoft and Epic Optimization</p> <p>Alaris Pumps Standardized Across Network</p> <p>Clinical Optimization</p> <p>Eatontown Health & Wellness Center</p> <p>Implemented Epic Across Physician Enterprise Sites</p> <p>Beacon Bone Marrow Transplant Feature Set</p>
 <p>TEAM ENABLEMENT</p>	<p>Team Member Appreciation Events</p> <p>ITIL Foundation Training</p> <p>Great Place to Work Improvement</p> <p>Intern Program</p>
 <p>DATA RESEARCH AND ACADEMICS</p>	<p>Launched ekam</p> <p>Strategy for Research and School of Medicine</p> <p>Predictive Health Deployment of Artificial Intelligence (AI) Models</p> <p>Chronic Kidney Disease Predictive Health Model</p> <p>Robotics Process Automation (RPA) Team Moved From Finance to DTS</p>
 <p>DIGITAL ENGAGEMENT</p>	<p>Launched Text-based Appointment Scheduling and Reminders</p> <p>Created MyHMH Mobile App for Team Members</p> <p>Created Digital Partner Structure</p> <p>Mobile Device Enabled Open Enrollment</p>
 <p>TECHNOLOGY AND EVOLUTION</p>	<p>Google Cloud Customer Award Winner</p> <p>Chrome OS Deployment</p> <p>PeopleSoft's Health & Wellness Module for Vaccination Tracking</p> <p>CHiME Most Wired Designation (Level 8)</p> <p>One Domain</p> <p>Collegeville Data Center</p> <p>Data Center Modernization</p>
 <p>SECURITY AND INFRASTRUCTURE</p>	<p>Launched SailPoint Implementation Project</p> <p>Launched SentinelOne Replacement of Cylance</p>



2021 / 2022 BY THE NUMBERS





DRIVING INNOVATION THROUGH DATA AND ANALYTICS

DRIVING INNOVATIONS

We are transitioning our existing business intelligence environment to an expansive data ecosystem that empowers colleagues to use data and insights seamlessly and securely. Our new platform, ekam, maximizes the value of our data assets by presenting sophisticated technology simply, and making data and insights intuitive and impactful. Network-wide clinical and functional domains will now have timely access to empirical data that is curated and available to the users through a serving mechanism that is most impactful.



In addition to our new platform, we are creating a new operating model that embeds the clinician and business operators into our design thinking, allowing us to collaborate with them to create standards and data governance for our data and analytics assets. The new operating model takes an agile and iterative approach to insights delivery and is designed to cater to the disparate and diversified demand of users across the network.



DATA ENGINEERING



SOFTWARE ENGINEERING



SERVICE DELIVERY



DATA INSIGHTS



PREDICTIVE HEALTH



ROBOTIC PROCESS AUTOMATION


KEY DEVELOPMENT ACCOMPLISHMENTS

SOLUTIONS PORTFOLIO



Self-service analytics leads to clinical, business, quality, and operational insights.

STEWARDSHIP MODEL



For enterprise to standardize KPIs.

HOSPITAL PERFORMANCE SCORECARD




Using measures catalog and standard KPIs.

QUALITY AND SAFETY SCORECARD



ARCHITECT MEASURES CATALOG



Foundation for all future Data & Analytics products

LENGTH OF STAY TOOL



TRANSFORMATIONAL PORTFOLIO



Data discovery and exploration to lead transformations.

U.S. NEWS INSIGHT TOOLS






The reimagining of a new Data and Analytics team and vision are essential steps in the Digital Technology Services transformation. This new chapter in our journey is critical to HMMH's growth strategy.

What does data and analytics mean for HMMH and how will it be used?

The data and analytics aim is to empower our clinicians and business operators to make data-driven decisions. In the clinical setting, a good example is a initiative aimed to predict earlier qualifications for palliative care within our patient population. This initiative will place real-time decision support in the hands of our clinicians by pre-screening, based on information documented in the chart. The project aims to enroll patients into palliative care earlier, providing better care for patients within our network and in the broader community.

What does being a data-driven organization mean?

A data-driven organization creates an environment where fact-based decisions are made rather than only relying on experience, intuition, or opinions. Critical decisions for the network and patients are determined based on data about the person, organization, department, benchmarks, and third-party data available in the market. All these domains have to come together to enable decisions based on the trends we see and the intelligence we collect from others. We aim to empower decision-makers throughout the organization with the best possible data insights.

Project ekam is a new platform that will provide one source for data at HMMH. How will ekam enhance HMMH's interaction with and use of data?

Today, our data sets are siloed, resulting in challenges around its meaningful use. For example, most of our health data exist in Epic databases. While financial and people data exist primarily in PeopleSoft databases. These two data sets must come together to enable compelling insights. ekam, which means unity in Sanskrit, enables the commingling of data in one location and provides one source of truth.

What will the future focus of Data and Analytics be?

As one of the first health care systems globally leveraging Google Cloud Platform (GCP), the focus is on pursuing innovative paths, expanding predictive health care and artificial intelligence (AI), and proactively providing clinicians with insight-rich data to forecast medication adherence, risk of readmission, treatment outcomes, etc.



DRIVING INNOVATION THROUGH DATA AND ANALYTICS

HOW WILL DATA AND ANALYTICS DELIVER ITS VISION?

The Data and Analytics team has developed six centers of excellence (COE) to support our clinicians and business operators, each driving value from within and collaborating with others to deliver impact: Data Engineering, Software Engineering, Service Delivery, Data Insights, Predictive Health, and Robotic Process Automation (RPA). The goal behind this design is to meaningfully organize talent in ways that can support a scalable and collaborative working and support model for the network.

The new platform and operating model will together transform the way we use, interpret, and deliver data at HMM. We aspire to maximize the value of data and analytics to drive clinical and business optimization and innovation and become a data-driven organization.

TEAM SPOTLIGHT

DATA INSIGHTS TEAM

The Data Insights team is focused on providing deep and actionable insights through data from internal and external data sources and curators. Rather than simply providing a report or dashboard on a subject, the data insights team works with the consumers to: a) understand their goals, b) determine the insights that are required by them to make decisions, c) establish how they want those insights delivered to them, and, d) agree on how they measure success towards their goals.

Among other key insight deliveries, in 2022, the team launched an initiative to develop a balanced scorecard for sites of care across the network. This balance scorecard will measure organizational performance across ~32 key metrics while helping operators understand the various factors that influence their scoring. For example, this scorecard looks at Length of Stay (LOS) and provides an understanding of what factors are contributing to improvements or declines. It also provides a clear understanding of the actions that are needed to make improvements.

PREDICTIVE HEALTH TEAM

Our application of Artificial Intelligence (AI) and Machine Learning is going to be delivered by our Predictive Health team. This team is focused on deploying data science, software engineering, and technology to predict and influence patient and business outcomes. An example of their work is the developing of a Natural Language Processing (NLP) Cohort Builder that will unlock millions of clinical notes to enable quick discovery and creation of patient cohorts for population health analytics, clinical feasibility analysis, safety and efficacy, and more. This will accelerate time to insight by data mining tens of millions of patient notes in seconds.





PREDICTIVE HEALTH CREATING CRITICAL INSIGHTS FOR THE POWERFUL USE OF CLINICAL DATA

The Predictive Health team consists of data scientists and software engineers. This team is focused on analyzing available data to forecast unknowns. By using predictive algorithms, the Predictive Health team will enable the organization to re-imagine and re-design clinical and operational workflows by analyzing different scenarios to answer the question “what if?”

For example, a project the team is working on that focuses on Chronic Kidney Disease (CKD). The project aims to innovate the primary care physicians (PCP) workflow to integrate a CKD risk tool to identify patients at high risk of undiagnosed (occult) CKD. The PCP would order inexpensive blood and urine tests to screen the patient for CKD, thus identifying CKD earlier than current practice. If the screen is abnormal, the PCP (and in some cases, the nephrologist) would follow up with the patient and put them on guideline-mandated therapy, eliminating risks and costs associated with identifying late-term CKD.

ROBOTIC PROCESS AUTOMATION

The Robotic Process Automation (RPA) team is focused on identifying and optimizing repetitive tasks that are a part of the everyday workflow for Hackensack Meridian *Health* team members. In 2022, the RPA team introduced **55+ automated workflows**, impacting **six departments** across the network. These automations have saved the health system over 34,000 hours, allowing personnel and teams to dedicate their time towards more meaningful activities.

INCREASED

Rate of CKD Diagnosis and dialysis-free days

REDUCED

Progression of CKD, risk of cardio vascular events, end-stage kidney disease and transplants.





HELPING PATIENTS ACCESS AND MANAGE CARE THROUGH DIGITAL ENGAGEMENT

HELPING PATIENTS ACCESS AND MANAGE CARE

Over the past few years, the Digital Engagement team has focused on standardizing workflows, processes, and technologies to build a solid foundation for leveraging advanced digital health tools.

Every digital property and process has been rebuilt or redeveloped over the last few years to enhance efficiency within HMH. As we seek to expand our connections into the community, we will focus on the six core engagement channels outlined below.

ENGAGEMENT CHANNELS



PATIENT ENGAGEMENT



VIRTUAL HEALTH



DIGITAL MARKETING



WEBSITE



PATIENT ACCESS CENTER

PATIENT ENGAGEMENT

SOCIAL MEDIA

- Consolidated **86 social media channels** into **4 branded channels**.
- Increased followership and engagement.

f Facebook

Total Followers & growth over past year

- 95,535 likes, up 46.8% (merged during this period)

Engagement over past year

- 62,143 likes, up 4,065%
- 7,263 shares, up 5.125%
- 15,112 comments, up 14,157%

Typical Follower:

- 75% Female
- 65% are older than 40 years old

🐦 Twitter

Total Followers & growth over past year

- 5,090 followers, up 11%

Engagement over past year

- 1,905 likes, up 147%
- 532 retweets, up 118%
- 247 replies, up 63%

Typical Follower:

- News outlets, other health systems & partners, elected officials, patients doctors

in LinkedIn

Total Followers & growth over past year

- 58,928 followers, up 86% (merged during this period)

Engagement over past year

- 31,955 likes, up 425%
- 1,245 comments, up 318%

Typical Follower:

- 69% from greater NYC area
- 51% are in health care

📷 Instagram

Total Followers & growth over past year

- 9,018 followers, up 20%

Engagement over past year

- 20,555 engagements, up 117%

Typical Follower:

- 75% Female
- -50% are under 44 years old



MOBILE APPLICATIONS

CONSUMER APP

HMHWell



Easy access to MyChart, Find a Doctor, Urgent Care locations, Wait Times, and Physician Offices.

INTERIOR WAYFINDING APP

HMH Wayfinding



Interior wayfinding for Hackensack University Medical Center and Jersey Shore University Medical Center.

TEAM MEMBERS ONLY APP

MyHMH



Fast access to MyWay, HMH News, and other important tools for team members.

CHATBOT

Deployed Automated Chat on both consumer and team member websites. Consumer chat leads to Find A Doctor, Make an Appointment, and other transactions.



MYCHART

Increased active accounts and patient usage through the use of digital marketing to increase MyChart awareness and usage.



VIRTUAL HEALTH

Ten percent of all ambulatory visits conducted via telehealth. Visits are offered on-demand and as scheduled appointments.



APPOINTMENT CONFIRMATION VIA TEXT MESSAGE

- Reduced no-show rate from 14 percent to below 2 percent for practices using text messaging services.
- Callbacks to patients that previously cancelled appointments resulted in 36 percent increase in rescheduling rate.



HELPING PATIENTS ACCESS AND MANAGE CARE THROUGH DIGITAL ENGAGEMENT

DIGITAL MARKETING

- Ran more than 200 email campaigns.
- Ran more than 200 digital ad campaigns on social media and search engines.



RETURN TO CARE 2.0 CAMPAIGN

\$12,000 INVESTMENT

1.1 MILLION patients reached across all digital channels

118 THOUSAND new patients

2.7 MILLION appointments/encounters

\$1.6 BILLION in revenue across the network

WEBSITES

- Consolidated 280 websites under the HMH brand website for better search engine optimization and branding.



INTRANET

- Created a single source of truth, information, and access to tools and apps for team members - MyHMH.



OPTIMIZED CONTENT ON SERVICE LINE PAGES FOR SEARCH ENGINE AND DIGITAL CAMPAIGN

+69% TRAFFIC TO OUR SERVICE LINE PAGES

+13% AVERAGE TIME ON PAGES

-31% BOUNCE RATE

BUILT NEW WEBSITE ON A NEW CONTENT MANAGEMENT SYSTEM

+46% AVERAGE SESSION DURATION

-46% BOUNCE RATE

OPTIMIZED CONTENT ON HOSPITAL LOCATION PAGE FOR SEARCH ENGINE AND DIGITAL CAMPAIGN

+34% TRAFFIC TO OUR HOSPITAL LOCATION PAGES

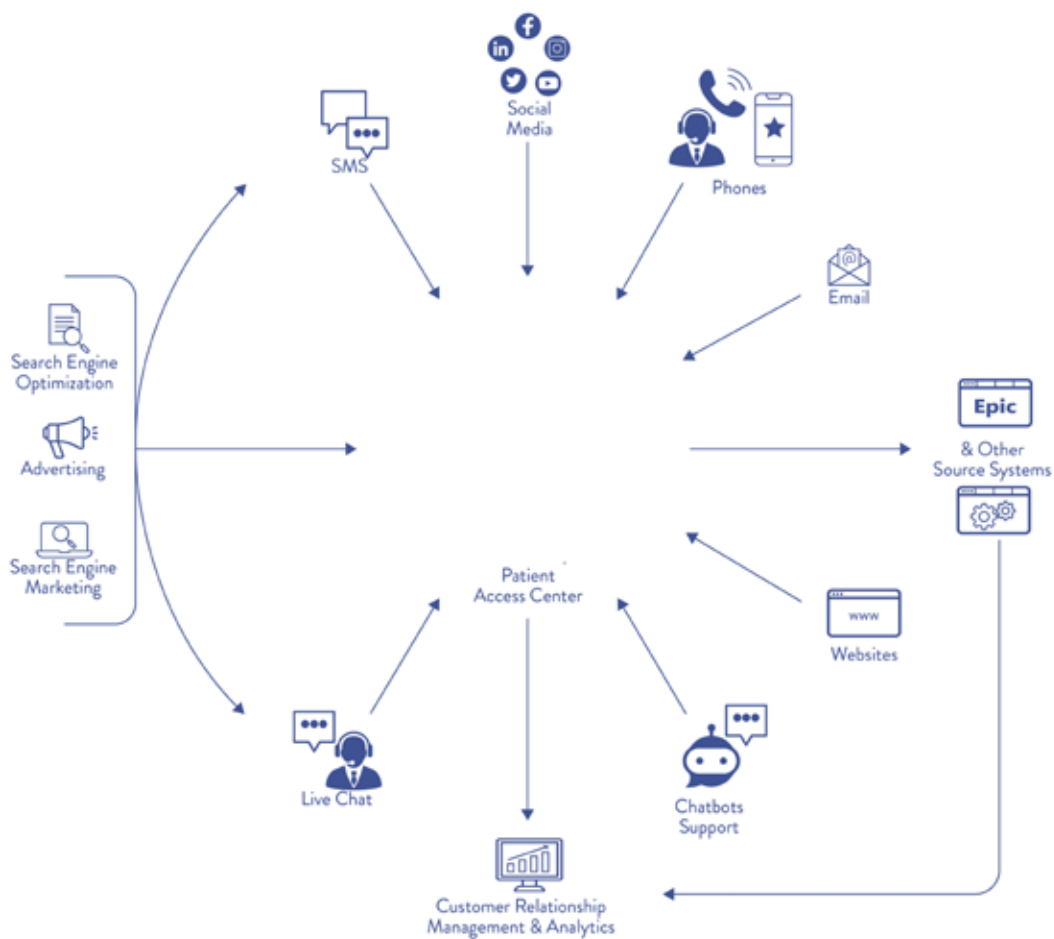
+24% AVERAGE TIME ON PAGES

-39% BOUNCE RATE



PATIENT ACCESS CENTER

- Created Patient Access Center where scheduling for physician practices and hospitals is centralized.
- Increased schedule utilization in physician practices, resulting in patients getting appointments sooner.
- Deployed Online Appointment Scheduling for primary care and some oncology physicians.
- Deployed SMS appointment reminders with the ability to confirm, cancel and reschedule via text in 27 languages.
- Reduced call abandonment rate on physician and hospital phone lines for appointments by more than 80 percent.



24%

**IMPROVEMENT IN PHYSICIAN
SCHEDULE UTILIZATION WITHIN
NINE MONTHS.**





SUPPORTING OUR FRONT LINE



Responding to the COVID-19 pandemic in support of our front-line team members has been one of our most outstanding achievements over the last year. As the pandemic extended, we focused on the technologies that would enable our network to continue to flourish.

We deployed supportive technologies to our remote care locations, and tents were erected to support care and vaccinations. In addition, we developed new websites to support community questions, schedule vaccine appointments and extended our telehealth/virtual care technologies to all Providers. We also created work-from-home kits to support remote team members and continued the development of our core applications to support new testing, treatment, and care protocols.

12 COVID TENTS	4,600 NEW WORKSTATIONS DEPLOYED	8,000 CHROMEBOOKS SUPPORTED	16 MASS VACCINE SITES
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“ Like so many of my colleagues, health care is my calling and no matter how hard it gets and what comes our way, we will always be here to care for our community. ”

— Robert C. Garrett, CEO



OFFICE OF THE CHIEF DIGITAL INFORMATION OFFICER



The Office of the Chief Digital Information Officer (CDIO) serves as a change agent, facilitating the overall execution of the DTS department’s strategic plan and enabling the core business functions and support mechanisms for the department. Formed in 2022, the team is developing processes and tools to be used throughout the department to improve process engineering and design, financial management, talent development, and retention and emerging technology and innovations. Focused on improving the overall integration and partnerships of DTS with internal and external stakeholders, the Office of the CDIO is evolving our department’s engagement model; finding new ways to take part in the broader health information technology industry and build stronger partnerships and governance structures supporting the growth and development of technology products specific to HMH.



TALENT DEVELOPMENT AND RETENTION



SERVICE EXCELLENCE AND PROCESS IMPROVEMENT



EMERGING TECHNOLOGY PRIORITIZATION AND GOVERNANCE



BUDGET AND INVESTMENT MANAGEMENT



INTERNAL/EXTERNAL DTS COMMUNICATIONS AND MARKETING



VENDOR AND CONTRACT MANAGEMENT



ADMINISTRATIVE SUPPORT AND BUSINESS OPERATIONS

KEY ACCOMPLISHMENTS

TEAM ENABLEMENT



MARKET POINT OF VIEW



MARKETING/COMMUNICATIONS CAMPAIGNS



APPLICATION RATIONALIZATION





CLINICAL INFORMATICS

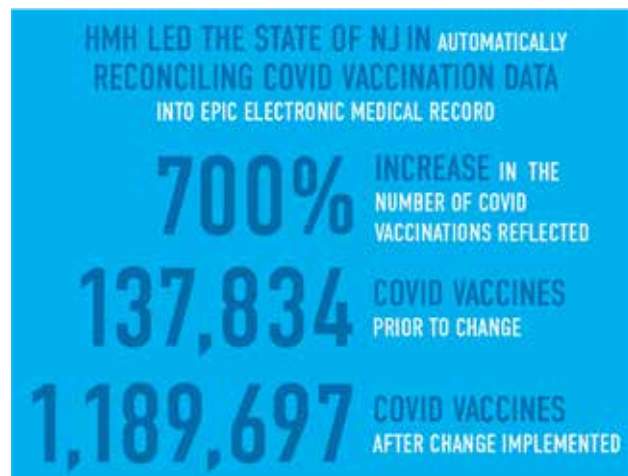
Clinical Informatics (CI) intersects with information science, information systems, workflow and processes, and leadership. It is how data is acquired, structured, stored, processed, retrieved, analyzed, presented, and communicated.

At HMH, CI partners with our clinical, quality, and research teams to transform the clinician experience, enabling HMH to deliver the highest quality patient care, agile data analytics, and cutting-edge research.

HOW CLINICAL INFORMATICS AFFECTS CARE AT HMH



BRINGING COVID VACCINE INFORMATION INTO EPIC



RESULTS TREE REBUILD



AUTOMATING THE FALL RISK ASSESSMENT

HMH customized the Hendrich II Fall Risk Model, allowing clinicians to create individualized fall prevention plans that more accurately address patient-specific risk factors and prevent falls. The workflow redesign included automated logic and clinical support tools.

Using functionality to incorporate a care plan assessment when the risk factor is identified reduces redundancy and saves nursing time.



OPENNOTES / OPENCHARTS

OpenNotes was an initiative to share office visit notes with patients through the MyChart patient portal. It's an international movement endorsed by the American College of Physicians and available to over 50 million patients through more than 250 health systems. Notes written by doctors, nurses, therapists, or other health professionals to describe interactions with patients (e.g., visit notes, clinic notes, progress notes, or chart notes) are all part of patients' medical records. With OpenNotes, patients can access these notes online, providing a better patient experience and improving patient safety, making Hackensack Meridian *Health* more competitive.



REDUCING UNNECESSARY CLINICIAN ALERTS

Just in time best practice alerts (BPA) help our clinicians identify patterns, making care more personalized and enhancing overall care quality. Our Informatics team works closely with members of our clinically lead BPA committee to enhance, add and remove alerts for our electronic health record.



Left to right: Vera Reiner, RN, Orlene Vanduyne, RN, Sharon Heyer, RN, and Joy Mamuszka, RN

INFUSION SMART PUMP INTEGRATION PROJECT

Hackensack Meridian *Health* completed a project to integrate infusion pumps across the network. The drug library was standardized and nursing workflows were streamlined, improving the safety and accuracy of patient infusions across the network.



HEALTH APPLICATIONS

LOOKING AHEAD TO NEW CARE STANDARDS

The Health Applications team oversees all applications and supporting technologies that aid our clinical and patient financial groups. Supporting more than 229 applications, 1,200 interfaces, and **~42,000 users**, the Health Applications team seeks to improve the quality of care by reducing medical errors, providing effective communication, sharing information between health care providers, and collecting health information for educational and research purposes. They strive to get the right data into the right hands at the right time, in the way users need.

Over the last year, the team has supported significant organizational objectives, including continued openings for Health and Wellness Centers, the ongoing expansion of Physician Enterprise, and the rollout of network standard applications to Carrier Clinic while investigating technology solutions that support emerging care models.



EATONTOWN HEALTH & WELLNESS CENTER

According to Michelle Green, Director, Health Ventures Site Development: *“DTS was instrumental in the success of Eatontown. All of DTS was spectacular and were strong partners in the successful Go Live for Eatontown. This included all DTS equipment election, coordination, purchase and set up; Epic build, education, rollout and support; digital signage; kiosks; and many other components of the digital build for Eatontown. There were countless individuals that I do not want to call out specific members of the team that someone may be left out of the recognition. DTS was there every step of the way and we appreciate the collaboration and support that made Eatontown so great.”*



Left to right: Stephen Walsh, Karla Gavilanes, Marjorie LaGuardia, Vincent Tomasetti



APPLICATION HARMONIZATION

The team has worked with clinical and operational sponsors to harmonize applications across the network, enabling a more mobile workforce with more efficient, user-centered application design and new workflows to meet evolving network services.

A list of five application harmonization projects, each preceded by a gear icon. The projects are: 'COMPASS / MY DINING' (Rolled out to 13 Hospitals), 'WILLOW AMBULATORY' (Outpatient pharmacy), 'ALARIS PUMP' (Rolled out to 13 Hospitals), 'eSCRIPTION ONE', and 'HOSPITAL BILLING REVENUE CYCLE HARMONIZATION'. To the right of the list is an illustration of three people interacting with a large digital screen displaying data charts, with gears and a checkmark icon at the bottom.



BEACON BONE MARROW TRANSPLANT FEATURE SET

Epic's Beacon Bone Marrow Transplant (BMT) Feature Set enabled BMT transplant staff to manage donor and recipient tracking, integrate care pathways and checklists in their workflow, coordinate pre-transplant planning, and easily report real-time actionable and longer-term analytical data for the BMT patient population.



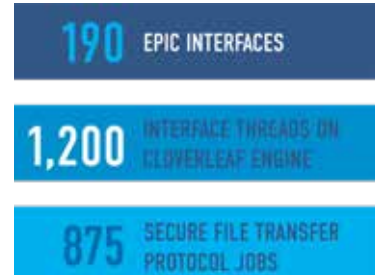
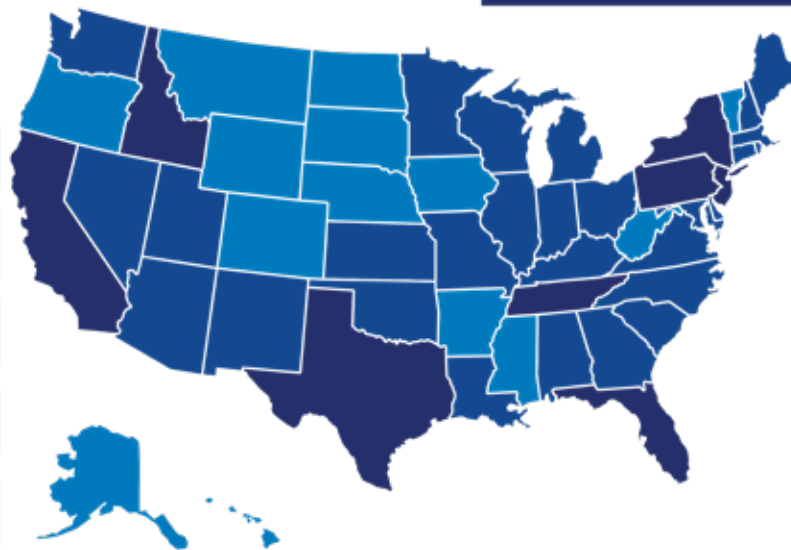
Since its implementation in February 2022, 38 adult and 15 pediatric patients have successfully received transplants with the assistance of the BMT Feature Set.

ENSURING CARE CONTINUITY

HMH EXCHANGED PATIENT RECORDS WITH ORGANIZATIONS SPANNING

50 STATES

*Darker shading indicates higher exchange volume.



EPIC TO PHYSICIAN ENTERPRISE

The Epic DTS teams along with our Physician Enterprise Division partners implemented the Epic Ambulatory module as part of the network growth strategy. The implementations resulted in upgraded infrastructure, application harmonization, revenue cycle improvements, and clinical content standardization across specialties.



BUSINESS APPLICATIONS

Our mission is to provide best-in-class applications to our customers, while supporting the continued growth and evolving demands of our organization. Our vision is to offer easy-to-use applications by optimizing, modernizing, and simplifying our systems through the use of technology and best-practices.

TEAM OVERVIEW

The team is comprised of four core groups that deliver solutions and services to the HMM network:



CAMPUS SOLUTIONS



SUPPLY CHAIN



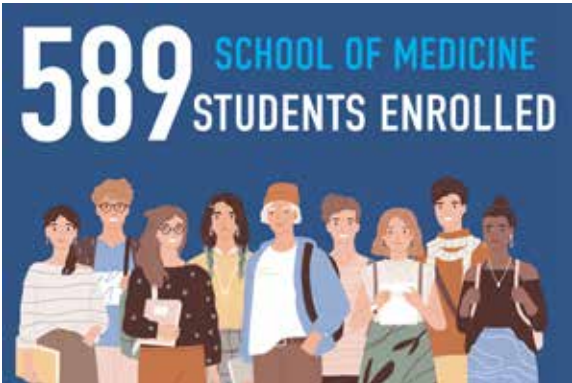
FINANCE MANAGEMENT



HUMAN RESOURCES

CAMPUS SOLUTIONS MODULES

These solutions provide a variety of services developed to assist students in their academic endeavors.



SUPPLY CHAIN MANAGEMENT

Supply Chain Management (SCM) includes all activities associated with managing the flow of goods and services between vendors and HMM.



FINANCIAL MANAGEMENT

The Financial Supply Chain Management (FSCM) team manages HMM's official financial transactions, invoice payments, and the administration of sponsored research activities, distribution, and allocation of funds.





HUMAN RESOURCES

MOBILE DEVICE ENABLED OPEN ENROLLMENT

PeopleSoft eBenefits is a user-friendly application leveraged to manage employee Benefit Elections, Life Events, and Open Enrollment. Open Enrollment is a gateway to your health, dental, vision, flexible spending accounts, basic and supplemental life insurance, and long-term disability benefits. Using eBenefits, employees can access their benefit elections 24 hours per day, seven days a week. The mobile enabled Open Enrollment is responsive and can adapt to various screen sizes. This helps in delivering a native application experience on any mobile device as well as a simple, intuitive desktop experience.



PEOPLESOFT HCM IMPLEMENTATION AT CARRIER CLINIC

PeopleSoft HCM is a single integrated system for managing a wide range of functions relating to HR, Payroll, Benefits, and Self Service. The platform is accessible 24 hours per day, seven days a week. This helped align team members at Carrier Clinic to standardize HMH workflows, payroll, and financial planning, allowing for greater network integration.



VACCINATION RECORDING FOR TEAM MEMBERS





INFRASTRUCTURE AND TECHNOLOGY

The Infrastructure and Technology teams have been instrumental in the transition to a Google first strategy, implementing Google workplace, Chrome OS, and Google Cloud Platform, making HMM the nation's first large, integrated health network using a comprehensive set of Google products.

We expect to achieve operational excellence through innovative relevant, cost efficient, and secure technology solutions and services.

TEAM OVERVIEW

Our core group of technically proficient, business-oriented professionals deliver a myriad of services and solutions through the HMM ecosystem in the areas below:



SYSTEM ENGINEERING



SERVICE MANAGEMENT



SYSTEM OPERATIONS



CUSTOMER SERVICE OPERATIONS



CYBERSECURITY



PORTFOLIO MANAGEMENT AND SITE MANAGERS

HMM IS NOW ON Google
HOW WE CONNECT, COLLABORATE AND WORK.



GOOGLE ADOPTION



GOOGLE WORKSPACE IMPLEMENTATION

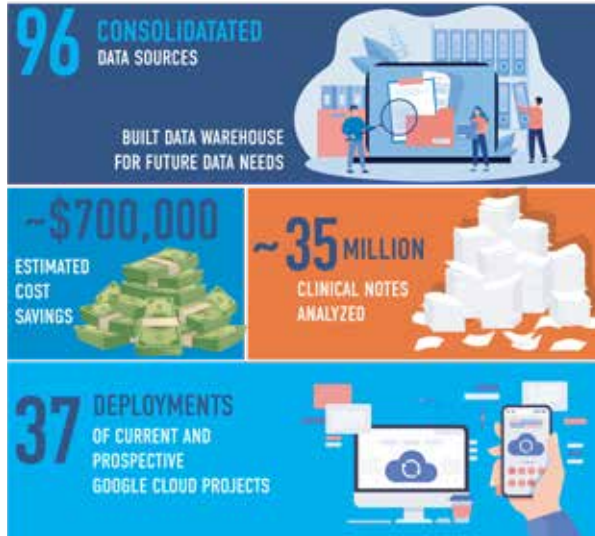
The Google implementation was a network-wide initiative that supported the concepts of security, simplicity, consistency, and collaboration while providing additional benefits of flexibility and convenience across HMM's infrastructure. Google provided a secure, cost-effective, easily supportable, and efficient way to protect organizational data and patient privacy while balancing workforce mobility to enable the simplification of processes and our ways of doing business.



MODERNIZING THE WAY HMH WORKS

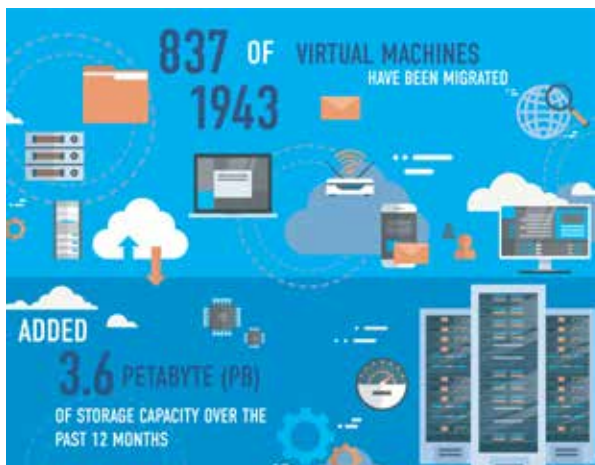
GOOGLE CLOUD PLATFORM

Google Cloud Platform (GCP) will enable our future digital strategies, including data and analytics, predictive health, and in-house application development.



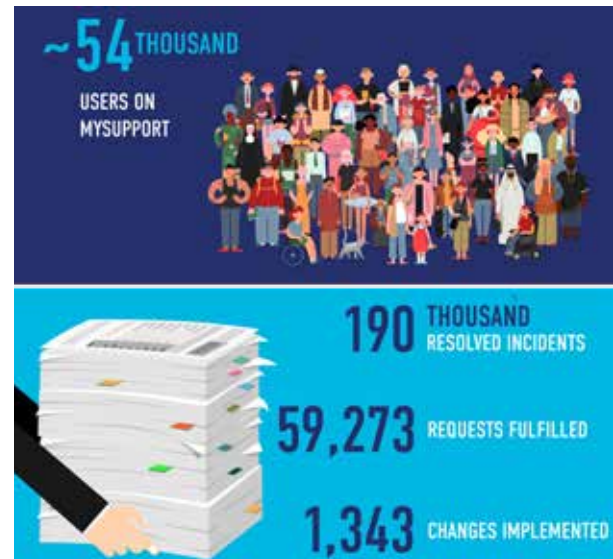
ENHANCING HIGH RELIABILITY

The migration from Hillcrest data center to Collegeville was essential to accommodate long-term growth and maintain network security. This critical project initiated in 2021 and continues today.



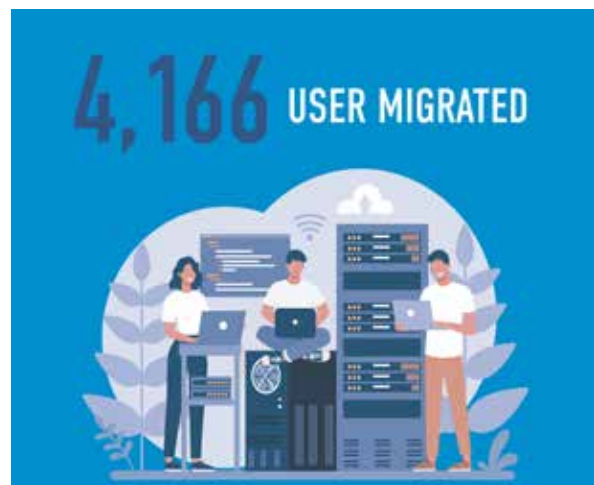
MYSUPPORT

MySupport is a modernized service management platform. That includes a robust self-service portal and mobile app to support all DTS service requests, incident reports, and project requests.



ONE DOMAIN

We aim to consolidate and unify identities and objects under One Domain. We will streamline all activities around access management, identities, policies and governance, communication/interoperability between systems, and infrastructure, creating a unified log-in experience for all HMH users.



CYBERSECURITY

Cybersecurity and Identity and Access Management are foundational to DTS's mission. We are developing and implementing a resilient Cybersecurity and Identity and Access Management program to enable HMH to innovate and iterate more rapidly to achieve excellence and advancement in health care.

These are unprecedented and dangerous times in Cybersecurity. Most organizations depend on technology, yet are not proficient at maintaining it and therefore engender technical debt. In addition, hackers have adopted a more destructive approach. So, the new "normal" for health care in Cybersecurity is an increased threat environment.



GOVERNANCE, RISK AND COMPLIANCE



CYBERSECURITY OPERATIONS



VULNERABILITY MANAGEMENT



PATCH MANAGEMENT



IDENTITY AND ACCESS MANAGEMENT

CHANGE IN THREAT ENVIRONMENT

Over the past 12 to 18 months, several drastic changes to the threat environment have occurred:

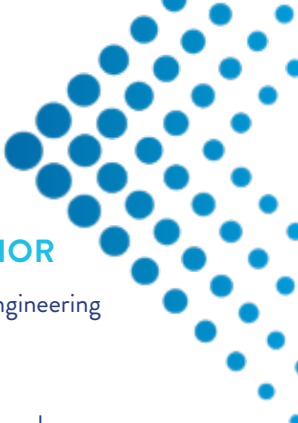
- Over 600 new threat actors
- HUNDREDS of new malware threats
- MORE THAN 38% OF ALL ORGANIZATIONS worldwide have suffered a ransomware attack
- SHORTAGE in cybersecurity talent
- In December 2021, a zero-day vulnerability (Log4j) was announced, AFFECTING MORE THAN 3 BILLION SYSTEMS APPLICATIONS WORLDWIDE

In response to the Log4j vulnerability, the HMH Cybersecurity team immediately stepped up their defensive posture. As a result, Cybersecurity and most DTS teams put in over 4,000 hours, over and above their regular workload, to remediate vulnerable systems between December 2021 to mid-February 2022.



Cybercriminals were busy on the Internet during this same time frame and continuing into March 2022. As a result, the world saw more than a six times increase in cybercriminal activity and successful hacking attempts. In addition, as the war in the Ukraine began, HMH was warned by the U.S. Government that cyberattacks would increase with the commencement of hostilities. As a result, the U.S. Government asked all critical infrastructure organizations to improve their vigilance and prepare for cyberattacks.





INDUSTRY CYBERSECURITY TREND



TRENDS IN CYBERCRIMINAL BEHAVIOR

- In the past, most cyberattacks began with social engineering (e.g., phishing attempts).
- In the first three months of 2022, cybercriminals made a switch.
- 90% of reported attacks turned to taking advantage of technical vulnerabilities (e.g., traditional hacking).
- Criminals employ foreign “call centers” to make direct calls to users, asking for their username and password. These types of calls are referred to as “bizarre calls.”

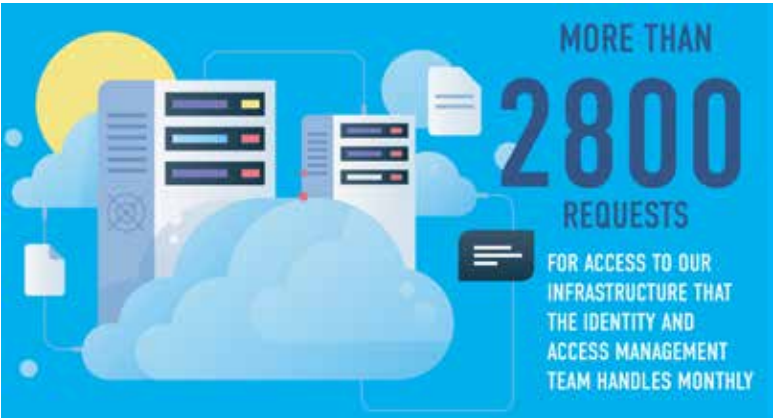
HMH'S RESOLVE

Our accomplishments are largely due to the dedication and diligence of the Cybersecurity team, along with the actions and commitment of all HMH-associated members. In addition, we continue to add resources to our team to support the growing demand for cyberdefense strategies.

More than ever, our colleagues throughout HMH are our organization’s first line of defense. Cybersecurity is everyone’s responsibility. We advise colleagues to use their judgment and continue to have an appropriate level of skepticism. Be on guard, but be assured that our DTS teams are doing everything we can to continue to provide HMH with a world-class, capable, and protected infrastructure.



HMH Cybersecurity has reacted to all these threats while maintaining our normal operations. For example, our Identity and Access Management team handles over 2800 requests for access every month.





PROGRAM MANAGEMENT OFFICE AND SITE MANAGERS

The Program Management Office (PMO) is charged with applying repeatable, consistent, and proven project and portfolio management frameworks to ensure due diligence in project planning, selection, and execution to help Hackensack Meridian *Health* achieve its mission and strategic objectives. In other words, doing the right things (efforts and investments that promote patient care objectives) in the right way (thorough planning and excellence in execution). The focus is threefold:

- To manage the portfolio so that our time, effort, and monetary investments are aligned and prioritized with organizational goals.
- To effectively plan projects that include: outcomes, resource requirements, technology changes, risk assessment, and budgetary requirements that are clear and improve project success rates.
- To deliver projects with the desired outcomes, within the designated budget, and on time, as planned.



INTAKE



PROJECT MANAGERS



PORTFOLIO MANAGERS



OVERSIGHT/
GOVERNANCE



RELATIONSHIP MANAGEMENT

PROGRAM MANAGEMENT OFFICE

The Program Management Office (PMO) is responsible for ensuring that the DTS department evaluates demands for technology resources, facilitates prioritization, and ultimately supports the deployment of approved projects. The PMO engages with various committees to seek approval and determine priorities for more significant initiatives. In addition, they serve as the direct liaison between the DTS delivery teams and the organizational stakeholders. In 2022, the team added new workflows (MyProject) and resources to improve turnaround time and responsiveness to new demands.

RELATIONSHIP MANAGEMENT

As a part of the ongoing journey to better target how we serve our customers, the DTS Business Relationship Managers have been re-titled as DTS Site Managers. While their title has changed, their responsibilities remain the same. The Site Managers are the primary point of contact between the sites and DTS. They are responsible for addressing or escalating technology issues, facilitating planning for projects involving DTS resources, and communicating needs and capabilities between DTS and the sites.

VISION FOR THE FUTURE

The Project Management Office (PMO) will transform into a Value Management Office (VMO) that will significantly enhance HMMH's ability to improve outcomes and costs across the network. Rather than solely focusing on project delivery, the VMO will focus on the delivery of business value. For individuals, this will necessitate a shift to focus on value stream management rather than project management. At a minimum, the VMO will serve as a center of excellence to assist clinical units in outcomes, cost measurement, as well as to set priorities for continuous improvement projects to ensure that new digital technology services platforms are aligned with the value agenda.



DTS OVERSIGHT & GOVERNANCE

In 2021, the Multidisciplinary Oversight Committee (MDC), composed of operational service leaders from across the network, was established. It works to ensure DTS investments and resources align with organizational strategies. The group's charter covers investment prioritization, architectural alignment, and project sequencing.



MYPROJECT IMPLEMENTATION

MyProject was implemented in 2022 to establish a single intake request process for the DTS department, enabling cross-team collaboration with the Business Planning Process (BPP). The team has worked to eliminate redundancies and better align resources across all network initiatives.



DTS SITE MANAGERS

The DTS Site Managers are involved in managing site specific technology needs. They are responsible for responding to escalated issues; overseeing of the technology portion of on-site initiatives; communicating with site leadership and acting as a bridge between DTS and the sites to determine needs, scope, timeframe, etc.



TEAM CULTURE

5Cs AWARD WINNERS:

In collaboration with the HMM Culture Circle, DTS introduced quarterly awards to honor team members who truly embody our 5Cs, HMM's core values and beliefs:

- Courageous
- Creative
- Collaborative
- Compassionate
- Connected

Winners are selected by the DTS Culture Circle and the DTS Senior Leadership team. More than 500 nominations have been made since the awards were introduced in early 2022.

Q1 WINNERS



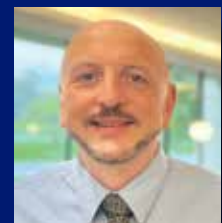
From left to right: Andrew Goldner, Krista Mohamed, Lisa Dworak, Kristina Scoglio, and Jose Nina.

Q2 WINNERS



From left to right: Kathy Li, Charlene Salas, Sharonda Towe, Eileen Donnelly, and Elizabeth Hesdon.

Q3 WINNERS



From left to right: Joy Mamuszka, Charles Gleason, Steve Celli, Jason Vansplinter, and Paul Lizotte.





DTS

CELEBRATING TEAM CULTURE



TEAM CULTURE

HMH HALL OF FAME LEADERS:

What does that mean? It means they scored among the top for Standard Work That Works in our 2021 Trust Index Survey. Which, more importantly, means these 10 are having consistent and meaningful interactions with their teams.

Katie Belko



Manager, Epic Training

Steve Celli



Manager, Business Applications

Eileen Donnelly



Director, Ambulatory Services

Basu Gunda



Director, Business Applications

Dave Meyer



Supervisor, Telecommunications

Mark Parrish



Director, Clinical Information Systems

Regina Radvanski



Manager, Ambulatory Services

Allen Thorpe



Manager, Inpatient Clinical Services

Dennis Torre



Manager, Network Engineering

Nate Weinstein



Manager, Inpatient Clinical Services

TOP GOLF

The Culture Circle invited team members to an evening of family fun at Top Golf. We captured some of these fun moments.



IT PRO DAY

In our new hybrid work environment, dependency upon DTS teams has become increasingly demanding. Everyday, DTS team members are called upon to overcome a myriad of new challenges so the organization runs smoothly. IT Pro Day is celebrated on the third Tuesday of each September and was established in 2015 to honor the DTS pros who do the critical but often unseen work to keep our networks and applications running.



DTS TEAM APPRECIATION DAY

In July 2022, DTS hosted its first DTS Team Appreciation Day to acknowledge and celebrate all of the hard work and dedication of our teams.



TEAM CULTURE

DTS CULTURE CIRCLE



Top row (left to right): Geoffrey Wilson, Paloosha Latif, Peg Kauth, Jennifer Viaud, Charlene Salas, Andrew Goldner, and Lukman Alapa

Bottom row (left to right): Sabina Janvier, Gina Lapoff, Fatima Brown, Jennifer Anama, and Lauren Koniaris, MD.

FUND RAISING EVENTS

PROVIDED **170 POUNDS** OF FOOD TO
A FOOD BANK THAT SERVES MONMOUTH
AND OCEAN COUNTIES.



EQUIVALENT TO
142 MEALS



RAISED
\$5,515.00
FOR
TACKLE
KIDS CANCER





WALKING DAY

Congratulations to Enakshi Law who was selected from the 48 entrants in the DTS Culture Circle’s National Walking Day event. Enakshi amassed a team high **26,504 steps** that day.



BEACH SWEEP

In honor of Earth Day, DTS team members participated in beach sweeps. The DTS Culture Circle organized the department’s participation at Bradley Beach.



MILES FOR MINDS

DTS team members who came out at the end of July in support of JFK’s Miles for Minds Fundraising Event.





TEAM RECOGNITION



Once again, Hackensack Meridian Health has received a **Most Wired** designation from the **College of Healthcare Information Management Executives (CHiME)** as part of the 2021 CHiME HealthCare's Most Wired annual survey. This designation recognizes that HMH infuses technologies in our clinical and business programs to improve health care in our communities. HMH received a Quality Award (level 8) and is among the top 275 Acute Recognized organizations. A total of 36,674 organizations were represented in the 2021 Health Most Wired program.

The awards for the best e-healthcare program in the country were announced in Las Vegas. More than 1,500 entries were submitted and HMH is one of the best in the nation. In the hyper-competitive Health System category, HMH bested the likes of Cleveland Clinic, Mayo Clinic, Johns Hopkins and others.

- For Best COVID-19 Pandemic Related Communications** – Platinum Award
- For Best Organizational Commitment to eHealth** – Platinum Award
- For Best Healthcare Podcast** – Platinum Award
- For Best Digital Marketing Campaign** – Gold Award
- For Best Intranet** – Platinum Award



Mark Eimer was a finalist for a New York CIO of the 2021 Year ORBiE Award in Health Care and was honored with the other finalists in Q4 2021. This year, Mark is a finalist again for the 2022 award. The ORBiEs are the premier technology executive recognition program in the United States. The ORBiE honors chief information officers who have demonstrated excellence in technology leadership. Finalists and winners are selected by an independent peer review process. This year's winner will be awarded at a December 9 ceremony in New York City. Best of luck Mark!

HMH won a **Google Cloud Customer Award** in the healthcare and life sciences division. HMH was one of 12 organizations that was honored for its success. "From handling genomic data for biomedical research, to supporting front-line medical professionals, to continuing the fight against COVID-19, health care and life sciences organizations are harnessing the power of cloud computing to carry out essential work."



HMH Partnership with New Jersey Cybersecurity and Communications Integration Cell (NJCCIC) focused on information sharing, cyberthreat analysis, and incident reporting.



BECKER'S RECOGNITION



Gail Keyser and *Dr. Lauren Koniaris* were on the Women in Health IT to Watch in 2022. The list recognizes that “women are increasingly taking on roles in health IT, following in the footsteps of the pioneers who have been in the field for years” and includes those with long-established careers and rising stars in the field.

Gail Keyser was announced as one of the Women Power Players in Health IT.

Dr. Lauren Koniaris was named as one of 70 Women Leaders in Health IT to Know/Women Power Players in Health IT.

Kash Patel is listed among 50 Chief Digital Officer Innovators to Know, 2022.

Ken McCardle and *Sameer Sethi* are listed among 40 Chief Data and Analytics Officers Making an Impact in Healthcare.

Pamela Landis was named to Choose New Jersey Marketing Advisory Board.



Kash Patel was named a NJBiz Digi-Tech Innovators Award winner of 2022, and was also included in the Google Cloud’s Customer Advisory Board.

Mark Johnson was selected to be a part of the Joint Commission’s Cybersecurity Technical Advisory Panel.



TEAM ENABLEMENT

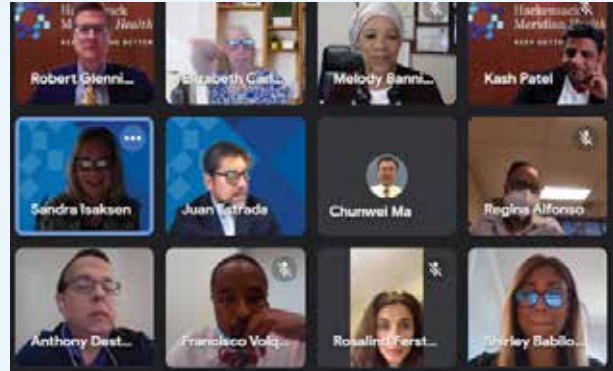
GOOGLE CERTIFICATE GRADUATES

Program Mission:

Enable HMH team members to gain knowledge of, and learn DTS job-related skills with no relevant experience. This allows HMH Team members to earn certifications in specific Google products and solutions that allow for team members to gain insight into and entry into the general technology industry.

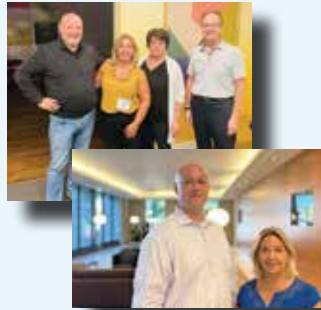
Program Overview:

- No experience necessary
- Stand out to employers
- Learn at your own pace (3-6 month long courses)
- A path to in-demand jobs



REGIONAL LEADERSHIP FOUNDATION (RLF) TRAINING PROGRAM

RLF is a rigorous and highly experiential “learning lab” that fosters long term leadership development and incorporates deep learning in an immersive environment that supports adaptability and discovery.



ITIL CERTIFICATION



Program Overview:

- 3-month program: June 6th - August 26th.
- Mix of rotational assignments and project-based roles.

INTERN PROGRAM

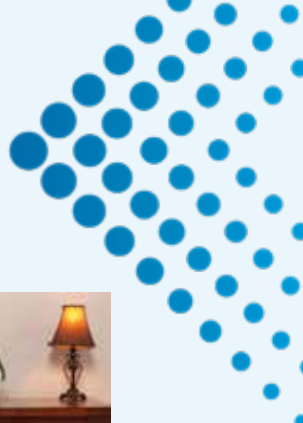
Program Missions:

The DTS intern program is intended to create a beneficial relationship and growth opportunity for HMH, its team members, and collegiate students in the New Jersey area. This program will enhance our ability to expand brand awareness, create a pathway to recruit top talent, and build strong relationships within the community.



DTS 21/22 YEAR IN REVIEW





Mark Eimer was profiled in a HealthTech magazine, “Q&A: Mark Eimer Reflects on Google Workspace and Chrome OS Rollout” and on the Google Blog, “Security and equity: Scaling remote work in health care with Google.”



Kash Patel was a panelist for the TiE Delhi NCR conference discussion on “AI Driving Transformation” and was the featured guest on the Health Care Innovation webinar, “How To Do More With Less.”



Pamela Landis presented with Jim Blazar on “Re-Engaging Post-COVID: Bring Back Patients AND Grow Business” at the 27th Healthcare Marketing & Physician Strategies Summit.



Melissa Lawlor was a panelist for “Cybersecurity in Healthcare: IT Security Leaders Talk Solutions.”



Joy Mamuszka presented at Epic’s XGM, “A New Era of Fall Prevention: Automating the Hendrick II Model.”



Lauren Koniaris, MD and Charu Dhavalikar, M.D., along with Thomas Flynn, presented “Moving MyChart into the 21st Century -Updating Teen MyChart in Response to the Cares Act” at Epic UGM.



Lori Krempa and Deborah Zabilowicz presented “COP Success with the Dorothy & Comfort Care Plan Template” at Epic UGM.





DTS SENIOR LEADERSHIP TEAM

Kash Patel



*Executive Vice President,
Chief Digital Information Officer*

Kristen Cox



*VP, Service Management
and Office of the CDIO*

Charu Dhavalikar, MD



*Chief Medical Informatics
Officer*

Michael Draugelis



VP, Predictive Health

Mark Eimer



*SVP, Associate CIO and
Chief Technology Officer*

Indranil Ganguly



*VP, Project Management
Office*

Mark Johnson



*VP, Chief Information
Security Officer*

Gail Keyser, RN



*SVP, Associate CIO and
Chief Applications Officer*

Lauren Koniaris, MD



*VP, Chief Medical
Informatics Officer*

Pamela Landis



SVP, Digital Engagement

Ken McCardle



*VP, Chief Clinical
Data Officer*

Sameer Sethi



*SVP, Chief Data and
Analytics Officer*

Gary Wilhelm



VP, Business Applications



DTS IS REIMAGINING HEALTH CARE

As a service-oriented provider, we're laying the foundation for innovations that will improve health care today and in the future.



Digital technology empowers our patients and communities with a human-centered approach. Access to digital information helps patients understand their care and emerging technologies continue to increase the quality of that care. Real time, personalized care connects our patients to their care givers and the greater HMH community.

As the world continues to shift to a more digital landscape DTS is working to optimize technology practices for the HMH community.



DTS is actively building a future-fit team and ensuring team members have the opportunities to upskill, reskill, and grow. Contact OfficeofDTSDepartment@hmn.org to learn about how DTS can assist you.

Visit our website at <https://myhmn.org/en/Departments/Information-Technology> to learn more about the DTS department throughout the year.



THE NEXT HORIZON



ACCELERATING ADOPTION

TO: Digital Technology Services 2023

FROM: Digital Technology Services 2022

As we prepare for 2023 and beyond, we recognize this is an exciting and challenging time for DTS, HHM, and health care in general.

We know health care is changing - from home health to virtualized care to continued integration and expansion of artificial intelligence and intelligent business automation. There is a shift in what's expected and what we're able to deliver.

When you read this next year, know our team will be focused on delivering the value of the future.

First and foremost, no matter the obstacles that came our way in these last 12 months, we have continued to build a strong foundation that emphasizes team member growth and career development.

To derive the highest value out of our investments our team will focus on the optimization of our Clinical, Human Resources and Finance systems. We will fine-tune workflows and introduce new process automations that will realize measurable benefits. We will integrate new insights from our unique data platform and use predictive algorithms to improve outcomes. By deploying ekam we will provide actionable data and insights in real-time. We will deepen our partnership with Google and collaboratively work on new innovations that will enhance HHM's reputation. The team is developing an AI avatar that will change the way we access data. These are just some of the ideas and aspirations of the team for the next year.

The lesson ingrained in us from the past few years is to expect the unexpected. No matter how much we plan, the future is unknowable. We will always question the status quo.

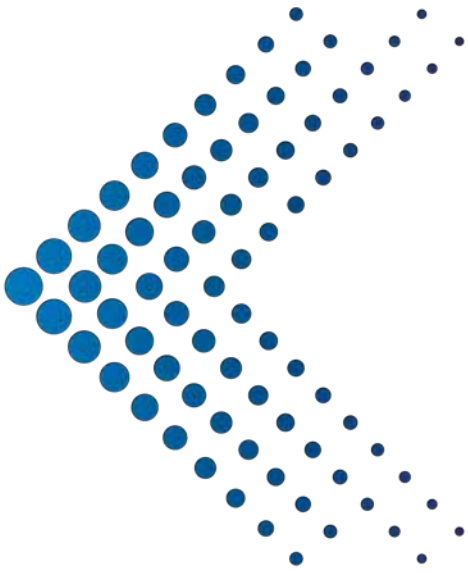
Our aspirations will not waver. DTS is determined to deliver the art of the possible back to HHM's team members, students, researchers, providers, and the broader communities we serve.



“People think focus means saying yes to the thing you’ve got to focus on. But that’s not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully. I’m actually as proud of the things we haven’t done as the things I have done. Innovation is saying no to 1,000 things.”

~ Steve Jobs





Hackensack
Meridian *Health*
Digital Technology Services