

## 1999 Davies Winners

### Queens Medical Center

Honolulu, HI

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Queens Medical Center is the largest tertiary community hospital in Hawaii. The CPR initiative at QMC has been an improvement-focused process that includes three major components:

1. The Patient Management Systems - consists of an inpatient order entry and results reporting system, an ambulatory electronic medical record, and a home care system. The inpatient Eclipsys 7000 System (called CliQ™ for Clinical Information at Queens) was implemented beginning in 1995, currently supports inpatient order entry and results reporting, and is available on 400 workstations in QMC and 45 private physician offices on and off the Honolulu campus.
2. The Population Management System – clinical data from CliQ are combined with demographic and financial data in the Eclipsys Enterprise Data Warehouse (EDW) and are used in conjunction with the Explore benchmarking database to support iterative clinical performance improvement.
3. The Performance Improvements Organizations - a staff of clinicians and data specialists who are superusers of the CPR system and serve as internal consultants to clinical departments in their clinical improvement efforts.

QMC invested heavily in an information and performance improvement culture and project orientation in order to achieve better clinical decisions and processes. CliQ currently processes 40,000 orders per week; most community physicians who admit to QMC now enter orders into CliQ and obtain patient information by consulting the system.

A variety of clinical decision support methods often in combination, are integrated into order pathway management to provide advice of clinical considerations and cost, alerts, and warnings; to display; and to facilitate access to electronic knowledge bases. The strategy is to inform, encourage, or require desired behavior from clinicians. During the first three years, this approach has achieved performance improvement successes that rival those of expert systems from large academic medical centers and involves affiliated, independent physicians in direct order entry.