CASE STUDY

Anthelio's Business Process Optimization Services Help a Large University Health System Create a Roadmap for a Successful EHR Implementation
A Large University Health System Assessed the Existing Challenges, Redesigned Workflows and Created a Roadmap for a Successful Epic EHR Implementation with Anthelio’s Business Process Optimization Services

Customer Profile
A large regional university health system has a sterling reputation for delivering cutting-edge patient care from the area’s leading doctors. It is driven by the groundbreaking research and superb medical education provided by its well-respected School of Medicine. Within its network, patients can participate in clinical trials and benefit from the latest developments that are fast-tracked from the laboratory to the bedside. As the region’s only university healthcare system, it is a vital component of the communities it serves.

The comprehensive network is comprised of three hospitals, including an acute-care flagship hospital with over 500 beds, an eye institute, a comprehensive cancer center, as well as three other major affiliated healthcare institutions and over 30 outpatient facilities served by more than 1,200 physicians and scientists.

Business Situation
Need to identify challenges that hindered successful implementation and widespread adoption of the chosen EHR System

In preparation to complete the system wide implementation of Epic EHR, the university health system recognized the need for a comprehensive assessment of its current operational workflow based on challenges faced with their initial Epic implementation within the physician practice community whereby people, technology and process optimization were circumvented.

These challenges impacted business operations including financial stability, end user satisfaction and adoption, and continuity of patient care. As a result Anthelio was engaged to facilitate an in-depth assessment to determine the business challenges that had to be resolved to achieve successful implementation and widespread adoption of expanding the Epic product to the inpatient environment, and to sustain compliance with Meaningful Use and HIPAA. The assessment was also needed to prepare the university health system for their transition to ICD-10.
The Challenges

The university health system recognized the need to overcome the challenges that came with the Phase I implementation of the Epic system in the physician practice environment to be successful with Phase II – implementation within the acute care environment. Some of these challenges were:

1. **Organization EHR readiness**: Information Technology owned Phase I of the EMR implementation, not the clinical/business unit
2. **Technology and workflow process optimization**: Operational workflow process and technology non-alignment with non-productive work-arounds being created
3. **Business operations including financial stability**: impact to Accounts Receivable
4. **Process standardization**: the fundamental lack of standardization in processes among the departments, care units and ambulatory sites
5. **End-User adoption**: minimal adoption of Phase -1 user community

As a result of the Phase I challenges, the university health system identified guiding principles for its Epic Phase II implementation:

- Support the patient centric focus – “do what is best for the patient”
- Commit to ZERO customization of the application
- Integrate clinical information across the care continuum and research efforts
- Streamline revenue cycle processes and improve revenue capture
- Establish metrics to measure success
- Provide users the appropriate tools, training and support to maximize productivity, value and satisfaction
- Foster a culture of continuous learning and innovation that maintains patient safety and confidentiality.

The Anthelio Solution

**An operationally optimized EHR environment was created by Anthelio’s Business Process Optimization and Consulting Services**

Anthelio was engaged to provide Business Process Optimization (‘BPO’) management and consulting services in preparation for a system wide roll out of Epic Inpatient, Kaleidoscope, Radiant, Beacon, Willow and expansion Cadence, Resolute, ADT and My Chart. Using Anthelio’s business process identification, assessment and optimization tools and the proven “People-Process-Technology” methodology, Anthelio began by providing extensive ‘assessment skills training’ for key staff within the university health system. Anthelio and the university health system’s assessment team then worked collaboratively to gather information through interview and observation techniques to understand and document the organization’s current operational and data workflows.
Anthelio’s methodology allowed for the knowledge transformation to the university health system staff to infuse the People-Process-Technology alignment values as the core foundation within their organization setting the standard for the Phase II implementation. Anthelio collated the findings and developed a BPO Findings Summary report and detailed findings workbook, providing the university health system with a “roadmap” for success.

Anthelio’s “Step by Step” BPO services included:

- **Current state evaluation**—a comprehensive patient care workflow (pre-registration to remittance) and patient record flow analysis
- **Future state requirements**—define the business requirements and process changes needed to support the new EHR system;
- **Current to future state GAP analysis**—drive creation of a key decisions matrix critical to support a successful implementation

The Anthelio team also worked on:

- **Workflow ergonomic assessment**—validate the availability of connectivity, cabling, data jacks, power outlets for document scanning equipment and peripheral device sufficiency in number and placement for optimal workflow
- **Management reporting and documents assessment**—confirm key management reports available or unavailable in the current environment that the new EHR will need to address as well as understand the number of forms and/or paper processes that exist in the organization.

**The Outcome**

Involvement of stakeholders in the BPO assessment supported the culture transformation whereby the business unit “owned” the EMR implementation, and information technology became the enabler promoting a collaborative environment for success. Commitment to the BPO assessment was the first step in the realization of the university health system’s guiding principles for its Epic implementation.

New business workflow process integration with technology capability as a result of the BPO assessment and remediation served as the catalyst for the university health system to:

- Improve process quality as a result of streamlined operations
- Improve patient safety, patient satisfaction and quality measures
- Improve business agility and clinical care coordination
- Improve the patient experience
- Stimulate continuous performance improvement
- Improve end user adoption
- Facilitate clinical continuity and physician satisfaction
Results at a Glance

The collaborative model between Anthelio and the university health system promoted effective teamwork across multiple service lines, opened doors for internal communication and dialogue and yielded measurable results and long term sustainability to support the guiding principles as the university health system expanded the rollout of the Epic product. Results included:

- Development of an internal multi-disciplinary BPO team to serve as the foundation for needed operational change to support technology
- 400+ comprehensive clinical and business workflow maps depicting current and future state operational process alignment with EHR technology and operational best practices
- Risk mitigation strategy and recommendation
- Comprehensive forms catalogue to serve as the foundation for automated clinical documentation templates to support patient care
- Extensive retraining program “the Why behind the What” for staff impacted by the Phase I implementation
- People-Process-Technology alignment to protect university health system’s investment of Epic
About Anthelio

Anthelio is the largest independent provider of healthcare technology solutions in the market. We offer solutions across the spectrum of care, providing customers the ability to solve their critical technology needs from a single source while delivering cost savings and efficiencies. Our end-to-end solutions include IT infrastructure services, IT applications management, EHR optimization, Patient Engagement, Analytics, and Revenue Cycle Management (RCM) including HIM Services, Patient Financial Services and Cancer Registry Services. Anthelio drives sustainable value to over 63,000 physicians and nurses in hundreds of healthcare organizations supporting their annual revenue of over $67 billion and impacting quality care to over 60 million patients.