Operational Readiness:
The Often-Overlooked Key Success Factor for IT Projects

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Conflict of Interest

Tom Gordon and Gregg Mohrmann have no real or apparent conflicts of interest to report.
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# HIMSS19
Learning Objectives

Describe why operational readiness is more than just change leadership and the **7 key components** of a program

Discuss a real-life example on effective approaches for operational readiness for major organizational change and how it might be applied to one’s own organization’s transformation efforts

Explain a **4-step process** for achieving deep operational involvement, clear operational accountability at every level and an organized and integrated focus on KPIs and critical workflows

Use the framework shared to **formulate a coordinated, integrated program** across clinical and revenue cycle in one’s own organization to drive the intended transformation results
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Making Big Bets?
Operational Readiness is the Key to Success

The healthcare industry is changing before our eyes at a pace intensifying each year.

Healthcare providers must rethink how to address the transformational change required.

Leading change is key to top priorities of IT executives.

Done right, the organization will realize its goals.

A focus on operational readiness is critical to maximizing the value of large organizational initiatives.
What is Operational Readiness?

01 Leadership & Governance
Does the governance structure support broad operational and clinical engagement in decision making?

02 Change Management
Is the organization prepared to handle high-impact, high-risk workflows?

03 Engagement & Adoption
Are staff broadly engaged in future state design?

04 Analytics & Business Intelligence
Is there a clearly-articulated analytics structure and metrics that can support the transparency and visibility of the benefits?

05 Communications
Is communication transparent and frequent across all layers of the organization?

06 Learning & Education
Are staff ready to do their jobs effectively and perform at their peak performance?

07 Benefits Realization
Has the organization adequately planned for realizing the benefits expected?
Implementing an EHR? Operational Readiness is the Real Differentiator

Investing in operational readiness not only helps increase financial performance (scenario C), but it also enables organizations to elevate clinical performance, resulting in true care transformation.

Cumulative Benefit
Initial EHR Implementation and Care Transformation

Initial Implementation Benefits

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Why the Disparity in Outcomes?

Those who have done this well…

+ Had operational ownership
+ Integrated clinical and revenue cycle teams
+ Focused on most challenging workflows
+ Had KPIs and targeted, measurable benefits
+ Had deeply involved leaders with operational engagement and accountability at every level
+ Incorporated impactful workflow changes into training
+ Identified and addressed fears and resistance

Those who have struggled…

- Implementation largely driven by IT
- Murky governance and decision making
- Not prepared for future design decisions
- Lacked senior leadership involvement
- Inadequate attention to the impacts of change
- Lacked organizational workflow-specific training
- Failed to plan for benefits realization
- Built/implemented modules in silos
- Over-relied on technical project plan without focus on organizational specifics
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About Virtua

9,000+ Employees

Participates in VirtuaPhysicianPartners, a clinically integrated network of 1,000 physicians and other clinicians.

500 Physicians and other clinicians make up Virtua Medical Group (VMG) (more than 50 practice sites).

One of the largest health systems in New Jersey

Earned MAGNET status in 2018

OneVirtua implemented EHR to replace acute, ambulatory and revenue cycle systems.

3 hospitals

and —

70 medical practices, home health and long-term care
#ONEVirtua – Integrated Scope and Timeline

## ONEVirtua Wave One: VMG and Access Center
*Go Live – October 4, 2017*

- **55** VMG Provider Practices
- **75** VMG Physical Practice Locations
- **7** Urgent Care Locations
- **+** Virtua Access Center

Potentially future VMG Practices and Locations as On-Boarded

## ONEVirtua Wave Two: Hospitals and Outpatient Areas
*Go Live – March 1, 2018*

- **3** Acute Care Hospitals
- **5** Emergency Departments
- **2** Fall Balance Centers
- **+** Home Care
- **14** Hospital-Based Ambulatory Services Department Locations
- **4** Sleep Center Labs
- **+** Surgical Services & Anesthesia
Who would benefit from the ONEVirtua transformation?

Essentially... the entire care continuum!

- Patients
- Physicians
- Critical Care Staff
- RNs
- PCTs
- Pharmacists
- Billing Office Staff
- Program Management
- Quality, Report and Analytics Staff
- Unit Secretaries
- Emergency Department Staff
- Financial Analysts
- Dietitians
- Therapists
- Care Coordinators
- Transport Staff
- Medical Assistants
- Labor and Delivery Staff
- Patient Accounting
- IS Staff
- Behavioral Health Staff
- Surgical Services Staff
- Sonographers
- Invasive/Non-invasive Cardiology Staff
- Revenue Management Staff
- Physical Therapists
- Desktop Specialists
- Financial Counselors
- Medical Imaging Assistants
- Physician/Provider Relations Representatives
- Patients
- Volunteers
The Targeted Value of **Integration**

A single platform for clinical and financial solutions across acute and ambulatory areas

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**The Benefits of Integration**

- Improves communication and care coordination
- Improves patient satisfaction
- Improves clinical integration and quality of care
- Increases charge capture
- Accelerates cash collections
- Decreases cost of care
- Provides discrete data collection for more robust reporting
Why Operational Readiness for an EHR Implementation?

Operational readiness works hand-in-glove with implementation workplans, checklists and EHR vendor expertise to drive the change required to succeed, mitigate risks and prepare those accountable for the work to assume ownership.

And it’s so MUCH MORE

Operational readiness was key to ensure:

- ONEVirtua was operationally-led
- Dedicated focus on mitigating risks
- Leadership was aligned
- Workplans were on track
- Trusted partnership existed between operations and IT
- Operations was involved in all key activities
- Stakeholders spent their time, energy and attention on the right priorities
ONEVirtua Operational Readiness
Goals and Key Objectives

GOALS
Better change RESULTS
More COMMITTED & ALIGNED workforce
More sustainable OPERATIONAL IMPROVEMENT
Greater change CAPABILITY

OBJECTIVES
1. Provide a structure to ensure clear operational engagement and accountability at every level
2. Guide leadership on establishing an effective governance and decision making process
3. Prepare operational areas for changes and impacts
4. Identify clinical and revenue cycle risks and develop mitigation plans
5. Advise on clinical and financial performance expectations and opportunities
A Pragmatic 4-Step Approach to Operational Readiness

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<th>Execute</th>
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<td><strong>Key Tasks</strong></td>
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<td>• Review Governance, Change Leadership, Communications and Training Infrastructure</td>
<td>• Develop Integrated Clinical and Revenue Cycle Readiness Structure with Clear Accountability</td>
<td>• Identify and Prioritize High-Impact, High-Risk Workflows</td>
<td>• Monitor KPI Performance</td>
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<td>• Review Available KPIs for Current Patient Volume, Efficiency and Quality Measures</td>
<td>• Identify Readiness Leads and Committee Members</td>
<td>• Assess/Document Current State vs Future State Workflows</td>
<td>• Establish Post-Live Optimization Governance</td>
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<td>• Review Practice Documentation, Workflows, Policies and Procedures</td>
<td>• Develop Specialty/Service/Department Specific Readiness Workplans</td>
<td>• Collaborate with Change Leadership/Communications</td>
<td>• Develop Post-Live Communication Strategy for Maintenance, Enhancements and Upgrades</td>
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<td>• Conduct Stakeholder Interviews, Walkthrough and Shadowing</td>
<td>• Establish KPI Targets and Baseline</td>
<td>• Perform Day-in-the-Life Demos</td>
<td>• Develop Post-Live Training/Support Strategy</td>
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<td>• Develop Operational Readiness Gap Assessment and Recommendations</td>
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<td>• Revise Policies and Procedures</td>
<td>• Develop Monitoring Tools to Support Ongoing KPI Tracking</td>
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Analyze | Prepare | Execute | Sustain |
The Power of Communication to Drive Readiness for Change

How will the new Virtua electronic medical record system help you?

- Enhanced Experience: Your patient will be able to communicate with you and your Care Team (i.e., ONE patient, ONE record).
- Enhanced Quality of Care: Your home health clinicians will have the ability to access much of your digital data allowing them to serve more patients. It includes notes from your hospital visit, doctor's visits, lab results, test results, ERs and more. Having a complete picture enhances their assessment and decision making, right on the spot.
- Enhanced Sharing of Information: You and your Care Team can share data across care settings.

We are implementing a NEW electronic medical record system in your care experience.
As we make your Home Take last a little longer,
Thank you for your patience.

Access
- Will receive access to EHR Remap on and/or Physician Link.
- Based on your role, other full-privileges EHR remapped users will only have access to Physician link to be provided.

Medical Staff
- EHR Remapped Access: If you provide care in Virtua Hospital, you will receive normal access to physician access to EHR Remapped.
- Physician Link Access: If you do not provide care in Virtua hospital and only have access to EHR remapped for a specific treatment area, you will not need to go to EHR Remapped. You will receive access to Physician link.

Clinical Managers and Staff
- Physician Link: Access to EHR Remapped will be limited to Clinical Managers and Staff.

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ONEVirtua Early Results
Operational Improvements

Enhanced EFFICIENCY
Patient information from provider practices, across departments and from other EHR customers available in ONE RECORD

Voice-recognition-enabled documentation resulted in 98% less traditional transcription post-EHR

Better CUSTOMER SERVICE
New patient portal enables REAL-TIME ACCESS to medical, demographic and patient account information

Improved Communication with Referring Physician Community via (PHYSICIAN LINK)

Improved QUALITY & COMPLIANCE
CPOE rates increased from 86% before EHR to 93% with EHR

Bar Code Medication Administration in EDs and Surgical Services provides GREATER MEDICATION ADMINISTRATION SAFETY

Virtua hospitals TRENDING ABOVE THE REQUIREMENTS for modified Stage 2 Meaningful Use, and doing very well compared to Stage 3 requirements

Virtua-designed Heparin PROTOCOL CALCULATOR (computes dosage adjustments based on patient PT results) provides nurses with IMPROVED CLINICAL DECISION SUPPORT

Greater PRODUCTIVITY
Operations teams were back to baseline productivity levels in less than 2 WEEKS
ONEVirtua Early Results
Financial Gains

Professional
BILLING
11 MONTHS

| Increase in Professional Billing average Daily Revenue of 23% |
| Increase in Professional Billing average Daily Collections of 28% from baseline in six months. |

| Decrease in Professional Billing Days in A/R of 31 DAYS |
| Decrease in Professional Billing Pre-AR (Front End Edit Function) by over 30% IN SIX MONTHS. |

| Increase in Professional Billing Clean Claim Rate by 21% from baseline. |
| Increase in System-Wide Hospital Charge Metrics to 5% TARGET GOAL WITHIN 21 Days of Go-Live. |

Hospital
BILLING
6 MONTHS

| Return to Hospital Charge Baseline within 9 DAYS FROM GO-LIVE |
| Increase in Hospital Billing Average Daily Collections of 6% from baseline in six months. |
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Key Considerations to Orchestrate a Successful Operational Readiness Program

Downstream implications of missing integration points are sizable.

Address clinical and revenue cycle elements together.

Not every workflow is created equal.

Prioritize high-impact, high-risk workflows most critical to success.

Early operational involvement makes a difference.

Ensure active stakeholder participation for future state design.

Building commitment for change is no small feat.

Align leadership and ensure staff are fully engaged.
Success Requires a Deliberate Shift in Value Focus
What Could This Mean For Your Transformation Effort?

Ask Yourself

- Is the program operationally-led and supported by IT, or IT led?
- Do you have robust change management and communications infrastructure?
- Do you have the right operations and clinical leaders with the right skill sets to support readiness and change?
- Are your clinical and revenue cycle teams addressing high-impact, high-risk workflows together?
- Is there a super-user/champion program, and is it well-structured and communicated?
- Have you adequately planned for realizing the benefits you expect?
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Questions
Questions & Contact Information

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Remember to complete the online evaluation for this session!