

Second Rural HIT Conference: Navigating the road to performance improvement

HIT Planning and Implementation for Rural Providers-Governance, Leadership, Business Planning, Vendor Selection, and Infrastructure

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Agenda

- My presentation today as part of a speaker panel focuses on real world “notes from the field”
- In the brief time allotted I will touch on key issues related to:
 - Governance
 - Leadership
 - Business Planning
 - Vendor Selection
 - Infrastructure



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The Value in Preparation

- An ounce of prevention is worth a pound of...
 - In an rural HIT implementation this is especially important
 - An ounce of preparation is worth many TONS of cure!
 - It comes down to a simple concept



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Preparation-the concept...

- Implementation of an Electronic Health Record is the most complex “systems” change any health care organization will encounter
- Implementation of a complete HIS solution reflects the same challenges



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Preparation defined

- Three overriding components
 - Needs assessments
 - Readiness assessments
 - Workflow or business process assessments



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Governance

- HIT is likely to be one of the most capital intense and human resource intense activities for a rural provider, especially hospitals
- Strong governance is needed
- Get early buy in from your Board!
- If you are a hospital district, get buy in from your community political leaders
- Only facilitative projects survive; an all stakeholder approach is essential
- Thus expand governance to be inclusive



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Leadership

- Most of you have heard how important it is to have a champion
- But rural hospitals need multiple champions
- You have great challenges related to attitude, fear and lack of “exposure”
- So go beyond the typical champions---the CEO and one of your main physicians; what about your DON or Lab Director?
- Best practices---a Board member too!



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Business Planning

- Those of you who heard me speak last year know that this topic can take all morning!
- To reiterate---business planning is preparation
- Preparation is:
 - Needs Assessments
 - Readiness Assessments
 - Workflow or business process assessments



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But it doesn't stop there...

- The assessments will provide information and identify current gaps
- So business planning should include:
 - A plan to remediate the gaps (for example staffing levels, HIPAA compliance, workflows, forms)
 - Creation of the most important “use cases” or scenarios for your HIT implementation
 - Realistic initial return on investment projections calculating more than financial impact (quality metrics)



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Business Planning

- ◆ Use a structured approach that includes defining the problem, solutions, measurement methods, improvement and control....
- ◆ Describe your new corporate priorities and strategic plan that integrates HIT



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Vendor selection

- Take your time
- Use scenarios
- An RFP approach is not always needed
- Negotiate, negotiate, negotiate
- Rank by ability to meet *your needs-this is easy if you have done the assessments we just discussed*
- Your solution may be more than one vendor---
- Remember that service and support are critical factors



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Vendor selection

- Can your vendor handle the sales growth they are experiencing?
- Will you become second class to a larger sale?



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Infrastructure

- Recruitment and retention...the dreaded duo for rural providers!
- It is no easier when dealing with IT professionals
- Regardless of what your vendor tells you, most likely you need more IT staff (for some of you it will be "you need IT staff"!)
- Consider pooling resources with networks
- Tertiary hospital/referral center support may work but *be prepared for this to eventually have problems...*



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Bringing it all together

- Questions and Answers
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