

Inside Perspective

Helping you unleash the full power of MEDITECH

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Clinical Transformation reduces risks associated with implementations, migrations, and upgrades.

Laura Waltrip, R.N., Perot Systems' Healthcare Transformation Team

The editors of Inside Perspective asked Laura Waltrip, a consulting practice leader for Perot Systems and the liaison between JJWild's Consulting Services Group and Perot Systems Healthcare Transformation team, to share the value of Clinical Transformation when preparing to upgrade your MEDITECH system. Laura's team works very closely with JJWild's Consulting Services Group to further enhance our MEDITECH service offerings. Leveraging their clinical transformation expertise, they have led many forward-thinking healthcare organizations in identifying, planning, and executing Strategy, Performance Improvement, and Business & Clinical Transformation solutions.

As you embark on the uptake of a new module(s), upgrade, or migration to your MEDITECH system you are probably asking yourself if you should review your existing processes. The answer is a definite "yes". There is no better opportunity to streamline workflow and improve efficiency in the facility while minimizing the cost, downtime, and impact on employees and patients. You want to ensure that your implementation won't be hampered or compromised by "legacy" processes that were broken in the first place.

The uptake of a new module(s), upgrade, or migration usually happens after MEDITECH has been operational for a significant period of time. Most likely there has been staff turnover, system and facility changes, new regulatory issues, and possibly even a sub-par initial implementation. Without realizing it, your facility could be at risk and in serious need of process redesign.

The best time to examine, or re-examine, your processes is before a significant uptake of a new module(s), upgrade, or migration. Process changes and improvements—critical elements of "Clinical Transformation"—at this point can not only enhance your organization's efficiency and improve quality of care; they can actually help to smooth the path from MAGIC to Client/Server (C/S), or from C/S 5.6 to C/S 6.0.

Clinical Transformation is a process, not a project

Clinical Transformation, of course, goes well beyond technology. It has to do with driving value through effective change, implementation, and alignment management that support the mission-critical "people and process" issues that technology serves. And like any other change, it doesn't happen all at once, but one step at a time. So even if you're not contemplating a full blown implementation of MEDITECH's Advanced Clinical System (ACS) you'll still find value in the Clinical Transformation approach.

Together, JJWild and Perot Systems bring a proven, industry-leading methodology to Clinical Transformation at all levels. We've learned that best results are achieved by focusing on understanding the needs of clinicians and the changes required in clinical processes, then moving on to performance improvement coupled with effective technology design and implementation.

The "ADOPTS" Methodology

Our Clinical Transformation Methodology goes by the acronym, "ADOPTS," which represents the typical phases and timing within any transformation and implementation effort. Although not necessarily a linear process, the natural phases include:

- Assess
- Design
- Optimize
- Prepare
- Transform
- Sustain

ADOPTS is an integrated transformation framework that addresses six focus areas that promote the alignment of people, process, and technology to achieve on-going and sustainable transformation. Specific activities and tools support each of the phases to drive successful outcomes and adoption. Risks are identified in each of the focus areas in order to develop viable mitigation strategies and tactics. The six areas are:

1. Governance and Leadership

This foundational step establishes scope, roles and responsibilities, accountability to the organization, and sign-off. A basic premise here is that governing bodies must produce results that meet the needs of the organization while making the best use of available resources.

2. Process Redesign

Process Redesign improves operational efficiencies and standardization through redesign of patient care workflow, forms, nursing documentation tools, order sets, protocols, rules, and alerts.

3. Change Management

Because the single greatest risk to organizational change is people, employees must become owners of the change process as early as possible. Change Management provides guidelines for proactively managing the impact of change on organizations and individuals by minimizing disruptions to the business; it also includes activities that help to remove barriers to organizational change.

4. Clinician Participation and Adoption

Clinicians—the all-important end users—must be included in up-front planning, decision making, and customization of the clinical systems they'll be working with. We also carefully consider training and support needs, before, during, and after implementation.

5. Benefits Realization

The value of the technology system to the end users and healthcare operations executives must be defined and measured. Here, we help to establish a balanced menu of metrics to monitor improvements in areas such as quality, cost, and patient safety.

6. Technology Implementation

Technology Implementation is an exercise in teamwork. It employs an integrated approach to clinical systems implementation, with clinicians working side-by-side with infrastructure services experts using proven technology, standard processes, and innovative, proprietary technology tools.

Leadership's Five Critical Success Factors

Based on our experience, we have found that there are a number of critical success factors requiring the attention of leadership to reduce the risks associated with transformation efforts. The "top five" are: Culture, Commitment, Communication, Accountability, and Pace.

To address cultural issues, the unique characteristics of the institution must be considered, with continuous nurturing and support for the desired organizational culture. Strong and visible executive sponsorship is essential to ensure adequate commitment, along with representation from throughout the organization.

Communication spans the entire organization, and includes building momentum at the outset through knowledge transfer. Accountability is driven by well-defined organizational goals and performance metrics. And, finally, the implications of pace, or timing, must be well understood; the learning curve is always longer than expected, and the ongoing work in other areas of the organization has to be taken into account as part of any overall change management plan.

Best practices and lessons learned add up to successful Clinical Transformation

The JJWild integration with Perot Systems provides us the opportunity to join forces in order to strengthen our ability to service the MEDITECH community. By bringing industry-leading Clinical Transformation methodology to our customers, we can offer you the benefits of leading best practices, as well as invaluable lessons learned—an unequalled formula for a successful outcome.

In the prestigious KLAS Report of 2007 (see below) the Perot Systems/JJWild team was recognized in several key categories: Clinical Knowledge, Application Knowledge, Knowledge Transfer, and Implementing Workflow Design. Perot Systems was the only company in the KLAS survey that had all of its detail performance scores rank above the industry average. Each of these skills—along with the learnings that only come with experience—offers further assurance that we're qualified to help you get your hospital or healthcare networks where it needs to go.

The Top 20: 2007 Year-End Best in KLAS
Perot Systems/JJWild Team Ranked #1!

The Top 20: 2007 Year-End Best in KLAS report (published semiannually) reflects the summary of Healthcare Information Technology (HIT) software, services, and medical equipment performance data as reported by physician offices, clinics, Integrated Delivery Networks (IDNs), inpatient facilities, and applicable healthcare agencies.

JJWild was pleased to participate with Perot Systems in the Clinical Implementation Principal section of this past survey. And even more pleased to report that Perot Systems working with JJWild was ranked #1 in Overall Satisfaction!

Laura Waltrip joined Perot Systems' Healthcare Transformation Team in 2006 as a transformation practice leader. Her broad-based healthcare experience spans clinical, operational, consulting, and leadership roles, including serving as a divisional Chief Operating Officer. If you have questions or comments about Clinical Transformation, you can reach Laura at editor@jjwild.com.