



UNIMAGINABLY
ACHIEVABLE

CASE STUDY

HOSPITAL MANAGEMENT COMPANY BECOMES ONE OF THE FIRST PROVIDERS TO ACHIEVE “MEANINGFUL USE”

The client is a billion dollar, multi-hospital management company, providing care to patients in suburban and rural communities across the United States. The client serves these communities primarily through acute care hospitals with a large base of employed physicians across multiple specialties.

THE CHALLENGE

With the passage of the HITECH Act in 2009, many U.S. hospitals decided to implement electronic health records (EHRs) to gain more than \$20 billion in incentives available to those meeting the “Meaningful Use” criteria outlined in the Act. To meet Meaningful Use criteria, hospitals and physicians were faced with challenges in understanding EHR requirements and finding the solutions to meet those requirements in a very short time frame. With so much change needed so quickly, the client turned to North Highland to ensure the right solution was deployed, in the right way, to maximize its incentive payments.

Meaningful Use efforts need far more than just IT project management and governance. The complexity of the new legislation required an entirely integrated, larger scaled clinical transformation effort. North Highland was tasked with providing an overview of the intended effects of Meaningful Use across the organization, including IT, clinical operations, administration, and finance and prepared the client for the broader organizational goals.

THE CLIENT

A billion-dollar, multi-hospital management company, serving communities across the U.S., primarily through acute care hospitals and employed physicians.

THE CHALLENGE

To maximize incentive benefits from the HITECH ACT, the client needed to understand Meaningful Use requirements, create a technical and operational plan, and deploy EHR technology within a tight time frame.

THE SOLUTION

North Highland worked with all parts of the organization, from IT to clinical operations to finance, to help the client meet Meaningful Use requirements and ensure program timelines were met.

THE VALUE

North Highland expects the client to receive more than \$100 million in incentive payments. The client became one of the first multi-hospital companies in the country to collect Meaningful Use payments.

UNIMAGINABLY ACHIEVABLE

When you engage North Highland consulting, you can rest assured that we will deliver an innovative solution to the project. We are driven in our pursuit of unique, creative answers, tailor-made to your specific needs. However, we are also diligent in making sure that any implementation is based in reality. What we propose must always be achievable and work in concert within your enterprise as a whole.

“North Highland consistently provides us access to the expertise we need to successfully navigate the significant business processes and technology changes brought on by HITECH/ Meaningful Use.”

SVP AND CIO, CLIENT

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THE SOLUTION

With a defined timeframe to have the required solution in place, and with vendors under multiple constraints to provide certified technology in time, the client needed a quick understanding of gaps to prepare for the future. North Highland performed an assessment of the technology plans: solutions, timing, and implementation planning, as well as the operational plans to deploy and adopt solutions.

North Highland worked with the client to bring all parts of the organization together: IT, clinical operations, administration, and finance, to better prepare, govern, and manage the way the client would meet Meaningful Use requirements. North Highland also helped fill gaps identified in the initial assessment by:

- Providing guidance on regulatory requirements of a federal program that lacked clarity
- Assisting in the design and rollout of physician adoption and clinical workflow improvements
- Creating the process by which the client will attest to the need for Medicaid and Medicare incentive money
- Acting as a bridge between vendors under severe time constraints (due to certification requirements) and the client, to ensure client resources would be properly deployed
- Building forecasts for internal and external stakeholders of when and how much each facility would receive in incentive payments
- Documenting technology and adoption plans for better communication throughout the organization
- Leading education efforts around topics including Healthcare Reform, Computerized Physician Order Entry, and order set development and governance, to prepare the client's organization for broader healthcare changes

THE VALUE

Based on the work of the client and partnership with North Highland, the client anticipates more than \$100 million in incentive payments and has already collected almost 10 percent of that total, making the client one of the first multi-hospital companies in the country to collect Meaningful Use payments. Because of this early work with North Highland, the client expects to receive the maximum incentive amount for all of its hospitals and physicians and will be better positioned for future industry changes such as “Pay for Performance” or “Accountable Care Organizations.”