Successful Multi-Product Multi-Entity Implementations
Agenda

- Opening Remarks
- Group Discussion
  - Examples of Multi-Product, Multi-Entity
- Case Study
- Survey
- Group Discussion
  - Define Success
  - Characteristics of a Successful Implementation
  - Characteristics of an Unsuccessful Implementation
- Preparing for Success
- Group Discussion - Scenario
- Survey Results/Question & Answer
Who’s Who?

★ ROBEECA QUAMMEN - MBA, Vice President and Information Systems Consultant, Adventist Health System/Florida Hospital, Orlando, FL

★ RHONDA STEBNER - RN, Manager of Application Design/Build, Florida Hospital, Orlando, FL

★ BONNIE KIERSTEAD - RN, Application Analyst, Florida Hospital, Orlando, FL
Workshop Objectives

The Success of this workshop will be measured in your ability to conduct successful, multi-product, multi-entity implementations through increased awareness and understanding of the EPPT™ tenets.

- Expectations
- Processes
- People
- Tools
Specifically...

- Understand the impact of politics/culture
- Identify needs and structure - Win/Win contracts
- Manage formal and informal expectations
- Define an effective project organization structure
- Create mutually beneficial relationships with third parties
- Communicate project status effectively
- Measure operational results
Simpler Times

- Patient Accounting/ADT
- Order Communications
- Departmental Systems
Today’s Complex Environment

- Enterprise MPI
- ADT/Patient Accounting
- Order Communications
- Advanced Clinical
- Clinical and Financial Repositories
- Electronic Medical Records
- Practice Management
- Rules Engines
- Databases
- Contract Management
- Managed Care
- Departmental Systems
Complicating Factors

☆ Operating Systems
☆ Platforms
☆ PC/Peripheral Devices
☆ Databases
☆ Integration
☆ Infrastructure
☆ Intranet, Internet
Complcating Factors

- Evolving Delivery Models
- Profit vs. Non-Profit
- Cost Justification (ROI)
- Data Ownership
- Security
- Disaster Recovery
- Paperless Environment
- Y2K
Examples of Multi-Entity Multi-Product Implementations
VISION
To provide access to current and historical clinical data at any point along the continuum of care. Develop an electronic record with supporting data repositories that can be used to benefit individual patients while collecting the necessary data to achieve best practice models, enhance health outcomes, and reduce cost of delivery.
STRATEGIC AND I.S. OBJECTIVES
Replace existing in-house developed products to provide the foundation for advanced clinical and enterprise-wide systems.
PRODUCTS TO BE INSTALLED
Primary Vendors

- INVISION Order Communication and Results
- Patient Management (Background)
- Enterprise Access Directory (Background)
- Clinical Documentation Flowsheet Charting and Results
- Rules Engine
- Protocols
- Lifetime Clinical Record
Secondary Vendors

- Pharmacy (Selection in Progress)
- Lanier Transcription
- EPIC Physician Practice
- Radiology (Selection in Progress)
- USA Patriot for Enterprise Scheduling
INFRASTRUCTURE AND TECHNOLOGY CONSIDERATIONS
Infrastructure and Technology Considerations

- Hardware
- Network Installation
- PC Deployment
- Desktop Management
- Interface Development and Management
- Support Desk Enhancement
ADDITIONAL CONSIDERATIONS
Additional Considerations

- Multi-Phased Product Implementation
- Staged Deployment
- Reconciliation and Audit
- End User Involvement/Analysis
- Education
PEOPLE
People

• Administrative Ownership

• Project Manager
Extended Team

- Departmental I.S. Coordinators
- Integration Consultants
- PC Deployment and Training Consultants
- Network Consultants
SUPPORTING COMMITTEES
Supporting Committees

- Executive
- Nursing
- Information Systems
- Nursing Executive
- Physician Advisory
- MIS Operations
- TQM
- Audit
- Interface
- Education
- Ad Hoc
- Go-Live
TOTAL PERSONS INVOLVED IN THE PROJECT... 100
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>% COMPLETE</th>
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<tbody>
<tr>
<td>Order Communications/Analysis</td>
<td>99%</td>
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<tr>
<td>Order Communications Adaptation</td>
<td>74%</td>
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<tr>
<td>Clinical Documentation Analysis and Adaptation</td>
<td>39%</td>
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<tr>
<td>Interfaces</td>
<td>59%</td>
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<tr>
<td>Master Files, Conversions, Reconciliation</td>
<td>46%</td>
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<tr>
<td>Network and Help Desk</td>
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<tr>
<td>Unit Test</td>
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<tr>
<td>Integrated Test</td>
<td>0%</td>
</tr>
<tr>
<td>Education Setup/Delivery</td>
<td>0%</td>
</tr>
<tr>
<td>Live</td>
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</table>
Phase I Milestones

- Orders and Results Analysis/Build: June
- Clinical Documentation Analysis/Build: July
- Interface Development: June
- Integrated Test:
  - Preliminary: August
  - Expanded: September
  - Final: October
- User Training: October - November
- Network/PC Placement: November
- Staged Go-Live: November - December
DEFINE SUCCESS

(Group Discussion)
Characteristics of a Successful Implementation

(Group Discussion)
Successful

prosperous

living in luxury

thriving

Contentment

victorious
Characteristics of an Unsuccessful Implementation

(Group Discussion)
Unsuccessful

failed

blunder

fruitless

Screwed up

ineffectual
Preparing for Success

TOOLS
PEOPLE
PROCESSES
EXPECTATIONS
Preparing for Success

EXPECTATIONS

Senior Management
Preparing for Success

- Senior Management
- Vision/Strategy

EXPECTATIONS
Preparing for Success

- Senior Management
- Vision/Strategy
- Vendor Selection

EXPECTATIONS
Preparing for Success

- Senior Management
- Vision/Strategy
- Vendor Selection
- Contract Negotiations
Preparing for Success

• Senior Management
• Vision/Strategy
• Vendor Selection
• Contract Negotiations
• Implementation Planning

EXPECTATIONS
Preparing for Success

EXPECTATIONS

- Senior Management
- Vision/Strategy
- Vendor Selection
- Contract Negotiations
- Implementation Planning
- Operational Results
Preparing for Success

Operational Analysis

- PROCESSES
- EXPECTATIONS
Preparing for Success

- Operational Analysis
- Re-engineering

Processes

Expectations
Preparing for Success

- Operational Analysis
- Re-engineering
- Product Analysis

PROCESSES

EXPECTATIONS

©RLQ 1999
Preparing for Success

- Operational Analysis
- Re-engineering
- Product Analysis
- Promotion

PROCESSES

EXPECTATIONS
Preparing for Success

- Operational Analysis
- Re-engineering
- Product Analysis
- Promotion
- Measurement

PROCESSES

EXPECTATIONS
Preparing for Success

Politics/Culture

PEOPLE

PROCESSES

EXPECTATIONS
Preparing for Success

Politics/Culture
Administrative Ownership

PEOPLE
PROCESSSES
EXPECTATIONS
Preparing for Success

- Politics/Culture
- Administrative Ownership
- Project Manager

PEOPLE

PROCESSES

EXPECTATIONS
Preparing for Success

- Politics/Culture
- Administrative Ownership
- Project Manager
- Project Team

PEOPLE

PROCESSSES

EXPECTATIONS
Preparing for Success

- Politics/Culture
- Administrative Ownership
- Project Manager
- Project Team
- Extended Team

PEOPLE
PROCESSES
EXPECTATIONS
Preparing for Success

Project Management Software

TOOLS
PEOPLE
PROCESSES
EXPECTATIONS
Preparing for Success

- Project Management Software
- Implementation Methodologies

TOOLS
PEOPLE
PROCESSES
EXPECTATIONS
Preparing for Success

- Project Management
- Software
- Implementation
- Methodologies
- Product Documentation
Preparing for Success

TOOLS

- Project Management Software

PEOPLE

- Implementation Methodologies

PROCESSES

- Product Documentation

EXPECTATIONS

- Business Management Software
Preparing for Success

Multi-Product
Multi-Entity
Project
Scenario
1. How many products made up the multi-product, multi-entity system implementation in which you participated?

A. > 2 products
B. > 4 products
C. > 6 products
D. Not Applicable
2. What is the highest position you have held as part of a system implementation project team?

A. Project Manager/Leader
B. Project Coordinator
C. Project Team Analyst/Programmer
D. Project Team Member
E. Other
3. Were the project owner and team clearly defined?

A. Strongly Agree
B. Agree
C. Disagree
D. Strongly Disagree
E. Unsure
4. What was the title of the administrative owner?

A. Vice President
B. Director
C. Manager
D. Coordinator
5. Do you feel that expectations were set prior to vendor selection and contracting phases?

A. Strongly Agree
B. Agree
C. Disagree
D. Strongly Disagree
E. Unsure
6. Do you feel that redesign efforts to streamline existing practices and processes were part of the system implementation?

A. Strongly Agree
B. Agree
C. Disagree
D. Strongly Disagree
E. Unsure
7. Which of the following healthcare settings comprised the scope of your healthcare delivery system?

A. Acute Care Facilities
B. Transitional/Extended Care Facilities
C. Walk-In/Outpatient Clinics
D. Home Health Care Agencies
E. Physician Offices
F. Third Party Billing Agencies
G. Other
8. Were system replacement and transition strategies clearly defined?

A. Strongly Agree
B. Agree
C. Disagree
D. Strongly Disagree
E. Unsure
9. Do you feel that enough time was allocated to reaching a consensus on global definitions for standardization across your healthcare delivery system?

A. Strongly Agree
B. Agree
C. Disagree
D. Strongly Disagree
E. Unsure
10. Do you feel that comprehensive analysis and detailed specifications were part of your implementation process?

A. Strongly Agree
B. Agree
C. Disagree
D. Strongly Disagree
E. Unsure
11. What tools were used to aid in the analysis and implementation?

A. Facility/Departmental Surveys
B. Facility/Departmental Interviews
C. Project Management Software
D. Implementation Methodologies
E. Product Documentation
F. Management Software
G. Security Matrices
H. Issue/Request Tracking Software
I. Other
12. Do you feel that the expectations for the project were clearly defined and communicated by senior management?

A. Strongly Agree
B. Agree
C. Disagree
D. Strongly Disagree
E. Unsure
13. Do you feel that politics and culture influenced the project?

A. Strongly Agree
B. Agree
C. Disagree
D. Strongly Disagree
E. Unsure
14. Do you feel the organization received adequate information/communication throughout the project?

A. Strongly Agree
B. Agree
C. Disagree
D. Strongly Disagree
E. Unsure
15. Do you feel the project was successful?

A. Strongly Agree
B. Agree
C. Disagree
D. Strongly Disagree
E. Unsure
16. In what areas do you feel the project was successful?

A. Budget
B. Timeline
C. User Perception
D. Solved Business Problem
E. Achieved ROI Projections
F. Other
BEGIN WITH THE END
Success begins when you...

- **Know** what you want to do **before** you begin
- **Understand** that information technology **is an enabler** of operational process and not an end unto itself
- **Insure** purchased applications enhance and promote **vision** and **business strategies**
- **Change** current project implementation **thinking** from successfully installing software to successfully impacting the healthcare delivery process for the benefit of the organization, the community, and the patient