

CASE STUDY UNIVERSAL HEALTH SERVICES, INC.

Encore Accelerates Universal Health Services' Meaningful Use Journey

CHALLENGE

Universal Health Services, Inc. (UHS) was implementing a Clinical Systems Replacement Project (CSRP) to install Cerner software across its 24 acute care facilities. By implementing Cerner in a way that meets Meaningful Use (MU) requirements, the organization stood to gain over \$142 million in incentive payments. In reviewing the project, UHS found that the enterprise was currently on track to meet some but not all of the MU criteria. UHS's priority was to ensure that the organization understood and could swiftly execute the actions required to complete work on the remaining measures.

UHS requested that Encore Health Resources (Encore) collaborate with Cerner to ensure UHS could meet the Stage 1 MU requirements in a timely manner. UHS needed to create, validate, and execute action plans to ensure successful, timely MU Stage 1 attestation for their Eligible Hospitals (EH's). UHS had to meet this objective in order to earn federal payments for meeting the Stage 1 definition of MU for the CMS Incentive Program.

In addition, UHS needed help not only in meeting Stage 1 of MU but also in preparing for subsequent stages. UHS wanted to create a MU Program Management Office, optimize the Stage 1 deployments and prepare for Stage 2.

SOLUTION

Encore helped UHS first determine how to modify the Cerner build to meet Stage 1. Encore conducted a risk assessment, performed a detailed measure-by-measure analysis, and identified next steps from system, performance feedback, and training perspectives.

Like many healthcare providers, UHS faced challenges in transitioning from a pre- to post- attestation environment. After the initial Stage 1 deployments, Encore helped UHS make the MU program more effective. Encore provided UHS guidance to:

- Provide valid and effective reports for attestation and post-attestation performance feedback
- Define Clinical / Quality ownership for performance improvement and role clarification
- Allocate time and resources to translate program feedback into effective changes to processes and the Cerner build
- Develop enhanced physician / nursing / quality training and adoption / compliance mediation to improve clinical quality measure outcomes

In addition to incorporating the MU Stage 1 measures into UHS's environment further, Encore is helping UHS with an assessment and plan of action for Stage 2 "gaps", providing a single source of focus for MU modification, adoption and compliance issues throughout the various UHS and Cerner teams. In addition, Encore helped UHS create a MU Program Office that can be sustained by UHS personnel and is transitioning operations from the Encore project team.

To create this MU Program Office, Encore worked with the UHS Quality and Reimbursement Offices to define roles and responsibilities for the Program Office and for a Manager of Meaningful Use. Encore facilitated strategic decision making, assisted in coordinating activities between the UHS Reimbursement and Quality Offices, and provided knowledge transfer to UHS resources for ongoing MU program management.

UHS's original goal for their MU program was for 4-5 hospitals to attest to MU Stage 1 fiscal 2012; with Encore's help, the actual number was 9, and UHS received an additional \$20 million in incentives earlier than originally planned. In addition, UHS has in place an MU Program Office to both optimize those existing deployments while rolling out the program to additional hospitals. Together, UHS and Encore have created a plan that is detailed down to the data elements and supports workflows to attest across the nation. Encore is continuing to aid and advise UHS to help ready the organization for Stage 2 of MU and beyond. 



ABOUT UNIVERSAL HEALTH SERVICES, INC.

Universal Health Services, Inc. (UHS) is one of the largest and most respected hospital management companies in the nation. UHS subsidiaries own and operate 218 locally-managed facilities, including 24 acute care hospitals, 187 behavioral health facilities and 6 ambulatory surgery centers in 36 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands, and employ more than 65,000 people. UHS hospitals are licensed for more than 25,000 beds and generated more than 6.3 million patient days from nearly 611,000 admissions in 2011, a reflection of the high quality patient care provided at its facilities.

The company's success is grounded in an operating philosophy that has proven to be effective: build or acquire high quality hospitals in rapidly growing markets, then invest in the people and equipment needed to allow each facility to thrive and become a dominant healthcare provider in its community. For example, a \$190 million dollar project is now underway to implement electronic health records at the company's acute care hospitals. When completed in 2013, the new information system will help enhance quality of care and patient safety, allow physicians and staff members to work more effectively and help reduce operating expenses through greater efficiency.