

## CASE STUDY GREAT RIVER HEALTH SYSTEMS

# Supporting a Very Short Timeline, Encore Provides Contract Review and Pre-Implementation Assistance to Great River Health Systems

## CHALLENGE

GRHS was planning the implementation of a new Electronic Health Record (EHR) system and was seeking assistance with the contract review and pre-implementation planning under a very aggressive timeframe of < 60 days. They wanted to understand the operational and financial impacts of a new EHR across their health system. GRHS was well into their system selection and had initiated contract negotiations with their vendor of choice - Cerner. During this process, they recognized the need for external assistance to help assess requirements versus system functionality and with help in finalizing the contract. They knew that by planning early for changes in Revenue Cycle processes, as well as hospital and ambulatory operations, they would have the best chance of minimizing the impact to operations and cash flow.

GRHS defined the objectives for a successful EHR implementation as:

- integration of the ambulatory and inpatient environments for both clinical and financial solutions,
- improvements in quality and continuity of care,
- facilitating successful Meaningful Use Stage II attestation in early 2014, and
- achieving a positive impact on daily care delivery processes.

GRHS brought on a team of Encore consultants to conduct a review of the vendor of choice (Cerner) contract with a focus on costs and functionality that would support GRHS's goals and objectives, while providing GRHS with a heightened awareness and mitigation strategy for any issues or concerns identified during the review.

Encore was engaged by GRHS to:

- assist with accelerated Cerner contract review and negotiations,
- assess Cerner's Revenue Cycle solution against GRHS' needs,
- review the Total Cost of Ownership (TCO) model and provide recommendations,
- complete a physician governance assessment and provide recommendations,
- review Cerner's implementation plan and staffing model and provide recommendations, and
- develop a high-level implementation plan.

## SOLUTION

Encore provided a team of Subject Matter Experts (SMEs), which included expertise in the Cerner EHR solutions, Physician Adoption, vendor TCO analysis, Revenue Cycle processes, and business operations. The SMEs were tasked with assessing the Cerner contract, TCO and revenue cycle functionality as well as assisting GRHS with information for a Board presentation in December. Encore consultants:

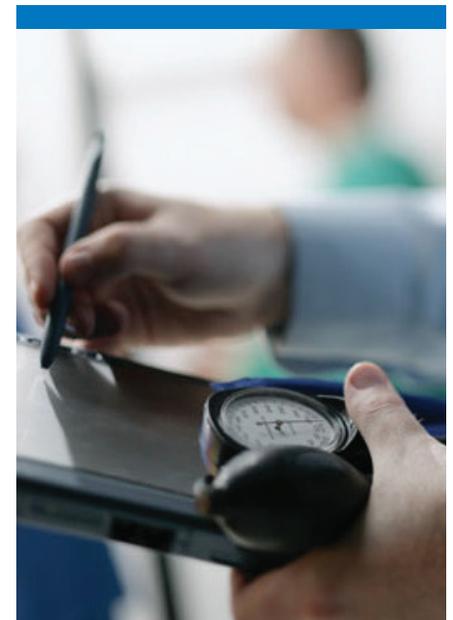
- worked with members of the GRHS Leadership team on the contract review to support negotiations,
- reviewed GRHS Revenue Cycle operations to identify any gaps between GRHS requirements and Cerner's Revenue Cycle functionality,
- helped the organization review budgets for capital costs, operational costs, and cost avoidance with the goal of meeting financial expectations during and after the implementation; including maintenance and support of the legacy systems, and
- provided information to the CEO in advance of the Board of Directors meeting to seek funding approval for the EHR implementation.



## ABOUT GREAT RIVER HEALTH SYSTEMS

Great River Health Systems (GRHS) is a 378-bed regional, integrated health-care system that includes: retail pharmacies; retail medical equipment and supplies services; outpatient renal dialysis center; and a network of specialty and primary-care clinics located throughout southeast Iowa, west-central Illinois and northeast Missouri.

At the heart of GRHS is Great River Medical Center (GRMC), a regional medical center offering acute, skilled and intermediate care to area residents. The hospital offers comprehensive medical and surgical services on an inpatient and outpatient basis.



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Deliverables to support the Board meeting included initial findings for:

- Cerner Contract Review and Recommendations
- Revenue Cycle Review and Recommendations
- Total Cost of Ownership evaluation and validation

The second set of pre-implementation planning deliverables in January included:

- Final summary presentation
- CMIO Position Description example
- Project Roles & Responsibilities documentation
- Physician Advisory Committee Charter
- Project Organization Structure Model
- Cerner Implementation Plan/Charter
- Revenue Cycle Findings Summary Report
- Risk Assessment

### RESULTS

GRHS received approval from their Board and signed the Cerner contract (with recommended revisions) on December 21, 2012. Our assessment and pre-implementation planning activities provided additional information and tools for their subsequent Cerner implementation.

Great River was able to identify risks early and make plans far ahead of time to mitigate the revenue impact of the new EHR. The CFO was able to contribute business objectives during the design phase of the EHR that minimized potential risks. 

