

**CASE STUDY** JOHN FITZGERALD KENNEDY HEALTH SERVICES

## Encore Assists JFK Health Services with Vendor Selection Project

### CHALLENGE

John Fitzgerald Kennedy (JFK) Health Services was considering changing and consolidating their information system application sets. Selecting the vendor with the right mix of technical capabilities and corporate qualifications that could support the organization’s needs was a crucial decision for JFK’s financial health. To avoid financial penalties and maximize its potential for cost savings, JFK needed to achieve Meaningful Use (MU) Stage 2 compliance, as well as incorporate The International Statistical Classification of Diseases and Related Health Problems 10th Revision (ICD-10) by the mandated deadline. Additionally, JFK wanted to consolidate as many applications as possible into a single vendor model to minimize the Total Cost of Ownership (TCO). JFK was using the MU Certified Version for Stage 1 of McKesson’s Horizon Clinical system; however, at the time, this system’s configuration did not support ICD-10.

JFK had begun the process of evaluating the capabilities of 4 industry leading Information System (IS) vendors: Allscripts, Cerner, Siemens, and McKesson (Paragon)). The organization had previously requested each vendor provide application crosswalks that mapped their portfolios against the system requirements needed within the JFK clinical setting. As part of JFK’s project plan for the vendor selection, they sent vendors a Request for Proposal (RFP) to evaluate each system’s capabilities. Following submittal of the RFP, Encore Health Services (Encore) was engaged by JFK’s Vice President and Chief Information Officer (CIO) Lou Hermans to evaluate and assist JFK with their vendor selection process.

### SOLUTION

Encore provided JFK with two consultants to support JFK with the vendor selection process. The Encore team consisted of a consultant with deep enterprise Electronic Medical Record (EMR) selection expertise and a Registered Nurse (RN) with over 20 years of consulting experience. These consultants collaborated with JFK physicians and key stakeholders to validate the JFK vendor selection process and tools, assess the applications portfolio and impact of proposed new systems, review/validate vendor responses, and assist with the final vendor selection. Encore offered to JFK a scalable vendor selection methodology, based on best practices, which integrated seamlessly into JFK’s existing vendor selection process. The goal of Encore’s approach was to measure JFK’s roadmap for vendor selection and supplement their process with expertise that allowed them to more effectively evaluate vendors according to pre-determined factors such as IT requirements , cost, business intelligence capabilities, and training and implementation support, among others.

Encore’s approach to meeting JFK’s needs consisted of the following phases:

**Phase One** - Encore created a project charter that included membership goals, and guiding principles. Encore collaborated with JFK to identify their key organizational goals, objectives, constraints, and success factors. Encore then researched each vendor’s business plan and outlook for the next five years to determine whether these

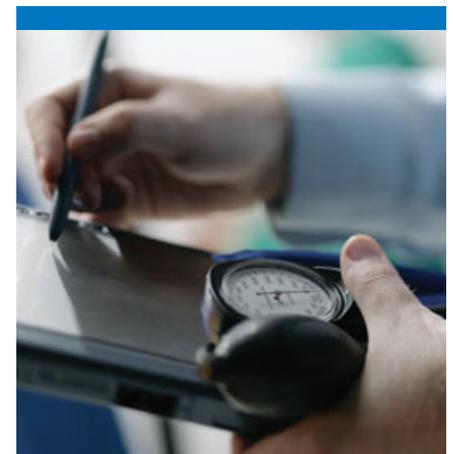
**Phase Two** - Encore reviewed the vendor responses to the RFP, added questions that would be pertinent to the evaluation process, and developed a scoring methodology. The team then validated the key selection criteria and helped JFK review the vendor responses by utilizing a highly structured approach to proposal analysis. This process involved collaboratively assigning weights that allowed JFK to objectively score and compare each vendor solution, enabling a



### ABOUT JOHN FITZGERALD KENNEDY HEALTH SERVICES

JFK is a non-profit health care system, which includes many organizations, services and facilities serving communities in the Central New Jersey region. The system includes the acute care hospital JFK Medical Center, inpatient and outpatient rehabilitation centers, nursing and convalescent facilities and specialized treatment programs.

The company provides cardiac, imaging, neuroscience, long-term care and rehabilitation, emergency care, and surgical services; and services in the areas of obstetrics, oncology, orthopedics, and maternity and pediatrics. It also offers other services ranging from medical and dental services for the uninsured and underinsured to health education and awareness programs, support groups, emergency preparedness.



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clear decision making process and, while also offering supporting documentation.

**Phase Three** - Encore participated in a number of vendor executive/physician leadership presentations and user functionality demonstrations that were held virtually and at JFK's site. Consultants developed a vendor demonstration format that required each vendor to showcase their core set of functionalities, while highlighting unique differentiators, enabling JFK stakeholders to derive meaningful comparisons with an objective scoring method for evaluation.

The functional comparison summaries Encore developed included cost projections of third-party services, operational considerations, and TCO projections. Encore also helped JFK to evaluate each vendor's business intelligence capabilities, as well as each system's training and implementation models. Encore then validated vendor performance by conducting vendor demonstrations at JFK's corporate headquarters.

**Phase Four** - During the final phase of the vendor selection process, Encore reviewed the scorecard and evaluations, references, and site visit results, and updated the comparison summaries with findings. Based on these findings, Encore identified and presented to JFK, one "preferred bidder" and one alternate, allowing JFK to make an informed final decision.

### RESULTS

Like many organizations, the process of selecting the right EHR vendor was a crucial decision with various technical, financial, and business impacts for JFK. While it required significant upfront planning, gaining the subject matter expertise of Encore's experienced consultants during the back-end of the process added significant value to JFK by giving them access to best practices, methodologies, and the necessary tools needed to conduct a comprehensive analysis. As a result, JFK was able to make a well-educated and informed decision in selecting the product that worked best within their health organization's technical and clinical environment, while also allowing them to meet business goals. Based on a thorough evaluation, aided by Encore, JFK decided to keep the incumbent, McKesson. JFK realized this vendor met two primary criteria: cost and physician acceptance of delivery of care. Following the final decision, JFK expressed appreciation and satisfaction towards the quality of services provided by Encore. 🔄

