

CASE STUDY UNITED REGIONAL HEALTH CARE SYSTEM

Encore Develops an IT Strategic Plan for United Regional Health Care System

CHALLENGE

United Regional had recently completed a major deployment of clinical information systems as part of the organization's Galileo clinical transformation program. While Galileo has been largely successful, United Regional needed to review their IT strategy in light of new challenges presented by the ARRA HITECH act and subsequent release of the requirements for meeting CMS Stage 1 Meaningful Use criteria. United Regional wanted to validate that its priorities for deployment of advanced clinical system capabilities were still appropriate and that its core vendor, Eclipsys, was well positioned to help them meet the Meaningful Use criteria. United Regional also wanted to use the CMS quality reporting requirements as an opportunity to expand its business analytics program in pursuit of becoming a "learning organization". In addition, United Regional wanted to establish electronic connectivity with the physician community.

SOLUTION

United Regional engaged Encore to develop an IT Strategic Plan that provided assessment and recommendations for the IT environment, for CMS Meaningful Use, for remote physician IT services and connectivity and for becoming a learning organization. To address these needs Encore:


- Conducted a high level review of United Regional's current and planned IT environment/ infrastructure, with recommendations for future development in this area.
- Assessed United Regional's current state of readiness and created recommended steps to meet the CMS Stage 1 meaningful use compliance criteria.
- Evaluated United Regional's current support plans for remote physician IT services and connectivity and developed a recommended approach for integrating remote physician offices with United Regional.
- Created an approach for evolution towards a "Learning Organization" through implementation of specified information systems and tools, IT staff development, and end user education and behavioral change.

For the strategic options selected, Encore developed a roadmap, a resource spreadsheet, including a budget estimate, and sample job descriptions for recommended positions.

Encore's final report delivered a focused evaluation of United Regional's current state and provided actionable recommendations for accomplishing the desired future state in each of the identified areas, along with relevant education and context regarding the marketplace.

IMPACT

Encore validated that United Regional's overall IT strategy was sound and focused on the right areas but recommended some course corrections and re-sequencing of future implementation efforts to better align them with the requirements of the CMS Stage 1 Meaningful Use criteria.

Encore provided recommendations that will help United Regional improve their relationship with Eclipsys going forward, leaving United Regional equipped with gap analyses and roadmaps for ongoing deployment of the Eclipsys application suite, integrated with plans for achieving CMS Stage 1 Meaningful Use and business intelligence initiatives. Encore's primary client sponsors, Nancy Townley (CIO) and Phyllis Cowling (CEO), were complimentary of the work performed by the staff that participated on the project and agreed with the findings and recommendations. They have requested an ongoing relationship with Encore to help keep them abreast of the federal regulations and our perspective on the Meaningful Use requirements. 



ABOUT THE UNITED REGIONAL HEALTH CARE SYSTEM

United Regional Health Care System (United Regional) is the leading health care provider organization in Wichita Falls, Texas. The hospital has approximately 500 beds, more than 1500 employees and annual revenues exceeding \$250 million. United Regional provides the areas only comprehensive cardiac care facility and its only Level III trauma center along with a range of medical services including medical/surgical, diagnostic, cardiovascular, pediatrics and pulmonary rehabilitation. Its Centers of Excellence include Childbirth, Spine and Wound Care.

