

COST EFFECTIVELY SUPPORTING AND OPTIMIZING YOUR EMR

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Presented By:

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Debe Gash
Chief Information Officer
Saint Luke's Health System



- Introductions
- Getting to Know HCTec and Saint Luke's Health System
- Client Productivity Review
- Managed Services Overview
- Case Study– Saint Luke's
- Q & A

TODAY'S PRESENTERS



Stephanie McDonell, MBA **Vice President HIT and Clinical Services**

As the Program Director for HCTec leading regional Epic implementations and leading the HCTec Epic team for the Department of Defense RFP in conjunction with Epic, IBM, and Impact Advisors, Stephanie McDonell offers experience with IT Executive Management previously serving as the Executive Director for Piedmont Healthcare, a recognized leader in expert care delivery, successfully implementing Epic EMR for 5 hospitals, 300+ physicians, and multiple Community Connect clients.



Rob Dreussi, BBA **CTO**

Rob Dreussi is an IT Executive with over 25 years of experience in healthcare information technology. During his career, Rob has served in several high-level IT management positions, CTO for a firm providing consulting and IT managed services to over 100 hospitals nationwide, CTO for a mobile device startup, IT Director for a publicly traded healthcare information professional services firm (First Consulting Group), CIO for an Internet startup later acquired by WebMD, Manager of Clinical Software Development for a large hospital firm (HCA), and multiple interim IT Director and Manager roles.



Mitch Buse **SVP Partners and Application Services**

Mitch Buse is Senior Vice President of Partners and Application Services, focusing on the company's newly launched Managed Service division. Mitch is a healthcare IT executive with over 20 years of sales, delivery, strategy and business development experience in the health care arena. Most recently, he served as Vice President of U.S. Sales for Homeland, a start-up in the healthcare rural sourcing space. Prior to Homeland, he was Vice President of Managed Services for the U.S. at Parallon/HCA. Buse was U.S. National Director of Business Development and Health Care for Oracle Corporation, where he handled the largest healthcare clients in the U.S. Prior to Oracle, Buse was National Director of Sales at First Consulting Group and he was Regional Sales Director at McKesson/HBOC.



Debe Gash **VP and CIO**

During her 25-year tenure at SLHS Debe has been responsible for physician services for Saint Luke's Medical Group, served as project manager and director of application development in Information Services. Debe is currently the Vice President and CIO for Saint Luke's Health System. She is responsible for developing and implementing Information Technology (IT) strategies for the health system; updating the necessary standards, infrastructure, and security policies to protect the information assets of Saint Luke's Health System; ensuring quality IT support for the health system; and providing guidance in cost effective clinical and business solutions.



COMPANY SUMMARY



COMPANY OVERVIEW

HISTORY	LOCATIONS	EMPLOYEES	CLIENTS
<ul style="list-style-type: none">▪ Founded - 2010	<ul style="list-style-type: none">▪ Nashville, TN▪ Atlanta, GA▪ Tampa, FL▪ Steamboat Springs, CO	<ul style="list-style-type: none">▪ 900+ Consultants▪ 240+ Corporate team members (90+ in Managed Services)	<ul style="list-style-type: none">• Exclusively healthcare• 125 hospitals and systems• 1,000+ hospitals• Academic Medical Centers to Critical Access

BUSINESS LINES

CONSULTING	SOLUTIONS	MANAGED SERVICES	PRIMARY APPLICATIONS
<ul style="list-style-type: none">▪ Clinical Applications▪ Rev Cycle Applications▪ Infrastructure & Security▪ HIM Coding/Audits▪ CDI▪ Case Management▪ ERP	<ul style="list-style-type: none">▪ Build and Deployment▪ Community Connect▪ Data Services▪ Activation▪ Optimization▪ Audits and Assessments▪ Full Coding Outsource	<ul style="list-style-type: none">▪ Help Desk▪ Clinical Support Desk▪ Application Support▪ Infrastructure Support▪ Legacy App. Support▪ Report Writing	<ul style="list-style-type: none">▪ Epic▪ Cerner▪ McKesson▪ MEDITECH▪ AllScripts▪ Citrix▪ Oracle▪ Centricity▪ InforLawson▪ NextGen▪ Workday▪ Athena▪ eCW

Saint Luke's Health System

Saint Luke's Health System consists of 10 area hospitals and many primary care practices, and provides a range of inpatient, outpatient, and home care services.

Place of Performance:
Atlanta Service Center

Period of Performance:
October 2016 – Present

HCTec Resources:
30 remote Epic certified analysts

Point of Contact:
Debe Gash
Chief Information Officer



MANAGED SERVICES OBJECTIVES

- **Reduce OPEX related to EMRs (20-30% +)** (*varies by market, scope, etc.*)
- **Increase client project hours** – *increased optimization, community connect growth, reach steady state faster*
- **Improve employee retention/satisfaction** – *highly skilled employees focused on project work full time with little or no time spent on support*
- **Dramatically reduce contract work and open positions**

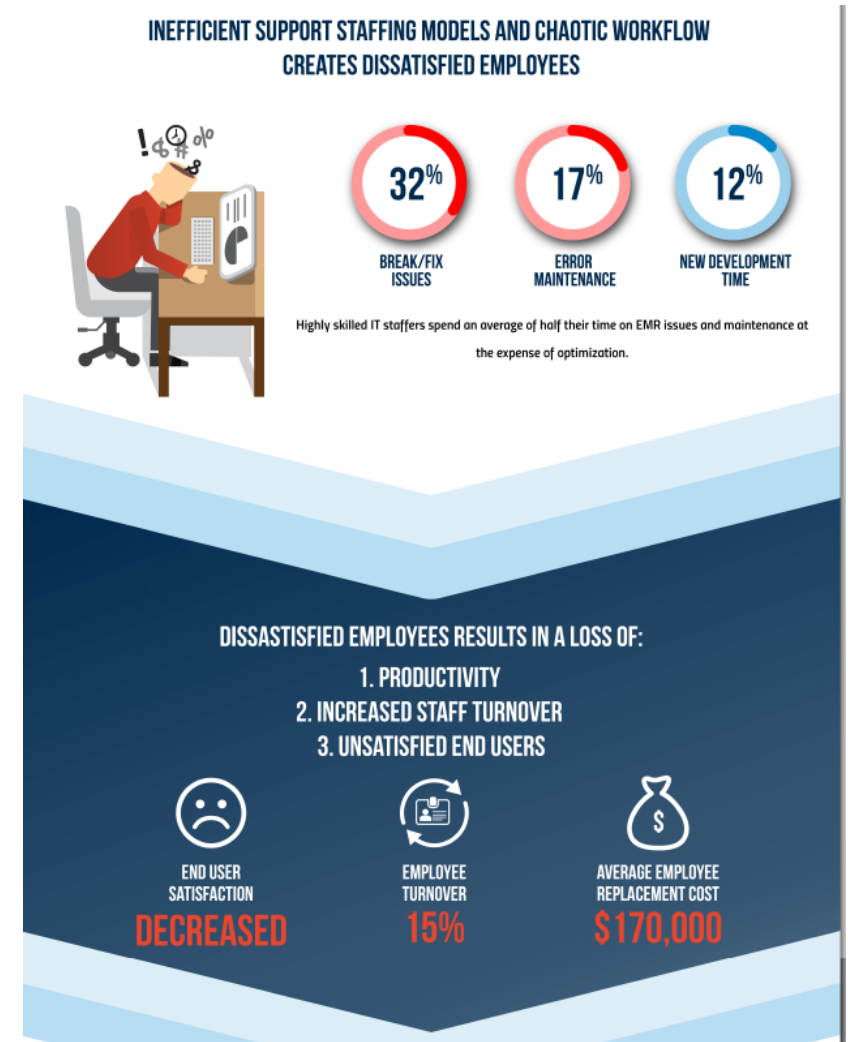
Chuck Robb, CFO at Saint Luke's Health System in Kansas City called HCTec's Epic Managed Services the "silver bullet for the Epic market"

SLHS PRODUCTIVITY REVIEW

OVERCOMING THE CHALLENGES



- EMR implementation caused an immediate **increase in resources** needed to support it
- Staffers frequently forced to switch between project tasks and support work
- Heightened employee **dissatisfaction & turnover increased**, ultimately causing unhappy end users & patients
- Hiring replacement staff with highly specialized skillsets is difficult, time consuming and costly

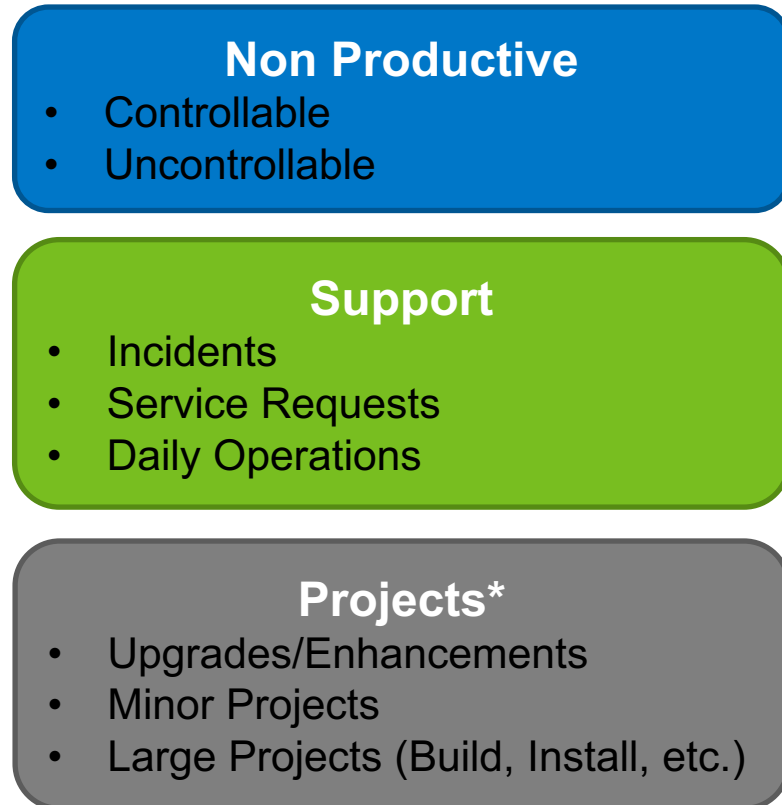


- EMR implementations are highly customized leading to costly support and complex advancement of functionality
- FTEs average 65 - 75% of their time on support
- Time spent on project work/advancing the system averages 25% or less
- Inability to flex FTEs up or down based on demand
- End user dissatisfaction due to little or no system advancement
- High skilled employees left to perform support = mismatched staffing model leading to poor morale

PRODUCTIVE TIME BREAKDOWN



Summary Time Statistics



Productivity varied based upon:

- Staff talent/experience levels
- Work management procedures & tools
- User demand
- Capability of Tier-1 service line
- Implementation quality
- Roles & Responsibilities
- Stage/Phase of operational support (IE: Steady-State vs Post-Live)

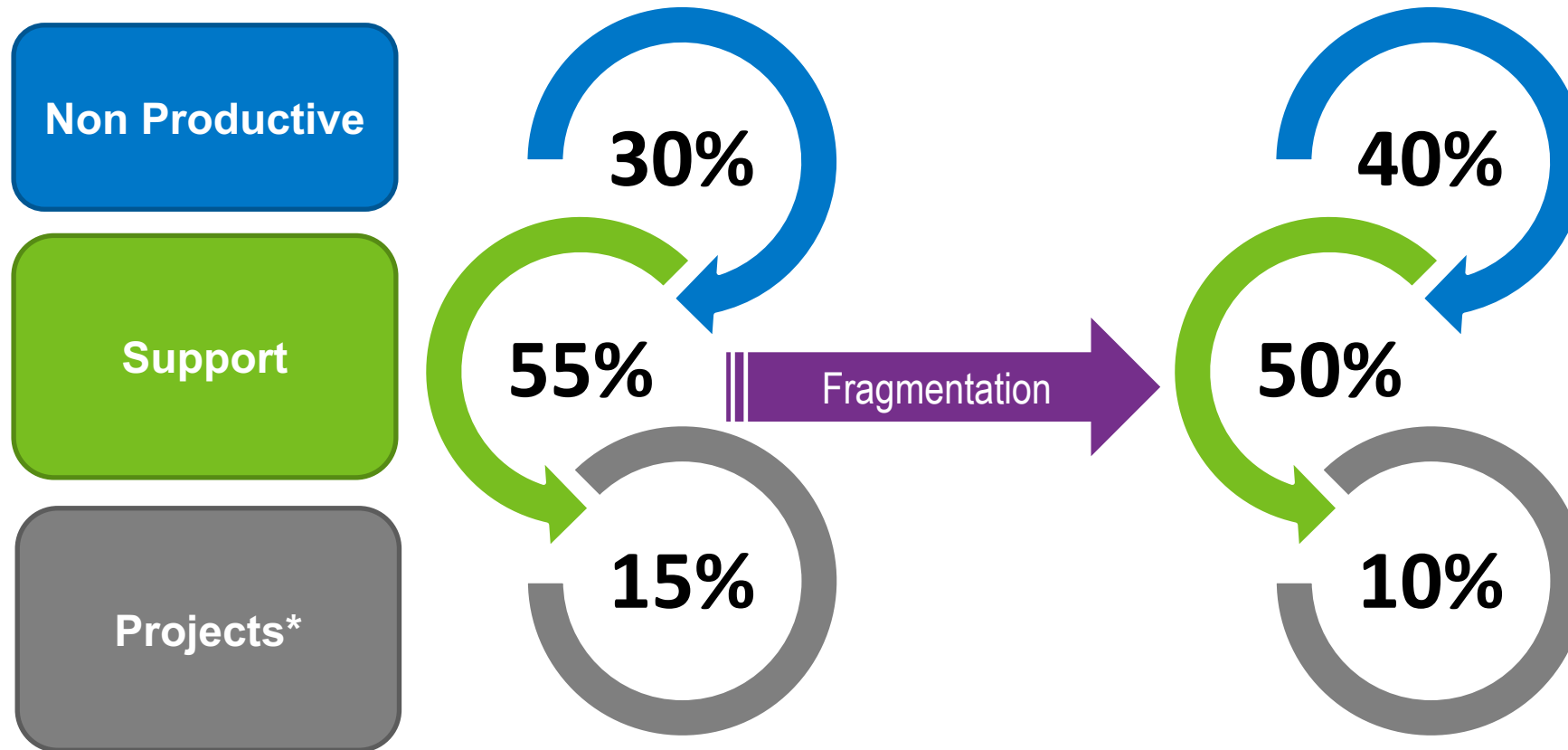
** Project available time varies widely by Client*

FRAGMENTATION DEFINITION



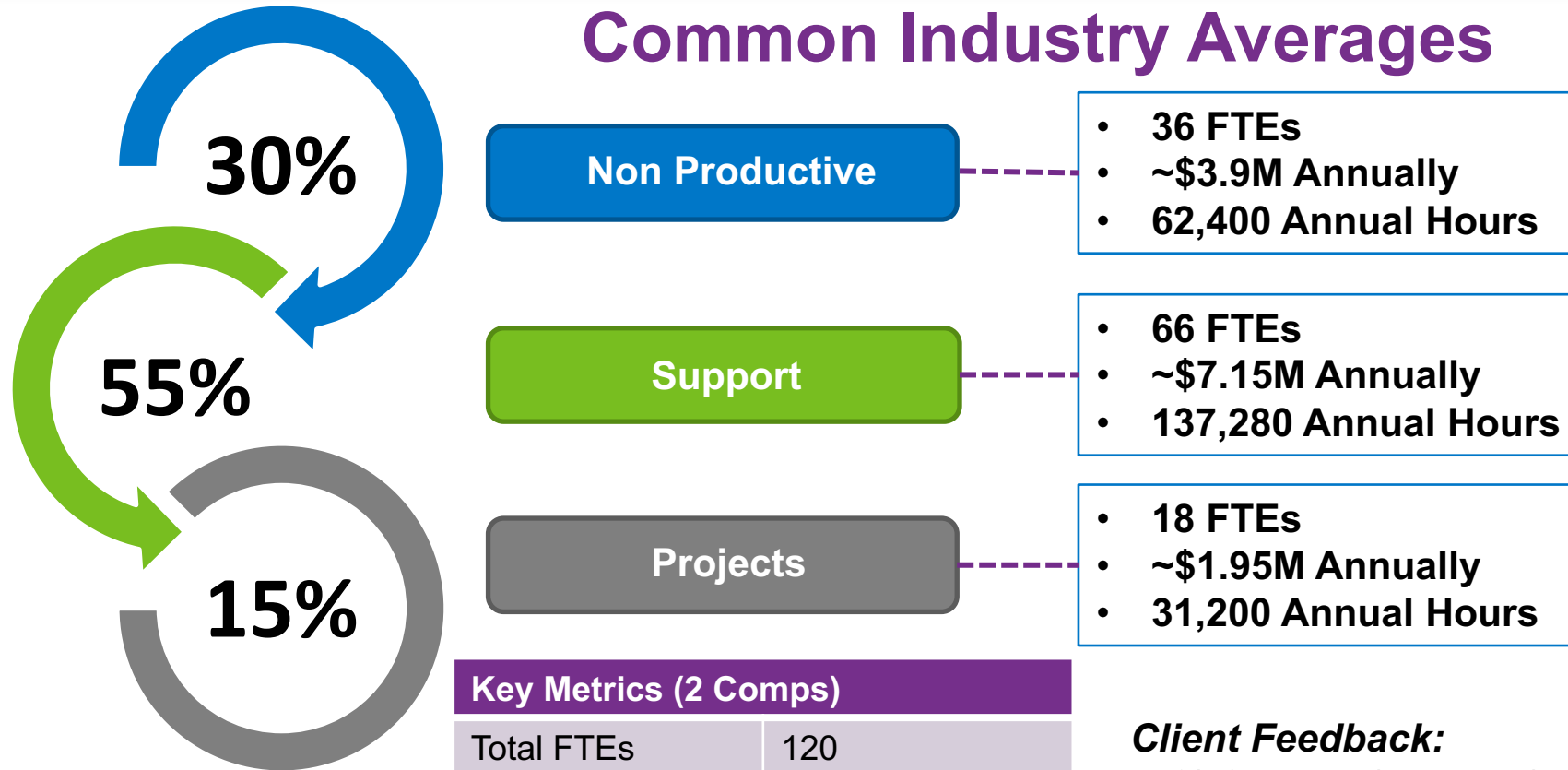
- Employees who work on both project and support related activities are constantly switching between job tasks – “context shifting”
- Time necessary to complete project based tasks usually takes longer than necessary due to interruptions for support-related activities
- Productivity lost from the constant switching = fragmentation
- Fragmentation leads to lower employee job satisfaction as team members feel they are not meeting performance expectations
- The business becomes frustrated with IT because projects are impacted by support-related activities and vice versa

FRAGMENTATION IMPACT



** Project available time varies widely by Client*

Common Industry Averages



Key Metrics (2 Comps)

Total FTEs	120
Cost	~ \$13M Annually
Cost/FTE	~ \$108K
Entry Level FTE	~ \$80K

Client Feedback:

75% Support (90 FTEs)
25% Projects (30 FTEs)
Excluding Non Productive

MANAGED SERVICES OVERVIEW

Overview

- Service Centers based in Atlanta and Nashville
- Built to support Healthcare applications
- Clients pay for equivalent FTEs across a resource pool of SMEs using service level agreements

Primary Challenges & Benefits

- Improve IT Quality and Patient Outcomes
 - Guaranteed levels of service backed by continuously monitored SLAs
- Increase IT Value to the business
 - Refocus IT staff on projects that advance business goals and objectives
- Mitigate and Reduce Risks
 - Avoid service disruptions or project hiccups related to staff attrition
- Reduce Costs
 - Leverage economies of scale

EMR MANAGED SERVICES OFFERING



Client Application Team

End User Facing Activities

Governance

New Project Scoping

Workflow Analysis

Strategy and Expansion
New Functionality
Application Vendor Relationships
User Management

Providers | Departments | Super Users
IT Steering

HC Tec Service Center

End User Facing Activities

Resolving Issues

Performing Routine Requests

Resolving Issues
Fulfilling Service Requests
Performing Maintenance Tasks
Application Testing

End Users | Client Help Desk | Client IT
Application Vendors

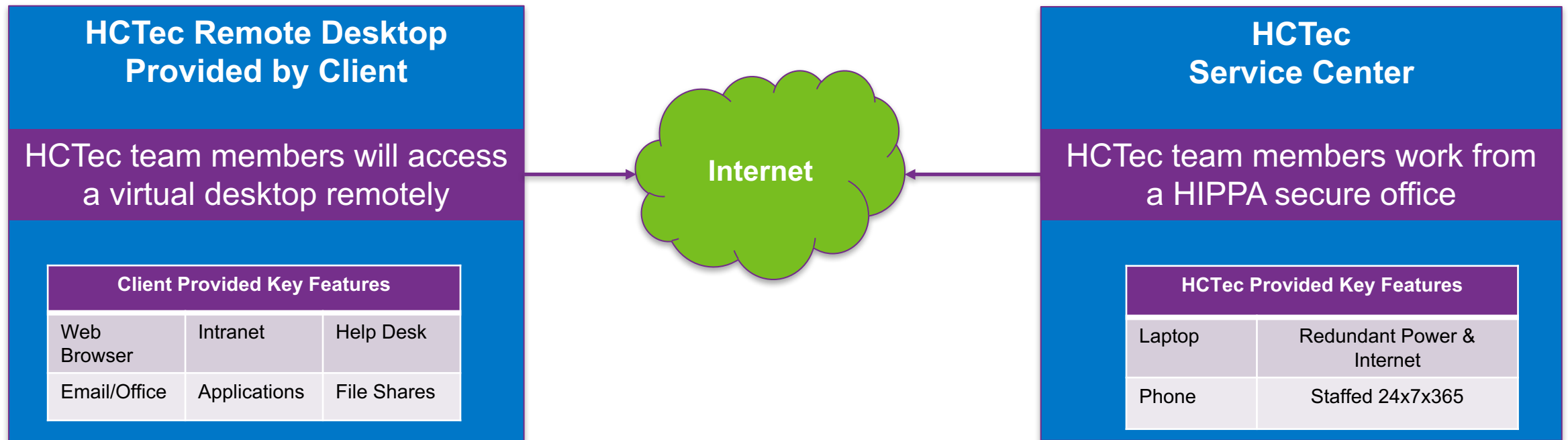
Activities to ensure Smooth Service Delivery

Scheduled Communication

Mutual Escalation Points

Defined Service Services

MANAGED SERVICES APPROACH



SAMPLE APPLICATIONS SUPPORTED



Epic Support Provided for SLHS

ADT/Prelude	OpTime/Anesthesia
ASAP	Beacon Oncology Willow Pharmacy Willow Ambulatory
Bridges	Long Term Care
Cadence	Cupid Cardiology
EpicCare Ambulatory & Inpatient	Hospital Billing Professional Billing
Orders	HIM
Phoenix Transplant	Radiant Radiology
Stork OB	

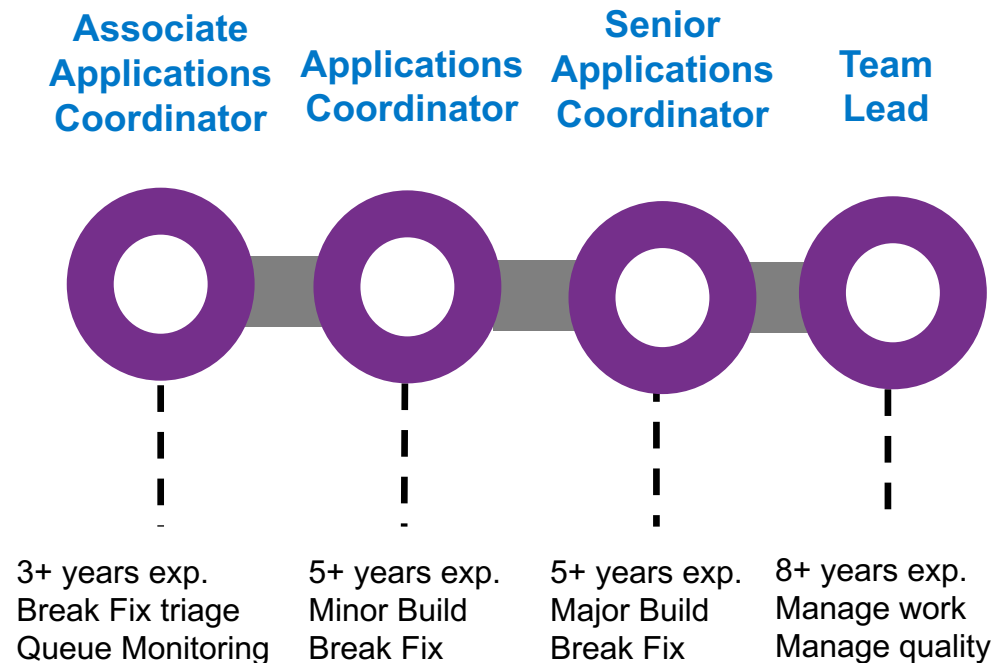
REPRESENTATION OF SUPPORTED 3RD PARTY APPLICATIONS

- 3M
- Acudose
- Automation
- ClaimLogic
- Cloverleaf
- CodeRyte
- Connect RX
- Device Integration
- Dragon Naturally Speaking
- EncoderPro
- Emdeon
- Homecare 360 Infusion
- Krames
- IMO
- McKesson Horizon Lab Suite
- Novapath
- Perigen
- Relay Assurance & Clearance
- SureScripts
- Televox

TEAM COMPOSITION



Team Roles



100% EMR Certified & U.S. Based

Team Experience Highlights

- Willow – Clinical pharmacist, 6 years Epic experience
- Orders – Nursing Informatics Specialist, MSN, 5 years Epic experience
- HIM – RHIA certification, 5 years Epic experience
- ClinDoc – Nursing, Cardiac Care, MSN, 5 years Epic experience
- Cloverleaf – Level 1 and Level 2 certification, 15 years experience
- Horizon Lab – BS, Medical Technology, McKesson Quality Assurance Auditor
- ASAP – BSN, Trauma, 6 years experience
- Home Health & Hospice – BSN, Hospice, 6 years Epic experience
- Radiant – BS, Nuclear Medicine Technology, 5 years Epic experience
- PB – Medical Billing Office Manager, 5 years Epic experience
- Ambulatory – PQRS, MU analyst, 5 years Epic experience
- HB – BS, Accounting, 6 years Epic experience
- ADT – Medical Office Administration, 5 years Epic experience
- Cadence – BS, Industrial Engineering, 5 years Epic experience
- Tapestry (Core & UM/CT) – BS, 5 years Epic experience

SERVICE CENTER HIGHLIGHTS



Managed Services Average Monthly Highlights

Service Desk

Area	Value
Total Contacts	~ 15,000
Supported Users	~ 35,000
Average Speed to Answer	85 % < 36 Seconds
Abandonment Rate	~ 3 %
Customer Satisfaction	99%
FTEs	~50

Application Support

Area	Value
Incidents Closed	~ 1000
Service Requests Fulfilled	~ 300
Maintenance Task Performed	~ 800
Documentation Quality	95%
Customer Satisfaction	94%
FTEs	~30

4 Clients (2 in process of onboarding)
18 Hospitals & 600 Ambulatory Clinics

CASE STUDY – SAINT LUKE'S

RESULTS – SAINT LUKE'S



- Cost savings of \$9.2M to date and expected to total \$20M+ over the 5 year term of the engagement
- FTE time spent on advancing the system and new development more than tripled
- Annual turnover decreased from 15% to 3%
- Customer satisfaction increased to 97%+
- Employee dissatisfaction decreased
- Full case study is available for download

Open Forum Q & A

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