

Pre-Implementation Assessment & Planning

A Risk Management Tool for Use in Complex IT Projects

Consulting Services Overview for Prospective Clients

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GENERAL HEALTH SOLUTIONS

Project and Management Consulting for Healthcare and Health Related Enterprises

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Pre-Implementation Assessment Overview

Implementation of mission critical software will introduce risk to an organization. The degree of risk rises with increases in scope of affected operations and complexity of the software. Avoidable project risk is first introduced when there is lack of planning and preparation prior to actually starting the implementation. Proactive discovery and mitigation of risk will reduce the severity of issues during and after the implementation project. Risks discovered after the implementation is underway are usually addressed in a less than optimal manner to avoid project delays and cost overruns. As a result, organizations often struggle to achieve optimal clinical and/ or financial performance after a significant implementation project.

Inadequate planning and risk management will likely result in less than satisfactory organizational performance following the implementation due to:

- Unmet clinical or operational functional needs,
- Inadequate user training, and
- Inadequate reports needed to monitor performance.

Risk is minimized when a thorough assessment is conducted prior to beginning the implementation. The goal is to proactively identify possible sources of risk, workable solutions to mitigate the risk, and contingency plans for risks that cannot be thoroughly assessed. Avoiding significant issue discovery and redirection during the course of the project will diminish the overall degree of difficulty.

General Health Solution's Pre-Implementation Assessment & Planning services are described in the sections that follow. A comprehensive assessment is generally recommended. GHS also offers implementation, design and project management consulting. Specific client needs for consulting support will vary. General Health Solutions tailors all engagements to address client specific need and promotes knowledge transfer of the process and methodology employed.

Assessment Methodology

The assessment approach and the assessment tools are based on industry experience with many different implementation projects, pre-implementation assessments, and post-implementation optimizations.

The assessment accounts for the perspective of organizational leadership, departmental end users and their managers, project leaders, operational engineers, and IT analysts.

A desk review will be conducted on any available project materials, including charters, plans, organizational charts, and job descriptions. The review includes focused reviews of specific project design documents and/ or analytic tools for technical system/ network architecture, workflows, interfaces, and many specific aspects of application configuration that are known to introduce risk (e.g., printing, user security, etc.).

The assessment will also include a mix of focused and open interviews with key project participants, leadership in areas likely to be impacted by the project, and organizational leadership as deemed appropriate (depending on established scope of the assessment engagement). Focused interviews will be conducted using a comprehensive interview guide. Open interviews will revolve around broader questions to elicit comprehensive insights.

The final report will include a listing of items assessed, the assessment risk score, and a recommendation / consideration for critical risks identified. For all items, including those marked with satisfactory score, it is recommended that the project team continually monitor approach and progress with regards to the considerations listed.

Outline of Pre-Implementation Assessment Services

A Project Start-Up

- A.1 Project Charter Established.
- A.2 Scope & Timeframe Set into Project Plan.
- A.3 Project Leadership & Participants Identified.
- A.4 Project Kick-Off Meeting.

1 Pre-Implementation Assessment Kick-Off

- 1.1 Unique Challenges of Integrated Systems
- 1.2 Assessment Methodology
- 1.3 Scoring of Assessment Findings

2 Obtain Documents Needed for Review (those not available prior to Kick-Off)

- 3 Assess Organizational Parameters & Project Governance**
 - 3.1 Executive Interview Topics
 - 3.2 Organizational Goals and Objectives.
 - 3.3 Organizational Risks.
 - 3.4 Project Objectives
 - 3.5 Project Governance
 - 3.6 Project Risks in General.

- 4 Assess System Selection Process and Initial Project Planning**
 - 4.1 Initial Selection
 - 4.2 Use of Modeling to Prepare a Realistic Project Plan

- 5 Assess Project Management & Staffing**
 - 5.1 Project Staffing
 - 5.2 Project Plans
 - 5.3 Roll Out / Go Live
 - 5.4 Other Project Management & Reporting Tools

- 6 Assess Operational Analysis & Process Re-Design**
 - 6.1 Using Re-Design as a Project Roadmap
 - 6.2 Organizational & Department Objectives
 - 6.3 Current State Analysis
 - 6.4 Planning for Future State
 - 6.5 Future State Modeling & Validation
 - 6.6 Future State Policy & Procedure Planning
 - 6.7 Using a Transition State Bridge to Future State

- 7 Assess Planning for Clinical EMR & Operational Applications**
 - 7.1 General Considerations
 - 7.2 Inpatient EMR
 - 7.3 Ambulatory Clinics
 - 7.4 Ancillary Procedure Departments
 - 7.5 Emergency Medicine
 - 7.6 Pharmacy
 - 7.7 Lab
 - 7.8 Radiology
 - 7.9 Oncology
 - 7.10 OR & Recovery
 - 7.11 Obstetrics

- 8 Assess Planning for Administrative Applications**
 - 8.1 Registration
 - 8.2 Admitting & Bed Control
 - 8.3 Case Management
 - 8.4 Scheduling
 - 8.5 Point of Service & Schedule Administration
 - 8.6 Managed Care Authorization
 - 8.7 Medical Records Handling
 - 8.8 Charge Entry
 - 8.9 Coding & Compliance
 - 8.10 Billing & Claims
 - 8.11 Financial Counseling
 - 8.12 Cashiering & Cash Handling

- 9 Assess Plan for Coordination of Application Build & Support**
 - 9.1 Consistent Data Definitions
 - 9.2 Achievable Workflow with Comprehensive Data Capture
 - 9.2.1 Clinical Workflow
 - 9.2.2 Interdepartmental Clinical Workflow
 - 9.2.3 Coding & Compliance Needs
 - 9.2.4 Administrative / Patient Access Workflow
 - 9.2.5 Revenue Cycle Workflow
 - 9.3 User Security & Information Privacy
 - 9.4 Master File Maintenance
 - 9.5 Testing
 - 9.6 Issue Identification & Reporting
 - 9.7 System Maintenance & Upgrades
 - 9.8 Downtime Recovery Protocols (Technical and Operational)

- 10 Assess Plan for Training Programs**
 - 10.1 Training Approach & Impact on Operations
 - 10.2 Training Staffing
 - 10.3 Program Structure & Class Offerings
 - 10.4 Training Environments & Data
 - 10.5 Training Facilities & Equipment

- 11 Assess Reports Planning**
 - 11.1 Clinical Operations / Practice
 - 11.2 Administrative Operations
 - 11.3 Clinical Activity
 - 11.4 Administrative Activity
 - 11.5 Revenue Cycle Operational Controls
 - 11.6 Revenue Cycle / Financial Reporting
 - 11.7 Organizational Performance Reporting

12 Assess Plan for Technical and Programming Support

- 12.1 Data Conversion & Migration
- 12.2 Master File Considerations
- 12.3 Interfaces

13 Assess Other Technical Considerations

- 13.1 General Considerations
 - 13.1.1 Environments: Usage & Maintenance
 - 13.1.2 User Access
- 13.2 Operational Requirements for Specific Hardware
 - 13.2.1 Workstations & Mobility Solutions
 - 13.2.2 Scanners, Readers & Other Input Devices
 - 13.2.3 Documents, Label, and Embosser Print Devices
 - 13.2.4 Physical Inventory & Planning Tools/ Templates

14 Documentation of Findings

- 14.1 Text Reports & Diagrams
- 14.2 Validation of Findings
- 14.3 Compilation of Findings & Summary Scores

15 Presentation of Findings

- 15.1 Final Report
- 15.2 Presentation of Findings & Recommendations
- 15.3 Working Sessions to Instill Recommendations
- 15.4 Planning Next Steps

**** Success Factors**

- Commitment of Top Leadership
- Access to Organizational Participants
- Access to Project And It Documentation
- Access to Limited Master File Data From Legacy Systems