



# HAYES

MANAGEMENT CONSULTING

*Optimizing the business of healthcare*

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## CASE STUDY

# EMR Readiness and Pre-implementation Planning

*Hayes helps university physicians  
prepare for EpicCare Implementation*

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## Executive Summary

Hayes worked with a large faculty practice plan (> 500 providers) affiliated with both a school of medicine and a hospital to prepare for the implementation of EpicCare Ambulatory EMR. In addition to more than ten clinics on the main campus, there are five off-site clinic locations.

Achieving consensus with these diverse practitioners was one of the challenges for the Epic project team. The 18 clinical departments had been accustomed to functioning with relative autonomy, creating their own unique office policies, staffing levels and patient care practices. By its nature, an enterprise clinical IT system requires a certain level of practice standardization. Therefore, one of the main objectives of this engagement was to achieve consensus regarding the optimal patient care experience and ultimately the consistent provider experience with one patient, one record.

## Project Vision

Hayes facilitated the project vision statement with the client for the EMR implementation. The vision reflects its charge as a teaching institution and focus on patient satisfaction:

*“The implementation of EpicCare Ambulatory EMR will support a vision of one patient, one record and one optimal and consistent patient and physician experience. We will leverage information technology to reinforce personalized, patient-centered care and a quality-driven focus on clinical outcomes, supporting research and educational goals.”*

## Approach

The Hayes’ readiness assessment and pre-implementation planning engagement consisted of a series of interviews with practice executives, project leadership, patients and clinic staff as well as site visits to live and future deployment sites. The Hayes team also conducted a number of workshops to build consensus around the key deliverables. The goals for the project were as follows:

1. Develop the project governance structure and vision, goals and guiding principles.
2. Define the consistent and optimal patient and provider experience.
3. Develop and build consensus around model clinic workflows and clinic go-live sequencing.
4. Develop project budget, rollout strategy, timeline and resource requirements for a multi-year deployment across 57 specialty and subspecialty divisions.

## Deliverables

The project team produced multiple deliverables as part of this engagement, including:

**Model Clinic Workflows:** Through our interviews and workshops, we culled the client’s institutional wisdom and integrated it with industry-leading practices to create a model of optimal patient and provider experience. These best-practice models for patient care were anchored in three key principles:

1) personalized care, 2) effective communication and 3) clinical outcome improvement.

**Governance:** We helped identify the key resources for the project governance. These resources were needed to ensure organizational commitment and stakeholder buy-in and to make sure that decisions were made by the right people with the right information in a timely manner.

**Project Plan:** The Hayes team helped develop a method for prioritizing the deployment sequencing based upon practice readiness assessments and a principle of building EMR value early on for greater benefit to downstream users.

**Metrics:** Quality and performance outcome measures were designed from the beginning, based on public reporting measures for ambulatory healthcare and practice standards approved by the client's practice operations committee.

**Change Management:** The Hayes team also helped the organization prepare for the cultural changes required to move from 18 relatively autonomous entities to a multidisciplinary specialty practice network. A foundation was set for a high-performance team culture that grounded the stakeholders in a focus on outcome-based decision making, accountability, trust and mutual respect. The organization took readily to new ground rules for engagement and working for the overall enterprise goals above individual or personal interests. They were well on their way to a new level of collaborative decision making to achieve their project vision.

**Total Cost of Ownership (TCO) Model:** Our budget development process focused on building a total cost of ownership and thus not only included the EpicCare implementation but also the interfaces to GE Centricity Business system's scheduling, registration and back-end billing systems, and the maintenance and long-term support projections. We developed estimations of work effort to deploy EpicCare to their 57+ specialty and subspecialty services including a project scope document, staffing models, training and go-live support plans, interface requirements, hardware/device requirements and projected licensing fees. The model also provided projections for the costs incurred for chart abstraction/ scanning, the financial impact of productivity loss during training and go lives, contingency fees and ongoing production support costs. This detailed work effort was focused on ensuring the fewest unplanned costs and thus the highest level of assurance that the project would be able to plan well in advance for project staffing needs and not have to reduce scope or quality to deliver the functionality planned.

## Client Feedback

According to the CEO, "Hayes Management Consulting conducted an EMR readiness and planning engagement for us. In a very short period of time, they helped us build momentum for our project and created consensus around our optimal and consistent patient and provider experience. The work products from Hayes consultants continually met or exceeded our expectations. They helped us identify and address the difficult problems inherent in an enterprise solution."

## About Hayes

Hayes works with healthcare organizations to increase net revenue and improve patient experience. Hayes is ranked Top Professional Services Firm by KLAS, and has received multiple Best in KLAS awards since 2005. Hayes is also ranked in *Healthcare Informatics*' Top 100 and Inc. 5000.

Hayes consultants are subject-matter experts in IT strategic planning, revenue cycle improvement, system implementation, interoperability and business and clinical operational efficiency. Hayes also offers software solutions to improve efficiency and productivity. To learn more about Hayes' services, visit [www.HayesManagement.com](http://www.HayesManagement.com) or call us at 617-559-0404.