



## Managed Transitions Case Study – Major Academic Health System – Interim Executive Placement

### Client Description

Large integrated delivery network consisting of multiple hospitals, large employed based practice, geographically spread-out independent network and Federally Qualified Health Center (s). Track one Accountable Care Organization, Medicaid Program, Bundles Program and extensive managed care network. Health system is located centrally in the state and is the largest employer in the area.

### Precipitating Event

The Health System was involved in an HIS conversion and this was the opportunity to optimize value based care IT infrastructure in the context of this conversion. There was a system wide lack of understanding of population health business requirements, and no value based care long term strategy and goals. The Health System needed a strategic approach to value based care infrastructure development so that the data necessary to complete population health activities was integrated and accurate, and capable of supporting a future state. No IT executive was previously represented on the value based care organization team. Value Based Care IT infrastructure build efforts were further complicated by competing for resources, time and money the HIS conversion effort.

### Executive Management

Placed an interim IT executive experienced in population health and ACO systems and operations to help develop and implement a short and long term strategy, specifically around value based care technology and to become part of the newly developed leadership team as a permanent hire.

1. In the first 30-60 completed a full assessment of current state
2. Created a gap analysis
3. Defined, goals in incremental segments
4. Identified key strategic and operational systems to streamline the organization and achieve system level awareness and integration
5. Introduced and helped team with longer term strategic goals, business planning and operations
6. Initiatives were prioritized among competing Health System initiatives including a large HIS Integration, timeline for short term and long term integration developed
7. Determined systems and staffing, budget
8. Developed the job description for permanent role and reporting structure within the organization

### Financial

1. Consolidated/eliminated disparate systems that were costing additional time and resources, reducing the overall cost and allowing resources to be allocated elsewhere on other key efforts
2. Renegotiated contractual agreements with vendors



3. Created a detail plan to support grant funding for additional IT work and systems that would be needed down the road

#### Impact

1. Stable, established senior management team, with appropriate Information Technology Executive on team who transitioned to a permanent employee
2. Codified plan for IT strategy and operations
3. Created framework for longer term planning and IT selection process
4. Improved understanding and communication of business owner needs to Information Technology
5. Created streamlined approach of budgeting for IT efforts, reporting and tracking of issues, implementing projects through standard process as defined through organizational LEAN methodology
6. Initiated selection activities for Data Aggregation and Care Management functions