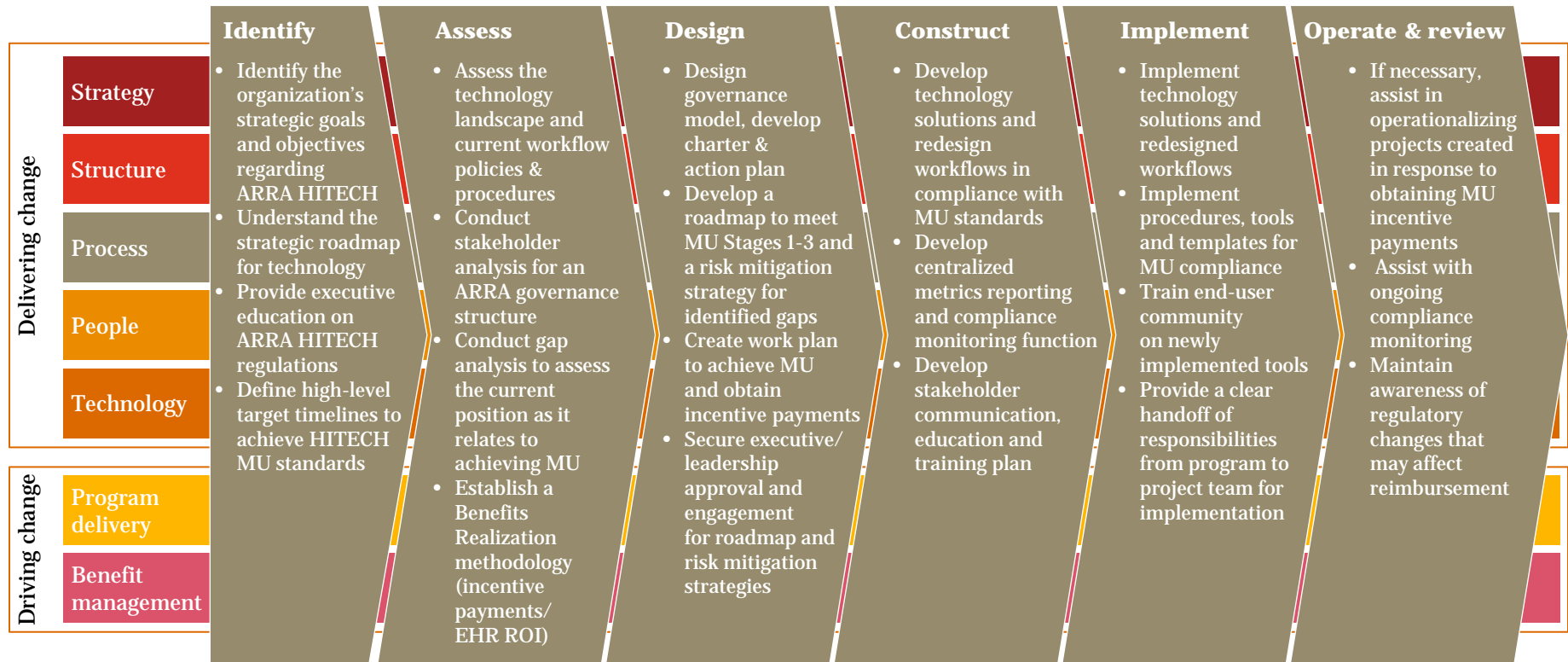# *Real World Experiences in Achieving "Meaningful Use"*

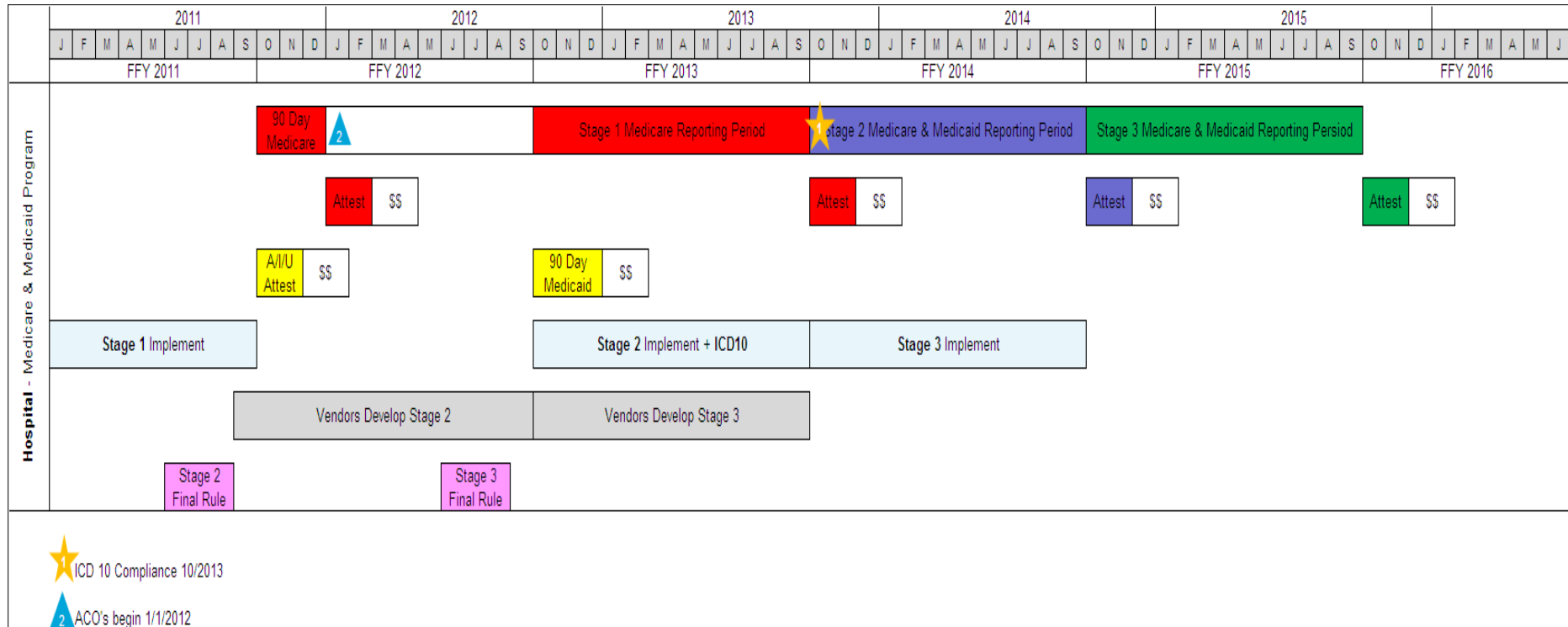## *Mark D. Sugrue, RN-BC*

pwc

Our Approach: Meaningful Use Transform Methodology

Delivering change

- Strategy
- Structure
- Process
- People
- Technology

Driving change

- Program delivery
- Benefit management

Identify

- Identify the organization's strategic goals and objectives regarding ARRA HITECH
- Understand the strategic roadmap for technology
- Provide executive education on ARRA HITECH regulations
- Define high-level target timelines to achieve HITECH MU standards

Assess

- Assess the technology landscape and current workflow policies & procedures
- Conduct stakeholder analysis for an ARRA governance structure
- Conduct gap analysis to assess the current position as it relates to achieving MU
- Establish a Benefits Realization methodology (incentive payments/ EHR ROI)

Design

- Design governance model, develop charter & action plan
- Develop a roadmap to meet MU Stages 1-3 and a risk mitigation strategy for identified gaps
- Create work plan to achieve MU and obtain incentive payments
- Secure executive/ leadership approval and engagement for roadmap and risk mitigation strategies

Construct

- Develop technology solutions and redesign workflows in compliance with MU standards
- Develop centralized metrics reporting and compliance monitoring function
- Develop stakeholder communication, education and training plan

Implement

- Implement technology solutions and redesigned workflows
- Implement procedures, tools and templates for MU compliance
- Train end-user community on newly implemented tools
- Provide a clear handoff of responsibilities from program to project team for implementation

Operate & review

- If necessary, assist in operationalizing projects created in response to obtaining MU incentive payments
- Assist with ongoing compliance monitoring
- Maintain awareness of regulatory changes that may affect reimbursement

PwC will deliver services in a seamless, consistent fashion by utilizing our globally-consistent, proven methodology Transform. Our methodology leverages the vast functional skills and sector expertise that exist within our networks to provide a common language and approach by which we can work together with the Client and its stakeholders to solve their most complex challenges. It will identify interdisciplinary impacts, assist the team in mitigating risks, and provide unparalleled value, without added cost, by ensuring optimal communication, effectiveness and efficiencies to the Client.

An actual timeline for Eligible Hospital declaring MU October-December 2011 *(FFY 2012)*

Sample Tools: Meaningful Use

	Project plans The development of realistic and appropriate project plans is central to the delivery of the transformation. As the central point of program coordination, the plans are submitted to the PMO to provide consistency and deliverability against overall program objectives. Sitting under the high-level project plan shown in this proposal, the transform* methodology contains comprehensive program plans that can be quickly adapted to the specific scope of the transformation effort.
	Program reporting structure •The development of a clear reporting structure and process is essential to provide a clear flow of information and transparency of progress between business areas and the transformation program. •Weekly progress reports based on the weekly progress report proforma are set up within the PMO processes. This enables frequent visibility of the current week's activities/successes, the next week's activities, priorities, risks/issues, a breakdown of progress by work stream, a summary of communications and stakeholder progress and a summary of key decisions required. It is also common to hold monthly meetings to provide overall progress against plan and provide a financial report summarizing expenditure and billing.
	Critical Path Items Comprehensive listing of outstanding tasks and activities to reach MU attestation and compliance

Sample Tools: Meaningful Use

HITECH and Meaningful Use Risk & Compliance Framework: Key Areas of Focus
The following risk wheel highlights key areas for focus in terms of achieving MU compliance. The way an organization mitigates these risks are crucial success factors for MU attestation.

Eligible Hospital Meaningful Use Objectives Summary Dashboard
Listing and status of all Core and Menu objectives for Meaningful Use for hospitals

Eligible Professional Meaningful Use Objectives Summary Dashboard
Listing and status of all Core and Menu objectives for Meaningful Use for EP's

Sample Tools: Meaningful Use

MU Objective Specific Tracker: *Worksheet with workflow considerations*	**Meaningful Use Specific Tracker** Mapping of workflow considerations and key personnel to each meaningful use objective for purposes of workflow analysis and change management
MU Objective Specific Tracker: *Worksheet with reporting guidelines/definitions*	**Meaningful Use Specific Tracker** Worksheet with reporting guidelines and definitions
MU Objective Specific Tracking: *Multi-Stakeholder Communication/Education*	**Meaningful Use Specific Tracker** Comprehensive stakeholder mapping mapped to each MU objective for purposes of education and communication

Sample Tools: Meaningful Use Project Management

	Meaningful Use Project Management Tools Critical path items: graphically depicts outstanding tasks and activities. Monitors progress, aligns timeline
	Meaningful Use Project Management Tools Critical path items: graphic depiction of progress on outstanding tasks and activities
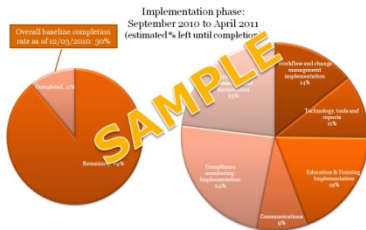
Thought Leadership

Putting Patients into "meaningful use"

In January 2011, the U.S. Dept. of Health and Human Services issued the draft set of criteria for Stage 2, which sets higher standards for communicating health information to patients. Stage 2, which begins October 2012, requires hospitals to have at least 20% of their patient populations using PHRs. This represents a big leap from what hospitals have been preparing for over the past year.

Ready or Not: On the Road to Meaningful Use of EHR's and Health IT.

The government has decided that electronic health records (EHRs) form the asphalt of tomorrow's information health highway, and it has defined meaningful use (MU) as the master plan to ensure that the highway is effective and systematic. The stimulus funding for health IT, which starts next year in 2011, is a small carrot compared to the amount of resources it will take to deploy this technology. But late adopters will feel the big stick of Medicare penalties if they fail to implement EHRs that meet the criteria for MU beginning in 2015.
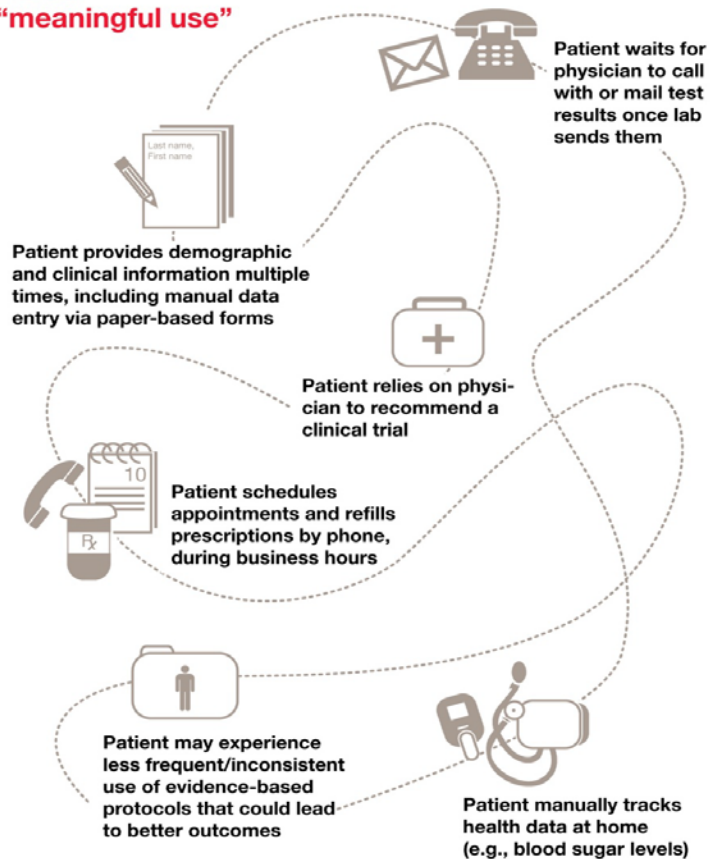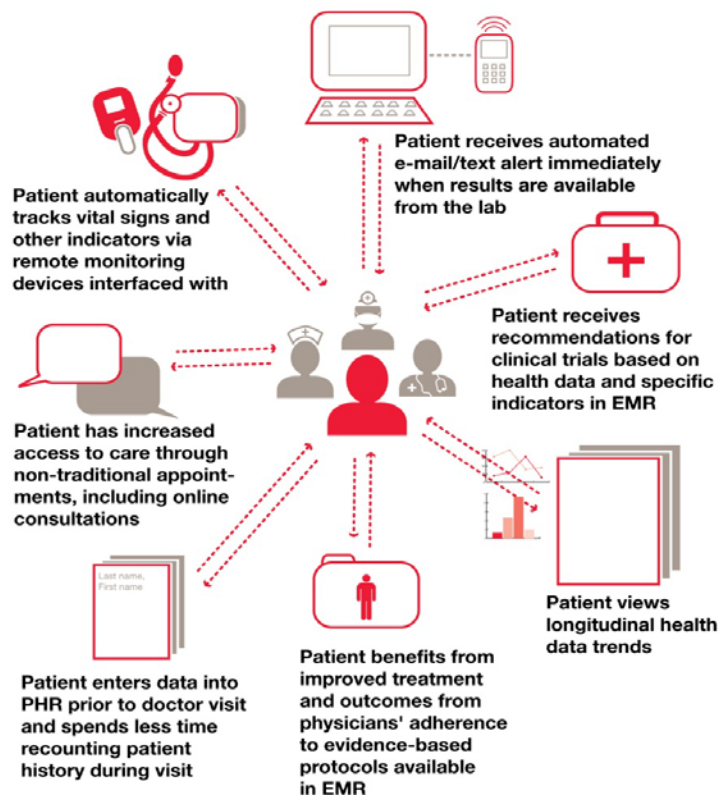

Top health industry issues of 2011

2011 is a makeover year for health industry organizations reacting to and preparing for new rules and payment models. Continuing cost pressures and new customer demands require a fresh look at existing roles of industry players.

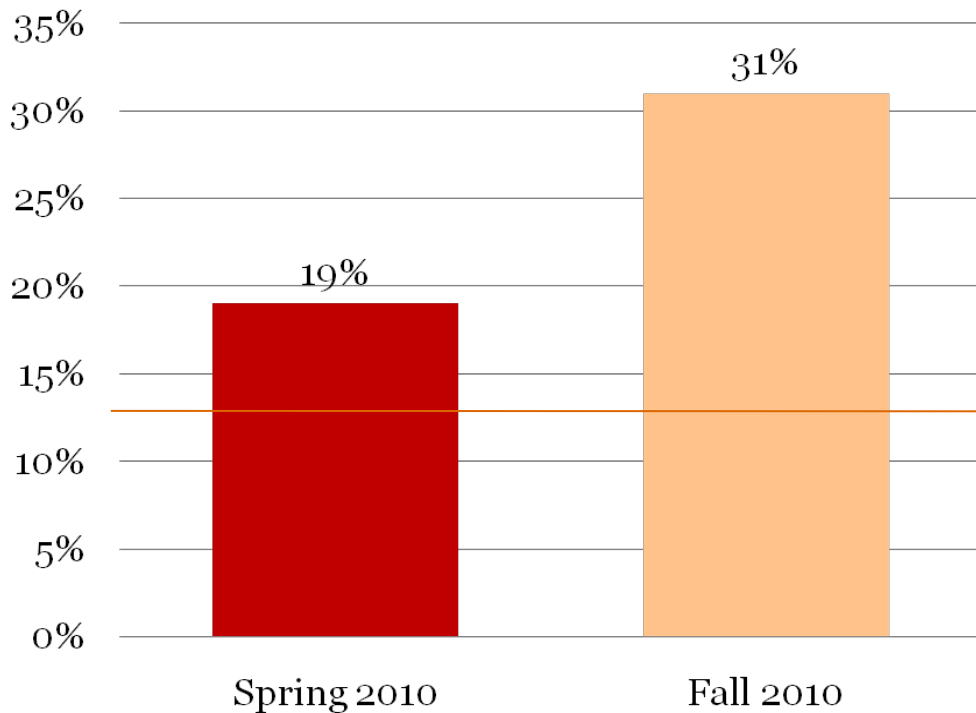# *"Meaningful use" is changing the patient experience...*

But, many health systems are leaving out the voice of the patient

Are you incorporating patient input into "meaningful use" initiatives?

56%

of consumers are willing to provide feedback about what they want from an EMR or how to use it

Only **13%**

of patients have been asked by providers to give that feedback

Source: PwC HRI IT implications of health reform survey, 2010; CHIME CIO survey, 2010.

Lessons From the Field – Rules to Live by on your Journey to Meaningful Use

1. Divide and Conquer but maintain control

2. KISS – Keep it Simple Stupid

3. Don't forget there is a patient attached to these requirements

4. Don't assume anything

5. What seems easy will be challenging; what seems challenging will be challenging

6. Don't get distracted

7. Read but don't over analyze the regulations and FAQ's

8. Attest and celebrate

9. Don't spend the $$'s until you cash the check

10. Be prepared for what lies ahead.....Stage 2 is right around the corner

21st Annual Summer Institute in Nursing Informatics
Real Meaningful Use: Evolution or Revolution?

Thank you!

For more information, please contact:
mark.d.sugrue@us.pwc.com