



HealthCare
Solutions®

Legacy System Management Enables Eclipsys Implementation

Optimal use of internal staff, best practices and CTGHS' solution center cost-effectively enables 10+ site Sunrise implementation

Business Background

A Dallas-based medical center exemplifies excellence in patient care, medical education, research, and community service; in fact, it has been ranked among the best hospitals in the U.S. by *U.S. News & World Report*.

In the spring of 2007, the center's information systems department undertook a multi-year conversion of ten-plus sites to Eclipsys Sunrise Clinical Manager (SCM). Given a highly diverse application mix of patient registration, order entry, and clinicals that included nursing documentation and pharmacy products from a wide range of vendors—such as McKesson, Siemens, MediWare, MEDITECH, and Eclipsys—the projected implementation faced significant planning and support hurdles. How could the competing demands of cost containment, staffing for ongoing application support, and the procurement and allocation of resources for its projected Eclipsys SCM project implementation be resolved?

The Business Issue

Despite its daunting number and mix of vendor products, the center's CIO believed a solution could be found. Under his leadership at another major healthcare organization, the same demands had been met with exceptional success, utilizing an

approach developed by CTG HealthCare Solutions (CTGHS) where CTGHS specialists assume responsibility for existing systems, freeing in-house staff to perform the implementation. The medical center's CIO and CTGHS management were confident that our innovative Transitional Application Management (TAM) solution—now the cornerstone of CTG Cymphony³ Solutions—and its proprietary Exemplar[®] Application Management methodology could solve the challenges the center was facing.

The traditional options for staffing an implementation team—expanding internal staff or hiring outside consultants to perform the installation—were reviewed and found to have disadvantages that would increase the new system's total cost of ownership. For example, HR and recruiting departments struggle to recruit local resources with the specialized skills required for temporary needs, while an expanded staff places greater demands on administration and management processes and may have a negative impact on employment policies and staff morale.

On the other hand, outside consultants' limited knowledge of the organization's environment or business practices can result in a generic system that requires extensive (and unbudgeted) post-implementation customization to achieve the expected benefits.



After careful study, the medical center decided that the CTGHS approach provided a better alternative.

The CTGHS Solution

CTGHS's proven approach enabled the client IT organization's own experienced in-house staff to focus on the Eclipsys SMC implementation while CTGHS supported its legacy applications.

In collaboration with client staff, CTGHS developed an aggressive but flexible timetable for performing due diligence and knowledge transfer activities that facilitated rapid redeployment of health systems resources to the SCM project. The effective transition phase for all support covered existing projects, in-work maintenance, and a consistent, uninterrupted level of support to the end-user community. The transition was completed according to plan as CTGHS assumed full responsibility for the management of our client's legacy applications.

Business Benefits

Use of CTGHS resources facilitated greater responsiveness to the medical center's changing business needs while our unique approach to transitional application management delivered a wide range of benefits that included:

- **Optimal use of internal staff:**
 - *Internal resources were freed to focus on Eclipsys SCM mission-critical development initiatives.*
 - *Internal implementation of new technologies and development activities resulted in positive staff morale and retention.*
 - *Overall IT efficiency improved through best alignment of skillsets and responsibilities.*

- **Utilization of best practices methodology:**

- *Exemplar for Application Management™, CTGHS' proprietary methodology, defined processes, agreed-upon management metrics, and reporting mechanisms to control quality and costs.*
- *CTGHS leveraged industry best practices for application management to optimize IT support and user responsiveness.*
- *Formal knowledge transfer processes ensured that CTGHS quickly acquired in-depth, site-specific application knowledge while the medical center's staff benefited from CTGHS experience and know-how.*

- **Focus on maximizing cost-effectiveness:**

- *Multitiered and flexible service level agreements promoted cost-effectiveness, targeting as much as 40% savings on the implementation costs.*
- *The inclusion of client staff at the beginning of the new system implementation will reduce both the time needed for its completion and the associated risk. Because the center's employees can apply their knowledge of the organization's business processes to the project early in the design phase, the resulting Eclipsys SCM system will be better aligned with its unique business needs.*

Within three months of the completion of contract negotiations and signing, all CTG support resources were in place. Initial after-hours on-call services were initiated in June; by the end of July they had expanded to include all contracted applications.

The introduction of consistent issue reporting and follow-up documentation allowed the medical center's senior IS management to provide exact metrics (instead of guesswork) to its sites.

The medical center's CIO and CTGHS management were confident that CTGHS' innovative Transitional Application Management solution—now the cornerstone of CTG Cymphony³ Solutions—and its proprietary Exemplar[®] Application Management methodology could solve the challenges the center was facing.

CTG HealthCare Solutions[®] is a leading information technology consulting firm dedicated solely to helping healthcare institutions, physician practices, and related organizations achieve clinical and financial goals through effective technology and business solutions.



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