WHITE PAPER

BEYOND COMPLIANCE

Meaningful Use as a Catalyst for Improved Performance

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Abstract

The ARRA HIT stimulus bill has spurred spirited debate and discussion around the phrase " . The current guidelines focus attention on the role of "meaningful use" in reducing healthcare costs and enhancing care outcomes. Realization of such value, however, is critically dependent on the ability of care delivery organizations to successfully overcome adoption and implementation challenges.

This paper, developed in partnership with the Center for Health Information and Decision Systems (CHIDS) at The University of Maryland, places the concept of "meaningful use" of EHR technology in a broader context, suggesting that it is important to look beyond the compliance criteria to organizational transformations that can maximize the value equation.

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Beyond Compliance: Meaningful Use as a Catalyst for Improved Performance

For many years, hospital providers and executives have been wrestling with how best to select, implement and generate sustainable value from information technology. There is widespread belief and intermittent evidence that the use of Electronic Health Record technology and other health information technology (Health IT) can facilitate improved quality, safety, innovation and efficiency. There is also widespread evidence of the failure of health IT to generate anticipated results, with recent reports [(1)] showing 50-80% of EHR projects fail to deliver the anticipated results.

A number of factors have led to the poor performance of EHR technology, including insufficient workflow considerations, technology selection, care team culture and design issues, interoperability problems, failure to engage stakeholders and a host of strategic issues. These factors coupled with the cost of EHR technology have led to a guarded approach to the purchase and use of EHR technology.

In February of 2009, The American Recovery and Reinvestment Act (ARRA) through the HITECH Act conceptualized a bold plan to facilitate the adoption of EHR technology by helping overcome the cost barrier via over $20 Billion in incentives for providers who "Meaningfully Use"[(2)] certified EHR technology. Beginning in 2011, and extending through 2014, providers will receive reimbursement via Medicare or Medicaid for meaningful use compliance, then in 2015 there will be penalties for not meaningfully using EHR technology.

While compliance is certainly an important objective, focusing solely on regulatory compliance negates the opportunity to use Meaningful Use as a catalyst to maximize the value realized from EHR technology and connected IT systems. In order to derive the maximum benefit from implementation, use and management of an EHR technology, Infosys and CHIDS have developed the Strategic Framework for ARRA Meaningful Use Optimization. Taking meaningful use requirements as a launching pad, the Framework is a holistic approach that combines the latest academic research on EHR implementation and professional expertise aligned to the Infosys Value Realization Method™ in order to drive improved clinical and financial results. The broad objectives of the framework include:

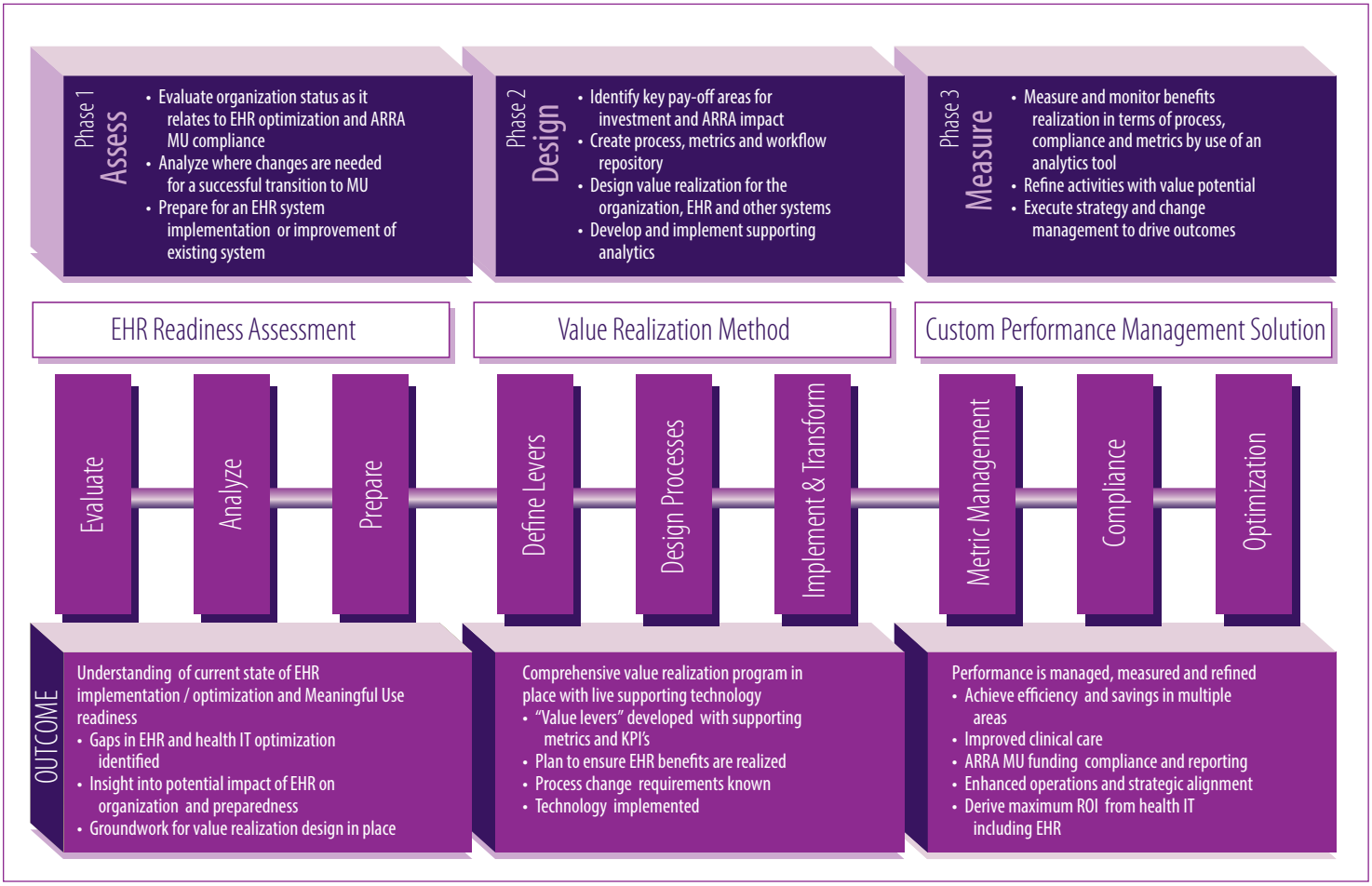
- Enable the provider organization to achieve successful EHR transformation
- Achieve compliance with meaningful use mandates
- Optimize process and use of existing IT systems
- Use MU mandates as catalyst for broader system redesign
- Enhance Value/Quality equation for all stakeholders and the organization
- Optimize ROI of EHR and HIT investments

Strategic Framework for ARRA Meaningful Use Optimization

The Framework invokes a 3 stage process of Assess, Design & Implement and Measure. In the first phase, an EHR Readiness Assessment is conducted to evaluate the organization's readiness as it relates to meaningful use compliance and EHR value optimization.

FOOT NOTE

1. Greenhalgh, T. et al. "Tensions and Paradoxes in Electronic Patient Record Research: A Systematic Literature Review Using the Meta-narrative Method. Milbank Quarterly. 87(4):729-788, December 2009.
   http://www.healthcareitnews.com/news/electronic-health-records-not-panacea-researchers-say
   http://pt.wkhealth.com/pt/re/milq/abstract.00005716-200912000-00002.htm;jsessionid=LncpZ7cqFVxx8Mys90CXRynQL15NmLZCCFpLqFjynG1tnf8jPXp4!-1807989421!181195628!8091!-1
2. Meaningful use describes the set of requirements that hospitals and physicians must meet to qualify for Medicare or Medicaid incentives and avoid future penalties regarding their use of certified EHR technology
   CMS Office of Public Affairs. (December 30, 2009). "CMS Proposes Definition of Meaningful Use of Certified EHR Technology". Retrieved March 22, 2010 from DHHS website: http://www.cms.hhs.gov/apps/media/press/factsheet. asp?Counter=3564)



Value Realization Method is an approach to achieving measurable business value by improving process performance. VRM maximizes realization of value by delivering sustainable improvements in process-metrics of an organization.

The assessment applies critical EHR readiness factor analysis across 5 themes:

- User Attitudes and Beliefs
- Technology
- Facilitating Conditions
- Care Team Culture
- Organizational Strategy

The results illuminate areas of the organization that are prepared to generate value and areas that require action to improve readiness. This informs the Design phase where the how to improve readiness is addressed.

The Design & Implement phase starts with the identification of key "value levers" - those fulcrum points that will help generate the most return according to your organizational objectives, structure and other unique criterion of the provider organization Based on those value levers articulated via a robust business case; the process, people and technology requirements with supporting process and metrics are developed and implemented to optimize value realization. The EHR technology goes live in synch with a robust analytics technology. Value measurement and refinement then become core activities to ensure benefits are accomplished.

The Measurement Phase enables the expected outcomes of EHR technology, from meaningful use compliance to clinical performance to operational efficiency to be continuously quantified and supported by near real-time intelligence. This value management is made available via a customizable dashboard to measure and monitor benefits realization in terms of process, compliance and metrics for the ARRA and Meaningful Use guidelines. This is made possible by the Enterprise Performance Management (EPM) platform, where the EPM combines powerful analytics capabilities, flexible reporting and visibility, and resource management in a technology agnostic platform that can readily exchange information with multiple systems to deliver actionable intelligence. This approach to EHR value realization allows for leveraging existing technology investments in accord with new technologies thereby optimizing the ROI in EHR technology. The flexibility allows for ongoing refinement.

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