Smarter healthcare

proliink4™

Overview and Methodology
This presentation provides an overview of the Prolink4™ Clinical and Business Optimization Methodology.

Purpose is to educate the audience about the process, its key components, and value as it is applied to implementation projects.
Agenda

- Prolink4™ Overview
- Prolink4™ Methodology
- Prolink4™ Decision Making
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The realization of quantifiable benefits based on industry best practices/standards and achieved through analysis of process and integration of enabling technology
Prolink4™ Project Types

✓ IT Strategy & System Selection
✓ Project / Program Management Office (PMO)
✓ IT implementation and change management
✓ Roll-out and optimalisation
✓ Organisational restructuring
Our unique business results-focused consulting methodology is the healthcare industry’s only process-driven approach to IT consulting.
What is Prolink4™

- Prolink4™ is the methodology used to deliver healthcare information consulting services for clinical and business optimization initiatives.
- It is a replicable, tightly coupled methodology that incorporates redesign of key processes based on enabling technologies.
- It provides a systematic, process-centric approach for managing change across an organization and it is supported by rigorous, disciplined project management.
- Prolink4™ integrates a knowledge base of process maps and vendor workflows, business and design decisions, and industry citations of successful practices and potential benefits.
- It is used to guide an organization through the transition from today’s current state to a new future state based on overall goals and objectives.
Prolink4™ Integrated Approach

- Designed to support significant investments aimed at substantially improving organizational performance
- Integrates change in people skills and organization, processes and technology
- Involves multiple stakeholders, including physicians and other clinicians
- Transforms skills, organizational design, and incentives to achieve project goals
- Designs and implements processes to optimize use of the new information technology
- Architects the technology to support new systems and processes

Identifies benefit opportunities and metrics to measure performance resulting from changes in people, processes and technology.
Prolink4™ Framework

- Prolink4™ provides the framework to deliver consulting services for clinical and business optimization.

- This framework represents how we do our work – it provides the methodology, tools, starter content and associated training to deliver services.

- Analysis tools for consultants include:
  - Promap4™ (knowledge base of successful practices and process content)
  - Project Management Methodology (group process facilitation tools)
  - Benefits Knowledge Base (industry benefit citations and defined metrics)
**Prolink4™ Components**

**Methodology**
- Instructions, Templates, Examples

**Content**
- Process content, Vendor content, Successful practices, Metrics, Research

**Tools**
- Promap4™, Benefits Knowledge Base,

**Training**
- Consultant Content, Executive Sales, Just in Time Projects

**Industry Insights Point of View**

**Delivery Excellence**

**Project & Sales Support**
Prolink4™ Five Guiding Principles

1. Understand the organization’s key business objectives
2. Ensure that the right people make the right decisions at the right time
3. Define and communicate the future from the top down, implement organizational changes from the bottom up
4. Fully understand the vendor’s potential
5. Measure and monitor outcomes
Critical Success Factors

- Make decisions well
- Manage change
- Design with clinicians/physicians
- Build in knowledge transfer
- Develop complete solutions
- Visualize the destination
History

- Prolink4™ was developed over a period of 12 years and is based on experience with complex, large-scale implementations.

- Its focus is on the integration of processes with technology to achieve greater outcomes.

- Its approach is to utilize knowledge based on experience rather than re-engineering from scratch.
Why Prolink4™?

We listened to our Clients

Prolink4™ was designed to address the typical implementation issues that our clients experienced

Prolink4™ was developed to...

- Focus process and system implementations on the organization’s strategic objectives
- Clearly identify what decisions need to be made by whom and when
- Help leaders make and “own” informed decisions early in the implementation
- Design and implement new processes based on specific vendor capabilities
- Take advantage of knowledge from previous projects to accelerate the process
The Prolink4™ Process

1 We begin by defining objectives …

• Improve the continuity and coordination of patient care across the ambulatory, emergency, inpatient and home venues of care.
• Improve access to clinical information.
• Support a seamless technology approach to manage clinical content.
• Leverage knowledge to ensure effective decision-making.
• Create a well-defined financial model, including full costs and expected benefits.

2 We stratify decisions …

3 We create and validate the optimal future state …

4 … then we define measurements of success.

• Documentation Completion Rate
• Care Guideline Rate of Use by Type of Care Guideline
• Order Changes Rate
• Medication Reconciliation Completion Rate
• Duplicate Orders Rate
• Employee Satisfaction Rate
From start to finish, decision making drives what will be transformed.

High Level Decisions
~ 10% of decisions
What will be done? Who will do it?

Mid Level Decisions
~ 25% of decisions
How will it be done?

Detailed Decisions
~ 65% of decisions

Will expense reimbursements be processed through payroll?

Will expense reimbursements be processed with regular payroll cycle?

What will be the design of the check?
An overview of Prolink4 Methodology

- **EMR Project Business Objectives/Goals**
  - Establishes Change
  - Determines Future State
  - Drives Decisions To Be Made
  - Establishes Management Needs

- **Future State Process Example**

- **Accountability and Systemness**
  - Will the Medical Center practice to a standard?
  - Yes

- **Medication Administration Record System**

- **EMR Project Business Objectives/Goals**
  - **Achieves Original Business Goals**
  - Goals accomplished via:
    - The design of new and improved business and clinical operations
    - The uniform implementation of successful practices across the enterprise
    - The enhanced utilization of information
    - The standardization of processes, management reporting, data definitions, terminology and information systems.

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Prolink4™ Methodology Overview Map

The methodology is carried out in the four phases as represented in grey, vertically across the bottom of the map. Track owners are represented on the map by color: Red for Executive and Physician Leadership; Green for Management; Purple for Subject Matter Experts; and Yellow for Core Project Team.
Prolink4™ Process Structure

- The Prolink4™ methodology is structured by process and system life cycle phases
  - **Frame the Future** – to build the vision, establish ownership and objectives, and plan the Build the Future phase. The key focus of this phase is on framing the future state through executive decision making that supports the goals of the organization. The desired outcome is agreed upon goals and objectives and a framework to support the project.
  - **Build the Future** – to prepare, design, build, test and train. The desired outcome is a system design and product that support the new processes and a system deployment focused on change.
  - **Refinement** – to refine and stabilize the transition to new processes and adopt the new technology; go-live and post go-live support. The desired outcome is a steady implementation state and organizational readiness for transitioning to ongoing maintenance and support or rapid implementation of other units.
  - **Adopt and Realize** – to measure and manage ongoing performance improvement. The desired outcome is a structure and process enabling the organization to quantify the impacts of the new technologies and processes with a focus for obtaining future benefits.
Prolink4™ Procedures

Each phase is made up of Procedures. Procedures describe the instructive detail for carrying out the key activities.

Frame the Future
- Define Project Charter / Establish Project Governance
- Conduct Informational Analysis
- Conduct Executive Kick-Off Meeting
- Analyze Options, Create Scenarios and Determine Key Decisions
- Conduct Decision Day #1
- Finalize Future State
- Conduct Decision Day #2

Build the Future
- Conduct Implementation Kick-Off
- Launch Organizational Preparedness
- Conduct Design Sessions
- Conduct Partial Build
- Conduct Validation
- Complete Build
- Capture Baseline Metrics
- Create/Modify Policies and Procedures
- Create/Modify Roles and Responsibilities
- Conduct Testing
- Conduct Training
- Conduct Decision Day #3

Refinement
- Support Go-Live
- Provide Post Go-Live Support
- Integrate Lessons Learned

Adopt and Realize
- Measure Metrics and Outcomes
- Monitor Benefits

Ensuring Quality and Integrity Requires
- Maintaining the logical relationship between the procedures
- Adhering to the five guiding principles
- Achieving the objectives; e.g., benefits and outcomes of each procedure
Prolink4™ Change Management Focus

- The Prolink4™ approach focuses on the people side of change that an organization undergoes with the implementation of new information technologies and associated work processes.
- There are six major components of change management that are typically employed.

**Six Major Components**

1. Organizational Risk Assessment and/or Cultural Assessment
2. Change Management Strategy, Organization, and Resource Plan (including roles and responsibilities of key project sponsors and project team members)
3. Communications Plan
4. Training Plan
5. Organizational Preparedness
6. Project Monitoring, Feedback, and Corrective Action
Change Leadership

- The purpose of Change Leadership is to minimize the risks of achieving planned business results through direct focus on the “human” aspects of transformation. This type of “behavioral” risk mitigation leads to:
  - Increased adoption of new systems and new clinical/business processes
  - Reduced backsliding to the “old” way of doing clinical care/business
  - Increased capacity to implement continuous improvement models

“…the ‘soft stuff’ is really the hard stuff. I used to believe that, in organizational change, issues such as human resources were fluffy, and unsubstantial, an afterthought. The only things that I believed mattered were technology and hard design.

I’ve learned that what I considered hard or difficult is, in fact, the ‘easy stuff’. The technology issues are the easiest to deal with and don’t usually make the most difference.”

Dr. Michael Hammer, M.I.T. Professor of Computer Science
IS People, 1993
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Prolink4™ Approach

**Future State**

- Prolink4™ uses an optimal story or an ideal future state story from the clinician, employee or patient's point of view, to show key players how the organization will operate in the future.
- Prolink4™ places less emphasis on the current state analysis and more on the desired future state.

**Differentiated by...**

- Integration of streamlined process redesign with knowledge of vendor capability
- Engaging the right people at the right time to make the right decisions
- Organizational change management as the foundation
- Solutions that are designed to achieve organizational goals within vendor capabilities
- Identified metrics used to measure performance and outcomes
The Decision Process

Key Business Decisions

The Prolink4™ approach utilizes documented key business decisions and customized optimal future state scenarios to facilitate discussions at the right levels within an organization to arrive at the right decisions for that organization. These key decisions are then carried throughout the life cycle of the project to enable achievement of intended results and benefits without rework or project delays.

The challenge...

- Often times in a new project, there is so much excitement and activity surrounding the project start up that some important decision-making is overlooked.

- If strategic questions are not answered early in the project, certain risks can result. The issues may have to be escalated to the executive team during a crisis late in the project when a “poor” or inappropriate decision gets made or when the executive team is not available, thus delaying or de-railing the project.

Ensuring that the right people are making the right decisions at the right time
The Importance Of Decision Making

From start to finish, decision making drives what will be transformed

What will be done? Who will do it?

How will it be done?

Design the details

- High Level Decisions
  ~ 10% of decisions

- Mid Level Decisions
  ~ 25% of decisions

- Detailed Decisions
  ~ 65% of decisions
The power of Prolink4™ is the focus on interdisciplinary decision making to define the optimal future state.

- **Strategic Impact**
  - High Level Decisions
    - ~ 10% of decisions

- **Operational Impact**
  - Mid Level Decisions
    - ~ 25% of decisions
  - Inpatient Generic Order Management

- **Tactical Impact**
  - Detailed Decisions
    - ~ 65% of decisions

Questions:
- Will Physician order entry be mandated?
- How will verbal orders be handled?
- Will a color convention be established (e.g., stat orders/results in red)?
Decision Day Format

- The optimal story is read
- Key decisions are embedded/highlighted throughout
- Following the story, each decision is re-visited with supporting rationale:
  - **Benefits** – the opportunities that can be realized if the proposed direction is followed
  - **Implications** – those things that must be considered in order to be successful
  - **Cultural Change** – changes in organizational culture that must be addressed
  - **Cost** – costs outside of the scope of the project
- Decision makers are asked to make decisions based on information provided
- These decisions provide the framework/backbone for the system and process design