NOVANT HEALTH

> "The processes and efficiency we have been able to put in place are exponentially better than what we were seeing before."
>
> – Dr. Stephen Wallenhaupt, co-executive sponsor of the Dimensions project at Novant Health

Novant Health Goes Electronic.

A new technology enabler held the key to an improved patient experience. Fixed on that goal, Novant Health refused to let a complex operating landscape and expansive geography interfere. Instead, the organization embarked on its "Dimensions" initiative to create enterprise-wide access to patient records.

Novant Health manages a staggering 542,000 emergency department visits and 3,700,000 physician medical group visits each year. Despite being one of the largest health care systems in the Southeast, Novant Health doesn't treat patients like a number. Rather, this organization is driven by a vision to deliver a remarkable patient experience in every dimension, every time.

A single electronic health record (EHR) system has become a major factor in Novant Health's ability to deliver on this ideal. But implementing such a solution would prove to be a challenge in an organization that was geographically dispersed and exceedingly fragmented resulting from years of growth. Before Novant Health could embark on what would later be known as the "Dimensions" EHR project, it had to evaluate its IT capability, enforce operational standardization, and establish organizational readiness.

Creating Order from Chaos

While Novant Health knew the EHR would be the tool and enabler of its vision, it realized it wasn't immediately ready to implement the technology after the organization engaged Deloitte to assist in the initial vendor selection evaluation. Based on Deloitte's feedback during this process, Novant Health's leadership concluded that more up-front preparation and planning would be valuable.

"We hit the pause button, looked internally, and did the hard work of restructuring our IT department to build capability and stability," says Jacque Daniels, executive vice president and chief administrative officer at Novant Health. "Then we looked at the clinical side, to see how patient records were being managed among our 15 different medical centers."

Revenue cycle was no different. So, Novant Health also took the opportunity to reassess standard operating procedures and technology enablers to better focus on the patient. "Even if a patient provided financial information to a physician practice, it would have to be provided again if that patient moved to any other location within our system," explains Melanie Wilson, vice president of revenue cycle at Novant Health. "We had no true revenue integrity team, no centralized management. This lack of data transparency made it nearly impossible to manage day-to-day requests."

Delivering the Vision

After several years of working to define and standardize what was to become the Novant Health way of providing health care, the organization reengaged Deloitte to expedite its Dimensions EHR project with Epic software as the technology. "Deloitte brought in a cadre

Impacts from transformation:

- Improved patient experience
- Increased Computerized Provider Order Management (CPOM) utilization and medication barcoding compliance
- Rapid return to average daily revenue (ADR) baseline and ability to generate clean claims

Deloitte.

of people with extensive experience," says Dr. Stephen Wallenhaupt, co-executive sponsor of the Dimensions project at Novant Health. "And Deloitte was able to rotate these people in and out depending on the expertise needed for vendor selection, build, and implementation."

Working side-by-side, Novant Health and Deloitte were able to:

- **Successfully take Dimensions live at eight acute hospitals and multiple ambulatory surgery sites.** With the largest markets live, the plan is for full roll out within the next two years.
- **Build a strong governance model** that helped drive decision making and support faster issue resolution.
- **Establish key performance indicators** to monitor metrics with each wave of EHR deployment.
- **Identify synergies among all functions of treatment**, from scheduling/registration to clinical/physician care/documentation and billing.
- **Transform Clinical Workflow** through enterprise decision making processes across all facets of care and all care providers.
- **Form Novant Health's first revenue integrity team** and disperse that team among operating departments.
- **Apply Epic application experience** to customize where appropriate in order to meet the needs of Novant Health.
- **Implement a revenue reconciliation tool** to monitor revenue variances at the most granular charge code level.
- **Develop tools and templates** to enable sustainability and standardization as Novant Health continues to roll out Dimensions.

Through extensive project management, go-live assessments, and close monitoring of metrics, Deloitte helped Novant Health deploy the Epic EHR solution to one large acute care facility and its associated outpatient units in October 2013. Then, in March 2014, it was rolled out to three more acute facilities, as well as three ambulatory surgery centers. Daniels believes, "it has been the honest, open dialogue we have with Deloitte on real-world results that has enabled our current and continued success."

To date, Novant Health has achieved:

- **An improved patient experience:** By mid-afternoon on the first day of EHR use, Novant Health was already hearing positive patient feedback. Now, the nursing staff is able to devote 10-to-12 percent more time to direct patient care.
- **Increased Computerized Provider Order Management (CPOM) utilization and medication barcoding compliance:** Almost instantaneously, Novant Health saw its CPOM utilization increase to 95 percent and its medication barcoding compliance increase to 95 percent.
- **A rapid return to Average Daily Revenue (ADR) baseline and ability to generate clean claims:** Novant Health was able to return to 100 percent of its ADR baseline by Week 2 and drop claims immediately following its internal bill hold policy.

Each subsequent wave of deployment brings new complexity and challenges. And while Novant Health has taken the reins of leadership, Deloitte continues to provide strategic support. According to Dr. Wallenhaupt, "Novant Health can now deploy the EHR solution with Deloitte acting as a safety net. Before we had to hold onto their coattails in order to survive. This transition reinforces the success that the Deloitte team has had on this project."

"Deloitte brought in different levels of individuals to interface with our organization and help model what we needed to build. They taught us how to fish. They didn't do it for us; they did it with us, which gave us the confidence and understanding we needed to cast the line on our own."

– Jacque Daniels, executive vice president and chief administrative officer at Novant Health

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