

# Success Story

## The Christ Hospital: Independence and Transformation



### Collaboration Highlights

#### Three primary vendors:

- » CareTech Solutions
- » Epic
- » Lawson
- Meticulous preparation by all teams involved
- Teams integrated skill sets, worked together seamlessly
- “Internal marketing” kept all parties informed of progress
- Project was “personalized” for complete buy-in
- Input solicited from all stakeholders
- Decision process streamlined by leadership
- New website designed and built by CareTech Solutions
- Entire IT operation constructed from the ground up - running better than before
- Implementation and testing accomplished in 8 months!

### Advanced IT Infrastructure Implemented in Record Time

#### The Challenge: Independence

The Christ Hospital, a 555-bed acute-care facility in Cincinnati, Ohio, had been part of a larger health system for almost 15 years. Recently, however, the hospital's leadership recognized the need to separate from the joint operating arrangement to fulfill TCH's mission and return to its roots as an independent entity. The executive team realized also that in order to raise the level of patient care, it was essential to implement an advanced new IT infrastructure with world-class IT systems.

But there were significant challenges to overcome at the outset. IT staff from the parent health system operated the entire IT function. So as a newly independent facility, TCH had an unclear picture of what equipment was, or wasn't, needed from its current data center.

#### Moving Forward Together

There were many questions: Would the hospital's board support the project or delay implementation? What new vendors would replace the old, and how would they work together? Will a mix of new technologies result in poor performance? And how do these issues square with the hospital's firm commitment to become a “Top 10” hospital by 2010?

In addition, there was the delicate situation of legal separation from the hospital's previous ownership that would have to take place concurrently with the IT transition. But in the end, the decision was made to move forward. The goal was to build, implement and run an entirely new IT system in no more than eight months!

#### The Team

With its consulting partner, Accenture, the hospital engaged a diverse team of healthcare IT providers - CareTech Solutions, Epic and Lawson. Each member brought distinctive, yet complementary, skill sets to meet the TCH goal. The new IT infrastructure, with 157 systems, applications and modules, would be one of the most aggressive and rapid implementations of complete IT systems in American healthcare history.

These three vendors worked simultaneously on key aspects of the technology, with responsibilities overlapping and intertwined, and with the hospital IT staff itself. It was a process that would demand exceptional collaboration in order to meet the time demand.

#### The Process

- CareTech Solutions designed and hosted the new technology in its Troy, Michigan, data center and stationed a team at TCH for infrastructure support and to run IT.
- Epic and Lawson sent in their own people to do the “laboratory” builds, collect specifications, and adapt their products to the requirements.

# Success Story

## Data Center Migration at the Speed of Light

- These vendors worked with TCH personnel in a technological “triage” to determine which functions were essential and which could wait.
- The hospital project team huddled with both CareTech and Accenture to determine IT requirements, bringing aboard critical hospital staff to map enterprise needs.

### The Solution

In effect, this was a project to build a clinical information and operations system from scratch, without having to deal with an outmoded legacy system – a “dream job” that few providers actually get to do. But in this case, the dream came true for the technology partners of TCH – a group who had just met each other. Collaboration was the key to this endeavor which was achieved in an astounding 8 months.

During the transition, The Christ Hospital took steps to reduce risk by marketing the project internally to ensure that all stakeholders – from top management to physicians, nurses, medical staff and payroll clerks – would understand not only how the project was being done, but why it was being done and how it would impact their roles at each step of the way, from development to installation to implementation.

### About CareTech Solutions

CareTech Solutions, Inc., an information technology and Web products and services provider for more than 180 U.S. hospitals and health systems, creates value for clients through customized IT solutions that contribute to improving patient care while lowering healthcare costs. From implementing emerging technologies to supporting day-to-day IT operations, CareTech offers clients expert health information management services across the entire patient data lifecycle earning it the 2008, 2009 and 2010 Best in KLAS award for IT Outsourcing (Extensive) as ranked by healthcare executives and professionals in the Top 20 Best in KLAS Awards: Software & Professional Services report.

## Sample Resources

- CareTech’s dedication of more than 36,000 hours to installing IT base
- Lawson financial software
- Epic clinical, revenue and access systems
- API timekeeping
- McKesson pharmacy robot and PACS
- Microsoft Exchange 2007
- 157 systems, 100+ interfaces
- VMware farm – virtual servers
- Citrix farm
- New intranet
- All network, storage, archiving
- Thousands of RFID devices and readers
- Hundreds of end-user computers, drops, peripherals