CASE STUDY

NEWLY MERGED PRESENCE HEALTH CONSOLIDATES EPIC SOFTWARE

Impact Advisors helps Presence bring together two independent Epic software systems into a single instance of Epic.

BUSINESS CHALLENGE:

Presence Health is the second largest health network in the Greater Chicago area and the largest Catholic healthcare system in the state of Illinois. It was created as a result of the November 2011 merger between Provena Health and Resurrection Health Care. The Presence Health network includes 12 hospitals, 27 senior care facilities, 6 urgent care facilities, and numerous physician offices and retail clinics across eastern and northeastern Illinois. The organization prides itself on providing compassionate, holistic care in its communities, and empowering people to achieve their best possible health.

The merger of Provena and Resurrection to create Presence Health set the organization upon a journey to build a single, high-performing culture. As part of the effort to pursue organizational unity and performance improvement, Presence identified the goal of consolidating its two independent Epic software systems into a single instance of Epic. At the time of the merger, Resurrection had a more centralized environment. For instance, Provena was running Epic across its many medical group practices but not in its inpatient settings, and Resurrection was running Epic software enterprise-wide. By bringing together the two software systems, Presence sought to align its two constituent organizations clinically and financially, while gaining operational efficiencies and reducing the total cost of ownership.

Presence Health

Location: Northeastern IL
Employees: 22,000+ Associates

Business Challenge:

- Bring two newly merged health systems into clinical and financial alignment
- Standardize software configurations across the new organization
- Streamline interfaces and enhance workflows

Solution:

Impact Advisors' Strategic Implementation Services

Business Results:

- Completed an industry-first full system conversion of Epic
- Merged ambulatory clinical capabilities and revenue cycle functions
- Delivered system training effectively and efficiently
- Preserved service continuity throughout the transition

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SOLUTION:

Presence Health worked with Impact Advisors to consolidate its Epic software systems and achieve the associated business goals. Because the software instance that had been used with the former Resurrection facilities was a comprehensive enterprise-wide system, the strategy was to merge the Provena ambulatory instance onto the Resurrection instance. It would be the second Epic-to-Epic merger ever attempted in the industry, and the first that involved a full system conversion.

After extensive gap analysis and detailed design reviews, the Impact Advisors team prepared the data for conversion, converted the data, and loaded the data into the new build. Using a hands-on, adaptive approach allowed the team to identify and incorporate best practices from both organizations along the way. "The intent was to focus on the consolidation effort, but we were still able to make some enhancements to the workflows that ended up benefiting both legacy organizations," said Randy Johnson, Director of Applications at Presence Health.
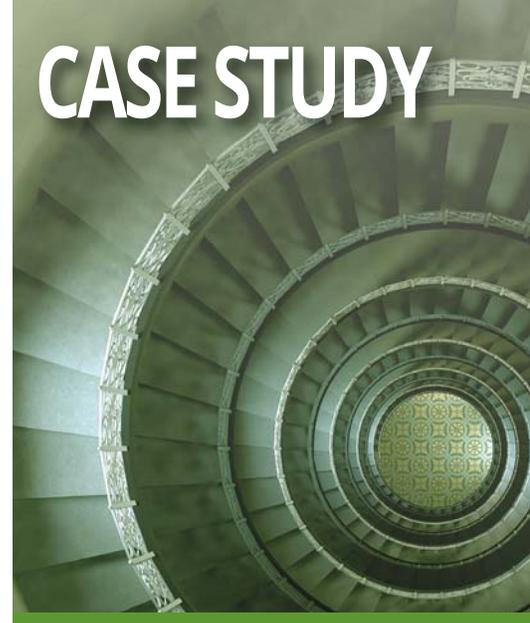
Planning and implementation took 12 months, concluding with a January 2014 Big Bang-style go-live. As part of developing the interfaces between Epic and MEDITECH, the team mapped new workflows and procedures

(including labs and radiology) and used Epic's Bridges Interface Toolkit to build and validate the new configurations. The team conducted extensive testing, provided effective training for affected users through the use of videos and webinars, and offered onsite go-live support for two weeks to ensure a smooth transition for Presence.

There were numerous technical challenges to overcome over the course of this ground-breaking implementation. For instance, since the merger entailed one for-profit and one non-profit entity, Presence Health was required by a bond covenant to retain two general ledgers. Because a single tax ID number was not yet in use for the whole organization, the Epic software instances could be made seamless on the clinical side but needed to be configured carefully in order to handle the separate tax ID numbers for the two different service areas. This helped to achieve a unified front end on the financial side.

Using its Strategic Implementation Services Methodology (SISM), the Impact Advisors team developed a blend of automated and manual procedures for analyzing and comparing the two disparate legacy systems. The approach ensured an efficient and accurate way of validating the new system design against the project requirements. The team was able to extract and

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> "This project with Impact Advisors was a big win for the administration of the medical groups. They are now more standardized and can pull consolidated reporting."
> "
>
> Randy Johnson
> Director of Applications,
> Presence Health

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compare the masterfiles, and in just six months complete the build portion of the new system implementation.

BUSINESS RESULTS:

Impact Advisors was able to consolidate Presence Health's two disparate ambulatory instances of Epic into a single system with minimal disruption. "It was a big project. There was a lot of detail work with interfaces and training, and it went so smoothly that most people outside of IT didn't even know it was going on," said Johnson. During the cut-over phase to the new system, "We were waiting for the support calls to come in, but people were well-prepared."

Careful planning, deep subject matter expertise, and the ability to adapt to overcome challenges were key to the success of this complex systems conversion and implementation project. The new unified clinical and financial capabilities for Presence Health will help them achieve faster and more convenient service for patients, make scheduling easier for staff, enhance provider satisfaction, and provide better insight into operations. The Impact Advisors team delivered the desired outcomes effectively and efficiently.

NEXT STEPS:

With increasing activity in healthcare mergers and acquisitions, the need to consolidate instances of complex software systems is becoming more common. Now that Presence Health operates on a single instance of Epic software, it can more fully realize the benefits of its merger, as well as take on other performance improvement goals and objectives, including performing additional workflow optimization and enhancement. Impact Advisors is dedicated to supporting Presence Health's needs as it strives to achieve a single culture and make the most of its organizational strengths.

For more information on Presence Health, visit www.presencehealth.org.

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