

## CASE STUDY

# HMH

Harrison Memorial Hospital  
a Regional Healthcare Facility

### LOCATION

Kentucky

### WEBSITE

[www.harrisonmemhosp.com](http://www.harrisonmemhosp.com)

### SIZE

11 Clinics; 61 beds

### DEPLOYMENT

January, 2018

### SERVICES EMPLOYED

// MEDITECH Consulting

// E2E Activation Services®

## About the Client

With 1,849 yearly admissions, and 51,005 yearly outpatient visits, Harrison Memorial Hospital is a 110-year-old community-owned, not-for-profit, independent hospital. It offers a full range of services and an exceptional staff of more than 400 employees, in addition to a 16-member active physician staff and more than 100 physicians on consulting staff. Harrison Memorial is considered by its peers as a progressive entity in rural health.



# MEDITECH 6.1 IMPLEMENTATION WITH WEB AMBULATORY

## THE NEED

Harrison Memorial Hospital, founded in 1911, has been the leading provider of quality healthcare for Harrison and the surrounding counties of northern Kentucky. Once a community hospital, they have matured into a regional medical center respected for their high patient satisfaction scores and a culture that values the contributions of each employee.

Harrison Memorial has operated on the MEDITECH Magic platform for the last 22 years. The Magic platform was deemed to be no longer effective. Additionally, the hospital wanted to move toward a single patient medical record that was enterprise-wide with capabilities to manage patient care in all settings, ambulatory, inpatient, ER and outpatient.

Harrison Memorial decided to move from housing their own servers to a hosted cloud-based technology. This was to help meet goals for operational sustainability, support, and scalability. The move was completed while still on the Magic platform and during the design phase of 6.1. In addition to the MEDITECH 6.1 implementation, Harrison was also undergoing a multi-million dollar building expansion that was completed just a few months prior to their Go-Live.

## THE SOLUTION

Under the direction of CIO Martha Sullivan, Harrison Memorial did their homework by completing critical pre-planning efforts that included:

- MPI clean up
- Gather current workflows
- Select Core Team members: 18 teams with a total of 65 members
- Establish a Physician Advisory Committee
- Project theme: Route 6.1: The Road to Enhanced Technology

In the Spring of 2016, Santa Rosa and the Harrison Memorial Core Teams got to work on the implementation. The hospital took a firm stance on using MEDITECH's Best Practices and Standard Content as the foundation of the new system, concentrated on following MEDITECH's READY implementation approach. Santa Rosa Consulting was one of the first firms to be MEDITECH READY-certified and has completed every level of READY implementation with great success. The Core Teams attended 51 days of dictionary training, 93 days of applications training, and 30 integrated training sessions ranging from 2 hours to 4 days — all while continuing to shoulder their regular job responsibilities. Santa Rosa worked with the teams through the READY processes and implemented robust testing: Modular, Integrated (3 rounds), Target Parallel, Parallel, Printer, and System Volume testing.

Harrison Memorial Hospital was unaccustomed to working with a Project Management Professional, but they came to appreciate and value the benefits of having a long-term project managed effectively. The use of Santa Rosa's project management tools throughout the implementation helped them stay on track and remain focused within the scope of the project.

**“We relied on Santa Rosa to keep the project running on time and functioning well. Their library of documentation and years of experience with an understanding of MEDITECH were extraordinarily valuable to Harrison.”**

**Martha Sullivan, CIO**

Harrison Memorial Hospital

The Santa Rosa team made an effort to understand both the culture and community commitment to health care excellence that is the heart of Harrison Memorial Hospital. They, then, incorporated these elements as important factors in the design and build of the new system.

During the transition, Harrison Memorial was challenged by staff turnover. Santa Rosa was able to offer guidance as well as assist them with staffing. The departure of the hospital's Ambulatory analyst mid-implementation signaled Santa Rosa to bring in an experienced Ambulatory consultant to help with the project. Some MEDITECH staff departed as well, and Santa Rosa stepped in to help the new MEDITECH specialists get up to speed.

Another key factor in structuring the implementation was commitment to Harrison's well-defined budget. Respecting the budget parameters, Santa Rosa was able to drive a remote workforce, as much as possible, to keep travel expenses in check. During Go-Live, Santa Rosa wanted to make sure Harrison had all the support they needed to stabilize systems and help with end user support. Santa Rosa sent additional analysts, at the cost of travel expenses only, to support the physicians going live with Web Ambulatory.

## THE RESULTS

The Go-Live proceeded smoothly, despite a few challenges around the MEDITECH technology and unexpected hosting downtime. Santa Rosa acted as a true collaborator and coach throughout the Implementation, helping the Core Teams correlate MEDITECH's technical/software knowledge into relevant daily workflows for the hospital.

Since Go-Live, Harrison's implementation has been successful and stable. The hospital is now moving into operational mode, with MEDITECH on-site throughout the second month for system optimization. To date, over 1,200 issues have been logged with only 171 enhancement request-driven issues left to be resolved.

After 14 months, four Santa Rosa consultants and two analysts successfully met Harrison Memorial's timeline and budget goals.

## KEY TAKEAWAYS & BENEFITS

A little over a month after the Go-Live, the fruits of the implementation are being realized. Within 7 days, inpatient claims using the new system were distributed. “Like a lot of community hospitals, our team wears a lot of hats,” says Martha Sullivan, Harrison Memorial's Chief Information Officer. “We relied on Santa Rosa to keep the project running on time and functioning well. Their library of documentation and years of experience with an understanding of MEDITECH were extraordinarily valuable to Harrison.”

Today, Harrison Memorial Hospital can realize the continuity of care benefits from a single platform like MEDITECH 6.1. Having one medical record, whether at a clinic or hospital, is now a reality for both its hospital and clinic patients.

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