



Managing technology implementation from the outside in

Large health system taps Philips Healthcare Transformation Services

Who/where

Hospital health network.

Small midwest city, U.S.A.

Three hospitals and more than 15 clinics.

Challenge

Upgrade the hospital's EMR and replace its RIS at three locations, while integrating both systems with Philips iSite PACS solution across the entire healthcare network.

Solution

Provide skilled management services to define and orchestrate the project, identify and manage risks, evaluate technical resources, coordinate multiple vendor teams, issue status reports, and communicate progress to key decision makers.

Results

Successfully managed the integration of Philips iSite PACS with the hospital's EMR and RIS, providing easy access to images and information across three separate hospitals and more than 15 clinics.

A leading city hospital group that is part of a large Midwest health network was faced with major technology upgrades to its electronic medical record (EMR) system, as well as replacement of its radiology information system (RIS).

The organization also needed to integrate Philips iSite PACS with its EMR and RIS to provide seamless access to clinical images and patient information across three separate hospitals and more than 15 clinics.

Background

The diverse radiology IT infrastructure across the hospital and clinic locations resulted in the need for extensive project and change management activities. However, project management resources were limited and few members of the hospital system's IT staff had a working knowledge of the complexities of PACS-RIS-EMR integration. At the time, multiple technology vendors were providing discrete project resources, but there was little coordination among the various implementation teams. In several key areas, there was limited project documentation required to support a smooth, smart integration of Philips iSite PACS to the hospital's EMR and RIS.

Given the strategic importance of these projects, the depth of integration required, and the need to synchronize resources and activities under a tight deadline, the hospital chose the Philips Healthcare Transformation Services team to act as project manager. Philips had a history of successfully working with this hospital during its iSite PACS implementation. This health network uses Philips imaging systems throughout their facilities.

A single point of contact

Early discussions with the hospital revealed the need for a seasoned project management team with the knowledge and technical skill set to manage a high-priority project of this magnitude.

The lead Philips Healthcare Transformation Services project manager served as the point person for activities surrounding the integration of the RIS, EMR, and Philips iSite PACS solutions. As the IT and management expert, he was the primary customer advocate, a single conduit into Philips who was able to identify the appropriate technical resources on the Philips iSite PACS team, coordinate with imaging modality experts, and keep the entire program headed in the right direction.

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Most importantly, the project manager worked closely with implementation teams and subject matter experts from the hospital's EMR, RIS, and imaging systems vendors to coordinate tasks, establish time frames, and resolve issues that could hamper a successful integration and implementation. The Philips team supported the hospital's IT team in its objective to complete the implementation on time and on budget.

Overcoming challenges

No project of this size, scope, and scale is without challenges, and this one was no exception.

The project was well underway by the time the Philips Healthcare Transformation Services team was brought in, and the team had to quickly get up to speed. A project charter was created to outline what had to be accomplished and why. This document provided a detailed project description, outlined objectives, and identified key stakeholders. It also defined success criteria, established a vision, created milestones, pinpointed resources, and developed a schedule for approvals.

However, soon after the original project, risk assessment, and communications plans were created, there was a significant shift in the proposed timeline. As a result, the project manager and his team had to re-plan the project, evaluate new risks that came into play, adapt the original strategy, and reschedule resources to meet a compressed deadline for full implementation.

The plan had to be flexible enough to accommodate changes in the hospital's schedule. Philips worked with EMR and RIS vendors to overcome the many challenges to deploying these solutions across the entire hospital system.

Delivering on the promise

Integrating Philips iSite PACS with the hospital's EMR and RIS – on schedule and within the budget – called for a disciplined approach and highly coordinated activities from start to finish. Philips Healthcare Transformation Services yielded key deliverables which included:

Project plans. Detailed project plans which covered everything from managing day-to-day activities to tasks, timing, critical interdependencies, responsible resources, milestones, and measurements were prepared.

Issue and risk logs. Key issues and risks that could impact the project at every stage and defined processes and procedures for managing them were identified. The project team worked with the hospital to create a mechanism for tracking the resolution of each issue.

Status reports. Throughout the entire project, Philips organized and participated on calls and provided transparent status updates on project risks, issues, and progress. The team scheduled teleconferences, created agendas, and published and distributed minutes to keep stakeholders informed.

Communications strategy. A wide range of messages to address the needs of various stakeholders – from hospital leaders to PACS end-users – were planned and crafted. These communications materials included presentations, emails, newsletters, measurement activities, and more.

The bottom line

Philips Healthcare Transformation Services managed the development, testing, and execution of multiple go-live events, successfully connecting Philips iSite PACS to the hospital's EMR, RIS, and imaging systems. This enabled clinicians at the hospital's more than 15 clinics and three hospitals to easily access patient images and information from one, convenient place – the EMR.

Finally, the team provided the hospital with a number of templates and frameworks that were incorporated into its project management library to help the hospital prepare for future improvements.

Learn more

Philips Healthcare Transformation Services provide end-to-end, patient-centric solutions across the care continuum. Our customized consulting and education services are designed to improve clinical outcomes and operational effectiveness while contributing to the financial stability of your enterprise. For more information, please visit www.philips.com/healthcareconsulting.

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Printed in The Netherlands
4522 962 97941 * OCT 2013