



Carle Foundation Hospital

**HOW CARLE FOUNDATION HOSPITAL
PREPARED FOR AND ACHIEVED
MEANINGFUL USE STAGE 1
ACCREDITATION**



CASE STUDY

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CLIENT PROFILE/BACKGROUND

Based in Urbana, IL, The Carle Foundation is the not-for-profit parent company of an integrated network of healthcare services. At its core are Carle Foundation Hospital, Carle Physician Group, and Health Alliance Medical Plans. The 345-bed regional care hospital has achieved Magnet® designation, the nation's highest honor for nursing care. It offers a more advanced level of clinical expertise and technology than any Central Illinois area hospital, housing the area's only Level I Trauma Center as well as Level III perinatal services.* The Mills Breast Cancer Institute, Carle Cancer Center, Carle Spine Institute, and Carle Heart and Vascular Institute bring additional advanced diagnostic and treatment options. Carle Physician Group, the outpatient practice serving more than 200,000 unique patients annually, is comprised of more than 300 physicians dedicated to providing the highest quality care in 50 specialties located in nine communities across Central Illinois.

Health Alliance Medical Plans, Inc. is a licensed health insurance provider ranked among the nation's top 20 health plans by U.S. News and World Report, with 310,000 members in Illinois and Iowa. Also among the corporate entities are the philanthropic arm, The Carle Development Foundation, and nine healthcare-related businesses that provide residents a complete array of quality health services. As an integrated system, Carle remains a committed partner in strengthening the health and well-being of the communities it serves.

INTRODUCTION

Carle Foundation Hospital completed a successful Meaningful Use (MU) Stage 1 compliance project, reaching attestation in August 2011. It is one of the few facilities in the country to achieve registration and attestation for both Medicaid and Medicare.

Carle reached its goal by adhering to a well-thought-out implementation plan, methodology, and philosophy. The organization's ability to collaborate with its leadership, physicians, finance department, and other stakeholders to reach agreement on the approach to the project early was tantamount to its success.

As Carle started its MU planning process, there were several questions that needed to be answered. Some of the practical insights the organization considered included:

- ▶ Recognizing the need to assess where it stood with its current systems, tools, methodologies, and processes
- ▶ Understanding the state and federal registration requirements and the changes required to reach Stages 1, 2, and 3 compliance
- ▶ Reviewing the attestation screens and processes at a state and federal level
- ▶ Evaluating the team that would be working on the project and understanding that MU education was required at multiple levels
- ▶ Identifying requirements for auditing its IT infrastructure, clinical systems, adoption threshold, and performance baselines, (i.e., compliance dashboard)
- ▶ Recognizing the need to have a solid foundation and process in Stage 1 that would propel them into Stages 2 and 3

THE PROJECT PLAN

From the beginning of the project, Carle's leadership team set the stage for success. They established a governance structure that was very effective at keeping the organization focused and resolving problems expeditiously. A steering committee comprised of the COO, CFO, vice president and medical director of quality, vice president of nursing,

* Healthgrades, the nation's leading independent health care ratings organization, has named Carle Foundation Hospital the top hospital in Illinois for neurosurgery, neurosciences, and critical care.



CMIO, executive director of Epic and clinical systems, and other stakeholders met regularly to review the progress of the project. They set an aggressive project end goal that would meet MU Stage 1 compliance. The project was led by Michael Sutter, Carle’s Executive Director of Epic and Clinical Systems. Carle had been reviewing the project objectives and the six quality measures from its current EMR system and decided to hire a consulting firm to validate the requirements process that they had established. The organization decided to engage Leidos Health (formerly maxIT Healthcare) to:

- ▶ Assist with Carle’s MU work plan
- ▶ Provide high level question and answer support
- ▶ Provide assistance for particular questions involving the research and interpretation of the rules and the application of the rules unique to Carle’s environment
- ▶ Assist with the registration and attestation for Medicare and Medicaid
- ▶ Serve as a CMS liaison

Carle and Leidos Health worked together to conduct the MU effort in several phases. With any project, it is important to understand why the project is being done. For Carle, the answer was clear: achievement of MU Stage 1 accreditation. In order to reach Carle’s goal, an understanding of the strategy behind the project was needed before the roadmap for achieving the goal and desired results could be developed. The following table shows the key phases and activities that were undertaken.

PHASE	KEY ACTIVITIES
Why	Understand the opportunities for improved performance and incentives to be realized by achieving Stage 1 accreditation
Strategy	Review and understand Carle’s IT strategic plan
Roadmap	<ol style="list-style-type: none"> 1. Identify gaps in the IT plan to achieve MU 2. Update the IT plan with MU compliance and reporting roadmap 3. Provide on-going MU advisory services to execute on the MU roadmap

By following this process, the project team produced the following deliverables:

MU Gap Analysis – This deliverable assisted with mapping Carle’s planned IT initiatives to the MU requirements for Carle’s eligible hospitals and professionals (e.g., employed physicians) to identify any gaps.

MU Roadmap – This plan provided recommendations for sequencing various initiatives to achieve MU. For each initiative, the timing, resources, costs, dependencies, and potential MU payments were defined so that all team members understood the project goals and deliverables for sequencing project activities.

“What Leidos Health brought to the table were the experience and research capabilities to help our team validate that the course of action we were taking with the Meaningful Use Stage 1 project was appropriate in order for our organization to successfully reach attestation in a timely manner.”

— **MICHAEL SUTTER**
Executive Director of Epic and Clinical Systems
Carle Foundation Hospital

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MU Reporting Plan – This plan provided recommendations for implementing a dashboard that allowed Carle to monitor its progress against the MU criteria and associated payments.

BENEFITS OF THE APPROACH USED AT CARLE

Teaming with Leidos Health on this approach, Carle saw many benefits:

- ▶ Questions from the project team were answered in a timely manner allowing the project to stay on course. Leidos Health provided guidance to Carle with regard to interpreting the guidelines, sharing information with Carle on how similar organizations had worked through several of the complex requirements from a process and workflow perspective, especially pertaining to the reporting processes. There was thoughtful, shared collaboration between Carle and Leidos Health with regard to interpreting the MU guidelines.
- ▶ MU criteria were met, ensuring that Carle could take full advantage of available incentives, while concurrently avoiding pending penalties.
- ▶ A strong, effective steering team resolved problems in a timely manner.

- ▶ Leidos Health served as the “Trusted Advisor,” proactively bringing issues to the table with Carle, mitigating risks and remediating problems.
- ▶ A carefully designed MU process engaged the involvement of all stakeholders to ensure the overall healthcare community achieved the desired project outcome, as mandated by CMS, including achieving incentive stimulus dollars, more effective and efficient workflow, building the foundation for future stages, and engagement of families with their health and coordination of care.

CONCLUSION

In order to meet MU Stage 1 requirements, Carle developed a plan early in the project, kept stakeholders involved at all phases, implemented changes to its internal systems, addressed data issues, and made adjustments for MU.

Carle completed the registration and attestation for both Medicaid and Medicare. Payment has been received for Medicare.

Carle made remarkable progress to achieve MU Stage 1 accreditation and completed the project within the timeframe established.

ABOUT LEIDOS

With expertise in National Security, Health, and Engineering, Leidos will continue SAIC’s proud legacy of securing the future of our families, our communities, and our world. Our diverse knowledge base and involvement in multiple disciplines and industries make us unique. We use our insights in new ways and expand our capabilities to evolve the industries we serve.

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