# Vendor Management for Critical Access Hospitals

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Advancing America's Health Care

# National Learning Consortium

- The National Learning Consortium (NLC) is a virtual and evolving body of knowledge and resources designed to support healthcare providers and health IT professionals working towards the implementation, adoption and meaningful use of certified EHR systems.

- The NLC represents the collective EHR implementation experiences and knowledge gained directly from the field of ONC's outreach programs (REC, Beacon, State HIE) and through the Health Information Technology Research Center (HITRC) Communities of Practice (CoPs).

- The following resource can be used in support of the EHR Implementation Lifecycle.  It is recommended by "boots-on-the-ground" professionals for use by others who have made the commitment to implement or upgrade to certified EHR systems.

### EHR Implementation Lifecycle



*The material in this document was developed by Regional Extension Center staff in the performance of technical support and EHR implementation. The information in this document is not intended to serve as legal advice nor should it substitute for legal counsel.  Users are encouraged to seek additional detailed technical guidance to supplement the information contained within.  The REC staff developed these materials based on the technology and law that were in place at the time this document was developed. Therefore, advances in technology and/or changes to the law subsequent to that date may not have been incorporated into this material.*

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# Description & Instructions

- The Vendor Management for Critical Access Hospitalspresentation is intended to aid providers and health IT implementers with EHR Implementation. It can be used to understand the challenges and strengths of CAH vendors, enhance the partnership between vendors and CAHs and their stakeholders, describe common issues with top CAH vendors and possible mitigation strategies, and explain the meaningful use vendor certification requirements for CAHs.

- This resource includes essential vendor management tips and tools to effectively manage vendors and projects.

# Session Objectives

Upon completion of this session, you will:

- – Understand the strengths and challenges of CAH vendors

- – Enhance the partnership between vendors and CAHs and their stakeholders

- – Describe common issues with top CAH vendors and possible mitigation strategies

- – Explain the Meaningful Use vendor certification requirements for CAHs

# Vendor Management and Project Management

- Similarities
    - You provide oversight
        - Contract spells out who will do what
        - Scope of work defines who does what, when, and how much
        - Both parties agree to timelines
- Differences
    - Vendor Management focuses on
        - Relationship management when contracts are tested
        - Interface stability and policies
        - Security policies
        - Contracting processes

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# Vendor/Physician Outcomes

- Vendor's goals
  - Development
    - Provide infrastructure for data capture, reporting, and interoperability
    - Provide superior clinical application
    - Support a mobile environment
  - Sales
    - Increase market share.
  - Maintenance and Technical Support
    - Maintain the system; respond to issues, questions
- Provider's goals
  - Clinical
  - Optimize the EHR's capabilities
  - Administration
  - Manage costs, culture, timeline, and productivity
  - Meet Meaningful Use / avoid penalties

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# Skills Required for Vendor Management

## Consensus builder

EHR Transformation is a partnership

Recognize the immense pressure to migrate 100,000 physicians

Maintain the ultimate goal of health information exchange (HIE)

Patient safety comes first in all conflicts

## Firm, but trustful

Transition of power from vendors to providers makes vendors uneasy

Transition of power from physicians to patients makes physicians uneasy

You build trust as you listen, frame, envision, commit

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# Skills Required for Vendor Management (cont'd)

## Risk Manager

- Impact of change to budgets and timelines
- Coordinate Contingency Planning
- Maintain an issues log and visit it weekly
- Ensure Privacy and Security

## Risk Manager

- Review, manage contracts, including revisions
- Mergers, upgrades, interface coordination
- HIE participation

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# Vendor Relationship Issues

- Interoperability
  - Informing / misinformation about product abilities
- Public Health Measures
- Relationships as resellers (Hospitals are VARs?)
- Additional modules not documented for deployment
- Escalation of support issues
- Privacy, Security, Breach issues
- Roadmaps for changing landscape (what's in development

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# Vendor Relationship Issues (cont'd)

- VAR doesn't have the resources to assist customers
- Stabilize cost of upgrades for MU
- Modular EHRs – Information Ecosystems
- Templates on the fly vs templates hard coded
- Stage 2 and 3 Meaningful Use Requirements
- Usability: what does this really mean?
- Interface costs, interoperability and HIEs
- Breach notification

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# 80/20 Rule on Contract Problem Areas

- Data ownership and management
- Upgrades & updates
- Interface management
- Technical support and maintenance
- Training schema
- Agreement on payment terms

# Exercise: EHR Strengths and Barriers Exchange

# Exercise:
# EHR Strengths and Barriers Exchange

- Description:
    - Capture EHR vendor strengths and barriers
- Mode of Participation:
    - Work in small groups
- Time Allotted:
    - 45 minutes
- Directions:
    - Review the data provided for the product you are assigned
    - List the strengths and barriers for the product
    - During debrief, other participants share their feedback on each of the products

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# Lessons Learned

- Vendor Management is a continuous work in progress
- Continually refer to the contract as the defining guidelines.
  - Most vendors will update contracts if physician agrees to fee
- Consensus building and risk management are the right and left hands of vendor management
- Resources are always available on the HITRC
- VSM calls are every other Wednesday, 3 - 4 pm EST

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# Session Review

- In this session we reviewed:
    - The importance of documenting every meeting and following up with actions items and decisions
    - The crucial role a Project Manager plays as a:
        - Consensus builder
        - Risk manager
    - How you, as a Trusted Advisor, can assist practices with vendor management

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