ACI

SYSTEM REDESIGN

NEW MODELS OF CARE

INFORMATION AND TECHNOLOGY
INNOVATIONS

FEDERAL AND STATE POLICY
CONNECTIONS

DELIVERY SYSTEM OPERATIONS

CLINICAL SERVICES

OBJECTIVE/MISSION OF
THE ACI: *Transform the
current healthcare delivery
system to ensure greater
effectiveness, value,
transparency, and
accountability.*

Health Care Restructuring:
Information and Technology Innovations

Context: Policy makers, health systems, and provider organizations across the health care landscape are moving down the path of delivering accountable care. This transition involves the daunting and often confusing task of identifying strategies and selecting information management (IM) solutions from the vast information technology (IT) marketplace that will best support the needs of new systems of care. Health Management Associates (HMA) recognizes the difficulty of this task and understands the critical role that IM and IT will play in the transformation of health care. To that end, HMA has established the Information and Technology Innovations (ITI) Practice Group as part of HMA's Accountable Care Institute.

Approach: Through the ACI ITI Practice Group HMA leverages its diverse IM and IT expertise, developed from extensive experience in the field, to help clients reengineer their health care delivery systems. The group has developed specialized consulting approaches and tools to help clients navigate the IT "maze" and identify high-performing IT solutions for accountable care. The ITI Practice Group also works hand-in-hand with clients to categorize and prioritize IM and IT needs and to evaluate the pros and cons of various IT solutions that can serve as enablers of accountable care organizations (ACOs), state innovation plans, and other large-scale health care reform initiatives.

The ITI Practice Group links health care policy, IT technical acumen, and in-depth knowledge of health care delivery and administration. The ITI consulting approach helps clients make the connection between new care models and IT solutions. This work is strategic, systematic, and produces deliverables that address client priorities. The ITI Practice Group offers key services including:

- *Targeted capability assessments* to identify gaps in a client's IM and IT capabilities vis-à-vis its delivery system innovation goals.

- *Research and analysis* of potential IT solutions that align with the client's innovation goals.

- *Planning and procurement support* including identification and vetting of potential IM and IT solution providers.

- *Training* designed to elevate the levels of IM and IT-related knowledge of personnel in all domains of an integrated delivery system: program, clinical, and administrative.

- *Strategic guidance and other supports* tailored to help clients successfully leverage IM and IT innovations.

Tools: The ITI Practice Group has developed three critical tools that are intended for use in any major health care reform initiative, whether led by a provider organization, health system, or state:

- *ACI Glossary of Terms:* a comprehensive "dictionary" of relevant terms and concepts that are used during IT initiatives aimed at creating an accountable care environment. Achieving consistency in how certain terminology is used is critical to the success of ambitious health care reform initiatives and is a key element for meaningful stakeholder engagement efforts.

- *ACI Business Requirements Framework:* a series of documents that define and describe the operational and technological capabilities and related IT components that health care enterprises must possess to attain high levels of performance in whatever role they pursue for themselves in a post-reform health care environment.

- *ACI Capability Assessment Instrument:* a tool created to facilitate and document the findings of targeted capability assessments; this tool is used in conjunction with the Business Requirements Framework.

These tools are essential components of any structured effort to reengineer a health care enterprise, beginning with a thorough and pragmatic assessment of existing capabilities, followed by identification of capabilities that are needed to enhance operational and technological capacity, and culminating with prudent investments in IT solutions.

Examples of Projects: The ITI Practice Group has been involved with clients from various vantage points, supporting larger health system restructuring and other initiatives of varying scope and levels of scale. These include:

- **Medicaid Health Home program design**: serving as HIT/HIE solution "architects" and "brokers" in the District of Columbia, Ohio, Michigan, and Rhode Island.

- **Managed care organizations (MCOs)**: advising several MCOs on the operational and technological requirements needed to pursue new or additional Medicaid or Marketplace business.

- **Integrated delivery systems**: advising provider clients looking to create an ACO or MCO "from the ground up" or restructure existing organizations. The Business Requirements Framework enables these clients to understand and clearly articulate the capabilities they need to succeed in their future roles.

- **Health care IT solution providers**: advising several solution providers – including companies exploring investments in the development and marketing of health care IT solutions – on how different health care reform initiatives impact the capabilities and functionality that these solutions should offer.

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