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FOCUSING ON THE PEOPLE PEOPLE OR THE HUMAN RESOURCES RESOURCES



The digital revolution first came to hospitals with PACS in Radiology, followed by the Electronic Medical Record which changed the face of Health Information Management (HIM). Soon the hospital file rooms and “losing” X-Rays and medical records became a thing of the past. With this technology came high degrees of intra and inter-departmental change. In 2019, the epicenter of those changes is Human Resources. The employee is now empowered via such technology as self-service modules, making typical HR tasks now their responsibility.

The Human Resources (HR) department is focused on:

Corporate centralization: As hospitals merge, the need for corporate-based Human Resource departments makes perfect sense as it is critical for HR to align with the organization’s strategy when it comes to hiring, training, and the development of their employees.

Enhanced statistics to measure performance: HR was once considered a fixed department, however, with AMS developed metrics that have been validated from community hospitals and academic medical centers to corporate-run HR departments, each component of HR can now be measured using the total number of employees as the baseline statistic. Each work function—Benefits, Compensation, Recruitment, Organization Development, etc.—is included to ensure that all that is being offered is measured.

Human Resource Information Systems: With HR system implementations happening at lightning speed across the country, the evaluation of current HR roles vs. post-implementation HR roles requires attention. With some HR functions changing into manager self-service tasks, the focus can be on the recruitment of top-notch candidates and retention of employees. Internal dashboard metrics including cost per hire, turnover rate, time to fill, and offer-to-acceptance rate paint a clear picture of the success of the HR program. Each of these metrics is part of AMS’ analysis, which contains a detailed assessment and comparative to track future improvements.

Refining the Organization Structure: Recently, HR has been a top-heavy department, having too many captains and not enough sailors. With corporate models and robust HRIS systems being implemented, aligning HR structure with a span of



responsibility metrics is essential. Today, AMS recommends a corporate HR structure to have no more than two-to-three VP level roles that work to ensure strategy and operations are balanced from the top-down.

Two large health systems, **Baystate Health, Springfield, Massachusetts** and **Dartmouth-Hitchcock Health, Lebanon, New Hampshire** have recently turned to AMS to provide industry input on how to continue enhancing their HR operations from a human capital strategy perspective within HR as well as organization-wide. “Driven, experienced people find driven, experienced people,” commented Kristin Morales-Lemieux, Vice President HR Operations & Total Rewards at Baystate Health. “With HR as both the starting line and the finish line for employees, we are focused on ensuring that we align with the standards that AMS provided us through maintaining a superior level of expertise in each of our HR areas.”

2019 HIMSS GLOBAL CONFERENCE & EXHIBITION IN ORLANDO, FLORIDA



“*HIMSS19 Champions of Health Unite* was the overall theme of this year’s global healthcare educational and networking focused conference, which once again did not disappoint,” said Jennifer Owen Schuster, Principal, and a Fellow of HIMSS, who represented AMS at the conference this year. The event was held February 11-15. HIMSS successfully continued with its focus on better health through the use of information, technology, and collective intelligence. Stressing education, innovation, and collaboration all being necessary to successfully transform health. Truly a global meeting as Jennifer was joined by over 45,000 professionals, attending from 6 continents, and 90+ countries. Throughout the week, attendees had the ability to choose from 1,000+ world-class education sessions and to learn about the latest and greatest from visiting any of the 1,300+ vendors. Networking opportunities were endless. Each day and in many ways how to be champions and embrace innovation to transform healthcare while managing the care of those in need was taught and emphasized.

Some of the education-track themes included Innovation, Interoperability, Security, Artificial Intelligence and Machine Learning, Patient Engagement and Experience, Change Management, Blockchain, Global Healthcare, Population Health, Digital Transformation, Telemedicine and Remote Monitoring, Robotics, and of course Big Data and Analytics. There was definitely something for everyone who attended.

Being able to access big data and data analytics are critical to ensuring progress. Analyzing data, finding trends, developing actionable steps to meet goals designed to improve healthcare and operations ... these are all things that AMS is involved with every day in our efforts to assist our clients throughout the country with meeting their operational needs.

In summary of this year’s HIMSS annual event, a positive take away is to remember to be flexible and open-minded, to lean in, to continue to grow and learn, to really engage, and to set a personal goal to join the revolution to champion health. Next year’s meeting, HIMSS 2020, will be back in Orlando March 9-13.

Navigating the shift from episodes of care to continuous care

AMS is uniquely qualified to assist your health care institution with assessing your affiliated group practices. With more than 50 years of experience in health care management, operations improvement, and information systems integration, AMS has the expertise to align with today's patient-centered services while focusing on the organization's financial goals.

Assess current operations and identify future opportunities

Service Descriptions

OPERATIONS

✓ **Operational Analysis:** Through interviews, questionnaires, data analysis, and on-site observations within the physician practice, AMS develops an accurate assessment of your current operations and the potential areas for improvement. This provides a comprehensive understanding of the existing system to establish a baseline for initiating improvement.

✓ **Workflow Assessment:** The efficiency in which patients are seen in the practice is essential from a provider, staff, and patient satisfaction perspective. The flow of patients throughout the care process is measured utilizing a variety of both qualitative and quantitative methods. Workflow is charted to identify and solve potential bottlenecks in work and information flow that could delay a patient at any stage of treatment.

✓ **Support Staff Workload Measurement:** AMS analyzes the clinical and clerical support personnel to develop practice-specific workload standards that consider work functions performed, skill mix, electronic health record (EHR) management, and workflow. These standards allow the practice to match staffing to volume demands to optimize productivity.

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How we can help

Operations

- Operational Analysis
- Workflow Assessment
- Support Staff Workload Measurement
- Practice Layout Review
- Productivity Monitoring
- EHR Optimization

Management Review

- Practice Organizational Structure
- Management Skills Development

Financial Systems

- Charging Systems
- Costing Models
- Managed Care Contacts
- Provider Utilization

Planning and Marketing

- Market Assessment
- Industry Trends

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✓ **Practice Layout Review:** AMS, utilizing current and projected volume, can maximize existing space to balance staff needs and patient throughput. AMS has extensive experience enhancing space configurations and implementing recommendations, and has worked with architects and builders as needed.

✓ **Productivity Monitoring:** The AMS cloud-based productivity monitoring system, Quantify™, is a tool that tracks and measures department and organization performance. Quantify combines AMS' decades of labor productivity improvement experience and proprietary data with additional department-specific and management engineered workload standards. The standards can be developed by AMS or supplied by the user.

✓ **EHR Optimization:** From implementation to optimization, AMS can assist practices with utilizing their EHR to best meet the needs of their patients and practice. AMS has experience with many of today's most prominent EHR systems and can tailor our approach to address key workflow issues to streamline "clicks" and improve efficiency.

*Exemplifying expertise in over
1,000 practices nationwide*

MANAGEMENT REVIEW

✓ **Practice Organization Structure:** A practice organization structure review documents the current management span of responsibility and identifies possible opportunities to streamline practice management in an effort to promote more efficient and effective functional reporting relationships. AMS considers the practice specialty, size, and total FTEs when determining the optimal span of responsibility.

✓ **Management Skills Development:** AMS conducts management training — based on identified need — to properly develop or enhance management skills and can address topics such as leadership, teamwork, and effective communication.

FINANCIAL SYSTEMS

✓ **Charging Systems:** AMS reviews, audits, and analyzes your use of CPT codes — our staff are ICD-10 certified — to verify the process and ensure appropriate reimbursement according to visit type, tests, and code.

✓ **Costing Models:** We have developed cost accounting models for physician practices that tie labor, supplies, and equipment requirements back to a charging system. This analysis allows statistics to be captured to accurately reflect true resource consumption.

✓ **Managed Care Contracts:** AMS outlines provisions to consider when entering into a managed care contract or reviews current managed care contracts prior to the renewal date to address the organization's reimbursement goals.

✓ **Provider Utilization:** AMS performs workload analyses based on WRVU and patients per day per provider to ensure cost-effective care delivery. Further, AMS' access to the most current compensation comparative data can ensure alignment with today's salaries and incentive plans.

PLANNING AND MARKETING

✓ **Market Assessment:** AMS works with key stakeholders to assess current practice and determine if future viability exists for potential new service lines. This could include research, development, and the implementation of a business plan. Additionally, marketing enhancement opportunities will be identified to further promote specialties within the existing geographic.

✓ **Industry Trends:** Documentation of new approaches to patient care and industry best practices by specialty can be outlined to include key topics such as technology enhancement, staffing efficiency, workflow improvement, and equipment utilization.