Mountain States Health Alliance

JTShealth partners

## CASE STUDY

# Information Technology

Advisory and Consulting | IT Adoption

**Mountain States Health Alliance (MSHA)** is the region's largest healthcare system with fourteen (14) hospitals, eighty (80) clinics, serving twenty-nine (29) counties in Tennessee, Virginia, Kentucky, and North Carolina. MSHA's integrated healthcare delivery system includes twenty-one (21) primary/preventive care centers and numerous outpatient care sites. MSHA is committed to "Bringing Loving Care to Health Care." They passionately pursue healing of the mind, body, and spirit as they create a world-class healthcare system. The health system has 9,000 team members; a 1,220 physician medical staff; 3,500 volunteers; and 1,000 students.

"JTS Health Partners is a highly professional organization with honesty and integrity. Their change management and information technology leadership, and expertise within our Cerner Soarian Clinicals, POE, and Physician Adoptions projects were excellent. They truly operate as a 'Trusted Advisor' to our organization."

*Ms. Pam Austin*
*Information Systems Area Vice President and Chief Operating Officer*

## THE CHALLENGE

The MSHA Information Technology Organization was challenged to implement a clinical system (enterprise- wide); address the meaningful use of technology; and redefine how the organization and delivery of new information technology (IT) with physicians and leadership would be delivered.

## THE COLLABORATIVE APPROACH

JTS Health Partners (JTS) executive advisors and project managers were privileged to travel the journey, on-site, day-in and day-out with "the team" at MSHA. In just one year, the collaborative efforts of JTS and MSHA garnered an impressive list of accomplishments. Mr. Paul Merrywell, Vice President and Chief Info mation Officer at MSHA, explained the success as follows: "It's a combination of things, but a key factor is 'the team.' The team needs to execute within precision, within scope, and at the same time, build strong relationships with our customers."

Ms. Pam Austin, Information Systems Area Vice President and Chief Operating Officer at MSHA, assisted Mr. Merrywell by overseeing all operational and technology aspects. Ms. Austin added that efforts such as the IT Governance Committee, comprised of senior level MSHA leadership, fostered an environment of inclusion between IT departments and customers. Mr. Merrywell and Ms. Austin also developed an IT Project Committee for the internal IT Project Management team, in which project managers addressed critical issues with
members of IT leadership. "This process gives us the opportunity to remove barriers for project managers prior to issues escalating within the facilities or to system senior leaders," Ms. Austin explained.

## THE ACCOMPLISHMENTS

The MSHA Information Technology Organization and JTS made strides in building strong customer relationships through strengthened communications before, during, and after the service encounter. "Sitting down with our customers to clearly articulate needs, expectations, and accountability ownership is critical," explained Mr. Merrywell. MSHA conducted "Lessons Learned" interviews with key stakeholders. Ms. Austin said this was a "very telling" moment about what and sometimes who stands out.

> ""JTS provided us with an interim project manager to 'fill in' for a project manager who unexpectedly had a leave of absence. Our JTS colleague was able to identify and escalate issues, which ultimately drove execution and outcomes."
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> "In an interview with our CEO and the Accountable Executive from our Children's Hospital, the Accountable Executive expressed gratitude for John's follow-through, ability to listen, and always being there no matter what. She was describing a JTS project manager. That was a real comfort to hear."
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> *Ms. Pam Austin*
> *Information Systems Area Vice President and Chief Operating Officer*

## ABOUT JTS HEALTH PARTNERS

Revenue Cycle Management
Health Information Management
Information Technology
Analytics

JTS Health Partners is a specialized, national healthcare professional services firm. Our portfolio and expertise concentrates highly skilled professionals within revenue cycle management, health information management, information technology, and analytics services focused on hospital and physician clients. With world-class performance consulting, staff augmentation and operational capability, JTS tailors its unique portfolio to the individual business and financial initiatives of each healthcare organization it serves.

JTS remains very focused on providing our clients with tremendous value and service level. Our trademark is client satisfaction.

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