CASE STUDY

CTG Improves Healthcare Master Data Management Environment Through Strategy and Vendor Selection

The Client

A large healthcare management and physician network organization, with regional markets across the U.S., engaged CTG to develop and implement an Enterprise Information Management (EIM) roadmap to enable cross-market collaboration on business analytics and foster management of information as a strategic corporate asset.

The three key goals of this engagement were to:

- Develop a master data management (MDM) strategy to support the data governance initiative and to ensure a single "source of truth" for key master data domains

- Implement an enterprise analytics framework that would acquire and conform data from dozens of disparate sources

- Develop a data governance strategy to establish roles, responsibilities, and business processes for data quality assurance and information consistency

The Business Challenge

Prior to CTG's engagement, the client had already launched an initiative to implement an Enterprise Master Patient Index (EMPI) tool that would integrate patient data from multiple EHRs and ancillary systems.

However, this tool did not provide cross-domain management of master data. Thus, other "person" master data such as providers, employees, and health plan members could not be managed by the existing solution, nor could the tool manage other very important data domains such as locations, payors, products, pharmacies and laboratories.

The inability to establish the "sources of truth," coupled with significant data quality issues such as duplicate members and providers, created a significant amount of re-work for operational reports and executive dashboards. Additionally, many stakeholders lacked trust in the information they required to make timely and effective business decisions.

The organization needed a partner to develop an MDM strategy that would:

- Support the enterprise analytics framework development effort by providing accurate, complete, and conformed corporate "dimensions" such as patient, provider, location, and member

- Establish business ownership and accountability for management of master data throughout the enterprise

- Enable the future consumption of master data domains by core operational systems

The CTG Solution

CTG developed an MDM strategy in support of these goals and managed the vendor selection process to ensure the EMPI tool would satisfy the client's requirements. CTG completed the following tasks over the course of the engagement:

- In collaboration with the client, defined the business objectives, vision statement, value proposition, and priorities for an integrated MDM environment to ultimately inform the strategy

- Identified high-level business functional requirements pertaining to the business "nouns" (i.e., MDM data domains)

- Documented the functional, non-functional, and technical requirements for an MDM tool

- Conducted a current-state assessment of the existing operational system to identify MDM data domains (patient, provider, location, payor, etc.)

- Developed a business case

- Assessed existing initiatives such as the planned EMPI upgrade and the implementation of new contracting and credentialing systems to determine the potential impact to the MDM strategy

- Defined the reference architecture and proposed an MDM architecture style (Registry, Repository, or Hybrid)

- Created a high-level MDM implementation roadmap based on business priorities

- Developed the RFI and managed the evaluation of vendor responses and vendor selection for a new EMPI tool

- Defined the scope of the pilot implementation project to confirm the selected vendor's ability to satisfy the business and technical requirements; managed the project; and prepared final recommendations

Results

CTG's development of a viable MDM strategy and implementation of the appropriate MDM tool provided the client with four benefit categories:

Benefit Categories	
Growth	• Enhances opportunities for acquisitions and mergers • Provides a consistent experience across all customer touchpoints
Agility	• Increased speed time to market to meet provider and regulatory requirements • Enables faster and more accurate patient and provider on boarding
Cost	• Consolidates duplicate patient and provider records • Rationalizes systems and applications from acquired companies
Compliance	• Supports privacy of patient records privacy (i.e., HIPAA and HITECH) • Enables prompt and accurate audit reporting

www.ctg.com