



The Intelligence Behind The Technology

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Case Study & Client Information

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Case Study: New York City Health & Hospitals Corporation (HHC)

Client Profile

The New York City Health and Hospitals Corporation (HHC) was created by legislation in 1970 as a public benefit corporation, governed by a Board of Directors, to oversee the City's public health care system in all five boroughs. HHC consists of eleven (11) acute care hospitals, six (6) diagnostic and treatment centers, four (4) long-term care facilities, a certified home health care agency, and more than 80+ community health clinics. Through its wholly owned subsidiary, Metro Plus, HHC operates a health plan which enrolls members in Medicaid, Child Health Plus and Family Health Plus. HHC facilities treat nearly one-fifth of all general hospital discharges and more than one third of emergency room and hospital-based clinic visits in New York City.

Solution

NYCHHC, under the direction of the State of New York, will restructure the health care delivery system with the goal of reducing the avoidable hospital use by 25% over the next 5 years. Through the Delivery System Reform Incentive Program (DSRIP), NYCHHC will serve as the lead partner in four of the New York City boroughs working with approximately 150 other health care organizations (referred to as Partner) to create this new health care delivery system and provide better care for the citizens of New York City. In order to meet the aggressive goals of DSRIP, Digital Edge was contracted to assist the NYCHHC in understanding the technology capabilities, maturity and needs of select Partner(s), in particular as they relate to the goals and metrics of DSRIP.

Service Scope

Digital Edge is analyzing the health information technology capabilities of targeted “priority partners” and will:

- o Perform a discovery of the information technology infrastructure for each of the identified “priority partners” and assess and document their current state as it relates to HIT
- o Identify internal reporting resources
- o Identify internal HIM resources
- o Identify how information technology supports care coordination
- o Catalogue documentation and informational markers for the organization
- o Perform discovery of compatibility with possible PPS wide central systems
- o Perform a discovery of the business and information technology processes for each of the identified partner(s) and assess and document their capability to support and deliver new and/or updated technology services
- o Perform a discovery of the information technology functional teams and functional roles for each of the identified partner(s) and assess and document their current state.
- o Perform discovery of EMR, RHIO and population health capabilities.

Upon completion all discovery materials, including relevant documentation provided by the Partner and an overall summary of the Partner's environment will be provided to NYCHHC EITS Management.

The proposed discovery will consist of the following, as more specifically set forth elsewhere in this SOW:

- High level network design, including partner networks, wireless capabilities, and any other outside connections between the Partner and other outside organizations
- Current assessment of storage technology including total amount of storage, replication, and backup of environment
- Current assessment of server technology including operating system, server types, and patching capabilities
- Current assessment of virtual server, application and/or desktop capabilities including vendors
- Current assessment of Security environment including all Firewall, Intrusion Prevention, Data Loss Protection, Virus Scanning, Proxy and other related items
- Current assessment of User Identity and Access Management including LDAP capabilities, user provisioning and de-provisioning processes and any Access Management providers including Two Factor Authentication capabilities including those planned or implemented for i-Stop, Privileged Access, and Patient Health Information protection
- Identification of major IT vendors and any current support and licensing agreements
- Identification of major IT Systems including Enterprise Resource Planning (ERP), Supply Chain, Electronic Medical Record (EMR), PACS, Imaging and other major enterprise wide applications. Include version, licensing and current support contracts.
- Identification of current top IT Initiatives / Projects currently underway or in planning process. Include all relevant project information including project plan, budget, current spend and project documentation
- Current Assessment of existing desktop environment including desktop standard, operating system version, standard desktop software and software deployment and patching capabilities
- Current assessment of telecommunications environment including PBX vendor, VOIP capabilities and mobile device management and services
- Current assessment of data centers including design documents, current capacity and room for future expansion, including power, cooling, fire suppression, and redundancy
- Current assessment of disaster recovery and business continuity capabilities and documentation
- Current organizational chart of Information Technology department, including all support organizations (Service Desk, Network Operations Centers, and Desktop Support) that are internal or provided by third party support services. Include all relevant agreements with applicable third parties.
- Current support framework(s) for all new information technology program/project level service requests. This includes assessment of all related processes, boards/committees/teams, policies and procedures, standards, and tools that are part of the identified IT Demand Management framework.
- Current support methodologies, flow and escalation paths for all service monitoring, incident, problem management and service requests raised by users' Current technology support for care-coordination activities

- Current state of EHR (electronic medical health record)
- Current ability to do ETL (extract load transform) functions on data
- Current ability to delivery reports on collected data
- Current state of internal data structure and architecture
- Inventory of internal data sources
- Current participation in state wide technology programs
- Current cross functionality with other existing partner in the PPS
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- Inventory of specialized or priority data collection tools
- Inventory of existing data transfer protocol and standards
- Assessment of digital workflows
- Compliance with possible PPS wide systems
- Level in internal training resources for technology
- Level staff experience in technical change management's functions
- Current assessment of RHIO connectivity
- Currents state of tele-medicine or call center functionality

All information collected from assessments will be loaded in the database for further analysis. As the final delivery, Digital Edge will configure multiple reports as per business requirements allowing HHC to analyze current state of PPS technology.

Price

Total Monthly price: \$ NOT DISCLOSED;