

Focusing on the Foundation:

How ERP Is Streamlining a Health System's Future Growth and Enabling System-Wide Operations



The Client Challenge

Mountain Health Network (MHN), a nonprofit health system with nearly 700 beds, needed a plan to more closely integrate its 2 teaching hospitals, enable systematic financial reporting across the enterprise, and more easily support new facility acquisitions, accelerating the benefits of acquisition. The 2 hospitals had previously operated as separate financial entities with separate systems, reporting structures, and revenue and expense data, and had limited consolidation beyond monthly manually produced financial statements.

Navigating to Next: The Solution

MHN's separate processes and systems extended to all facility-specific clinical, patient revenue, supply chain, finance, and budgeting applications. Leadership understood that to operate as an integrated health system and achieve the associated benefits, MHN needed an enterprise resource planning system (ERP) that delivered consolidated reporting and consistent structures across the enterprise.

MHN turned to Chartis as its day-to-day advocate. Using our implementation methodology, we leveraged the strengths of the software vendor, the ERP system integrator, and MHN's project team in a collaborative effort. We brought significant ERP implementation experience, industry-leading practices, and change management structure and facilitation to the enterprise as it transitioned to the new ERP system and new standardized processes. We navigated project roadblocks (e.g., resource capacity and integrated third-party vendor availability) to drive successful go-lives for each facility. This provided a unified ERP system and a foundation to support MHN's growth.

A CLOUD-BASED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM CAN:

-  Reduce time to integrate new acquisitions, realizing greater benefits
-  Eliminate redundancies and streamline business processes
-  Optimize data integrity, fiscal spending controls, and overall data security
-  Enhance operational effectiveness via data visibility to staff, management, board members, consumers, and suppliers
-  Align business operations with industry-leading practices

NAVIGATING TO NEXT: KEY COMPONENTS FOR SUCCESS



STRATEGY, BENEFITS, & LEADERSHIP

Drive effective decision-making and benefits through engaged and accountable leadership.



INTEGRATED PROGRAM MANAGEMENT

Form an effective team, structures, and tools to ensure active, transparent management of risks and issues.



PROCESS TRANSFORMATION

Align business processes and drive organizational improvements, leveraging new functionality and thoughtfully redesigning processes.



CHANGE MANAGEMENT & COMMUNICATION

Prepare stakeholders to take advantage of the new system and ownership of the process changes.



TECHNOLOGY

Prepare the technical aspects including security, reporting, third-party applications, data sharing and governance, infrastructure, and integration.

Client Impact

MHN now has a unified cloud-based ERP system that provides consistent processes across all entities, taking advantage of system automation where appropriate to increase productivity. The health system has pushed its single finance and supply chain structure upstream and downstream to all third-party applications, and it can easily produce consolidated reports for management decision-making without repetitive manual manipulation. Additionally, the ERP system will allow growth for any acquired health systems, allowing for an easier and quicker transition for any new organization or new third-party application.



How We Are Making Healthcare Better

“Our new cloud-based ERP platform positions MHN for the future, ensuring we can quantify opportunity costs and provide better visibility into the cost of care at the patient level across our network. It also provides a solid expense management foundation, ensuring we are positioned well for future system growth.”

—Dennis Lee, Chief Information Officer at Mountain Health Network

The unified ERP system has set the organization up for benefits across the enterprise:

1

single core entity with systematic operations in place of separate, unintegrated entities

1

unified financial and operational platform for expedited integration and growth

1M

children and adults served through an operationally integrated health system across 23 counties

NEXT INTELLIGENCE:

Having an experienced, unbiased advocate on their side for ERP implementation sets health systems up for success by:

Leveraging deep ERP implementation experience to overcome the obstacles that often delay timelines and dilute results.

Ensuring that shortcuts aren’t taken on scope or leading practices, enabling the client’s expected operational transformation.

Limiting unnecessary spending through skilled vendor contract review and focused vendor and scope management.

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