

TYPICAL ENGAGEMENTS

B•MHE is focused on helping our clients manage the “Momentum of Change” for their organizations. The following typical engagement summaries demonstrate how we apply our expertise to deliver solutions for clients’ corporate, organizational, and process challenges.

IT Project Management

Beginning in 2005, B•MHE has been the outsourced project manager on an engagement to evaluate and select a comprehensive HIS for a mid-sized acute care hospital. We developed and have been managing a long-term, multiple phase project plan that included utilizing approximately 80 clinical, financial, and medical end users on requirements development teams. The teams were responsible for identifying over 400 functional requirements that were incorporated into an RFP. B•MHE was instrumental in establishing a governance structure for the project and to date and has been successful in narrowing the number of potential vendors from eight to two. Because of the lengthy timeline for this project, we have focused on continuous communications throughout the organization, periodic celebrations of milestone completion, and recognition of individual and team accomplishments to maintain and manage the momentum of the project.

Teambuilding • Process Improvement

B•MHE assisted with a process reengineering effort at the National Institutes of Health. Responsibilities included developing and conducting a three-day project kick-off training workshop for internal team leaders. Topics included using the Myers Briggs Type Indicator for team management and teambuilding, as well as skills training in performance measurement and benchmarking, process flow analysis, meeting management, and conducting surveys and focus groups. We led an internal team through redesign and the initial steps for implementation for the interdisciplinary care management process, as well as assisted with other teams focused on the outpatient surgical procedures management process and the research consent protocol management process. Team recommendations were incorporated into the organization’s preparation for a JCAHO survey, implementation of new clinical documentation and management software and a move to a new hospital facility.

Project Management

B•MHE worked with the senior vice president, Dept. of Surgery at Harvard Medical School for Baxter Health Services to develop, plan, and deliver a two-day conference on Combat Wound Care. The target audience was U.S. military surgeons, and the mission was to provide educational information on the evolution of combat wound care from Vietnam War-era practices to current War on Terrorism-era practices. Speakers and attendees included the dean of Uniformed Services University of the Health Sciences and the surgeon generals for the U.S. Army, U.S. Air Force, and U.S. Navy.

Education and Training

B•MHE completed a long-term engagement to design, develop, and implement a comprehensive training program for a large managed care technology vendor. At the start of the engagement, the technology was in beta testing and the initial training offerings were developed based on a moving target. This project required us to work closely with technology development, product management, account management, and business development experts within the vendors’ organization, as well as the beta site clients. The outcome was a proven, market-driven program that included a long-range training plan, a two-day introduction course, a two-day methodology course, an interactive course for power users, evaluation and certification databases, and a comprehensive instructor’s guide.

Organizational Performance Measurement & Facilitation

B•MHE worked for HCFA to coordinate and facilitate expert panels through the evaluation of hospital applications for Center of Excellence status. This involved identifying, contacting, and influencing over 40 nationally-recognized cardiovascular and orthopedic physicians and nurses to participate. Ms. Martin facilitated seven panels of experts during a review and evaluation of hospital applications against established “excellence” criteria. In addition, in 2002, CMS (formally HCFA) reformatted this Center of Excellence demonstration as the Medicare Partnerships for Quality demonstration. We also assisted CMS with the effort by facilitating expert panels in redesigning the application and the acceptance criteria.

Leadership Development • Strategic Planning

For more than three years, we worked with the executive group of a Virginia-based hospice organization to lead them through a series of strategic planning, teambuilding and process improvement workshops. We developed and delivered workshop materials to structure brainstorming on strategic issues and the associated budget implications, to facilitate redesign of the referral and admissions process, and to enhance communication and management skills using the Myers Briggs Type Indicator.