

**BUREAU OF PRIMARY HEALTH CARE (BPHC) STRATEGIC MODELS FOR
SHARED, INTEGRATED HEALTH CENTER
MANAGEMENT INFORMATION SYSTEMS (MIS)**

The following provides the BPHC requirements for funding investments in MIS. These criteria provide the framework for groups of health centers that are developing MIS models and form the framework of proposals to the BPHC.

BACKGROUND STATEMENT:

BPHC grantees, particularly health centers, are realizing how important it is to have access to good, solid clinical and financial data and are migrating towards shared, integrated management systems to manage more effectively and meet cost competitive demands driven by competition in the marketplace. Such systems will necessarily focus on the myriad of financial, administrative, clinical, and quality functions of health care delivery, while meeting the specific needs of each of the stakeholders: patients, practitioners, health care delivery organizations, employers, and payers.

GOAL:

To strategically align health center information systems with overall business objectives facing the health center community in an effort to meet cost competitive demands driven by competition in the marketplace.

OBJECTIVES OF HEALTH CENTER MIS INTEGRATION:

Although there are many levels of MIS integration that health systems can undertake, health center participants must consider the following objectives to form a strategic MIS alliance. These objectives include the following:

➤ **Common Strategic Business Objectives in a State or Marketplace**

A shared, integrated health system consists of a group of health centers with a strategic state or marketplace approach in which each participating stakeholder realizes potential benefits to integration while solidifying or expanding their share of the health care market. For health centers, the common strategic business objectives may be driven by the need to increase efficiency for purpose of cost savings and preserve revenue streams or capture new ones in positioning for managed care competition.

➤ **Common Software Vendors**

Most integrated health systems share a common software for practice management, finance, and administrative needs. In many cases, integration occurs when several health centers agree to negotiate a joint purchase with a vendor company, thus creating an incentive to explore and form an information systems network. If common vendor is absent, health center network must demonstrate the capacity of their systems to interconnect and integrate to share information.

➤ **The [Role of the Chief Information Officer](#) (CIO)**

Key to successful integration is the IT planning and organizational skills of a CIO. The CIO is a senior executive responsible for all aspects of the companies' information technology and systems. The CIO directs the use of Information Technology (IT) to support the company's goals, operationalizing the planning process and implementation of integrated IT, as well as coordinating the business processes, coding sets, and data definitions supporting integrated operations. The CIO is responsible for the information systems architecture, IT staff and organization, and estimated costs and potential savings associated with a centralized data system.

Page 2 -- INTEGRATED HEALTH CENTER MANAGEMENT INFORMATION SYSTEMS

➤ Approaches to Shared, Functionally Integrated MIS

Functional integration, if properly planned for through the expertise of a CIO, can result in long term revenue generation and cost savings for health center participants. The following core areas must be included in the planning stages and implementation process of any health center MIS integration:

- Centralized/Enterprise Billing
- Clinical Indicators/Utilization Review/Quality Assurance
- Managed Care/Marketplace/Peer Group/Benchmarking Analysis
- Shared IT staffing
- Shared user training/software maintenance and support contracts
- Joint contractual/purchasing arrangements

Plans to centralize data and information must include a strategy for participating community health centers to improve business functions and processes through organized use of this data and information. Therefore, the greatest success in doing so depends upon the willingness of the partners to agree upon centralization and a core group of indicators in which to structure reporting and analysis. Furthermore, the challenge rests upon the utilization of common data through the expertise of a CIO to lead the community health centers towards improved decision making resulting in cost savings and revenue generation.