

"HARTMAN IMPROVED OUR ORGANIZATION IN WAYS WE DIDN'T KNOW POSSIBLE, STREAMLINING OPERATIONS AND SAVING US MONEY, ALL WHILE SETTING US UP FOR FUTURE SUCCESS AND GROWTH. THEY HAVE EARNED MY HIGHEST TRUST."

FRAN KIRLEY  
PRESIDENT & CEO

# CASE STUDY: NEXION HEALTH

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A TIMELY IT TRANSFORMATION FOR A NATIONAL NURSING AND REHAB PROVIDER PROVIDES A STREAMLINED, SCALABLE SOLUTION FOR GROWTH



# OVERVIEW

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Headquartered in Sykesville, Maryland, Nexion Health is a skilled nursing and rehabilitation provider with locations nationwide. In the absence of a chief information officer (CIO), Nexion's IT department had long reported to the treasurer. While Nexion focused on expansion into Colorado, Louisiana, Mississippi and Texas, with other states to follow, the IT department was struggling to keep up with demands associated with the rapid and significant national growth. Seeing this as an opportunity to update and transform their IT operating model, Nexion engaged Hartman Executive Advisors to develop a strategic IT plan that would support future growth and expansion.

Upon completion of an initial IT strategy assessment, Hartman confirmed that Nexion's growth goals, while reasonable, were unattainable with their existing IT infrastructure and operating model. Nexion needed a model that was not only scalable, but also one capable of automating manual processes that slowed down operations.

# CHALLENGES

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One the biggest challenges that Nexion faced was leadership. With IT reporting to the treasurer, decisions were not always prioritized, nor strategic, from an IT perspective. While systems existed and operated sufficiently on their own, vendor relationships existed in silos, with very little integration across locations and departments. This greatly slowed down day-to-day operations and was a constant frustration for employees. Many felt like they were working on their own islands with little or no support from the multitude of vendors that supported the organization.

**“The Hartman team collaborated with us at every step of the transformation, providing not only strong leadership and industry expertise, but a valuable outside perspective that helped us understand what needed to happen to be more efficient and improve our operating model.”**

**Fran Kirley, President & CEO**

# THE SOLUTION

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Hartman provided multi-specialty leadership to modify and enhance Nexion's operating model related to IT and cybersecurity, and worked alongside Nexion executives to make strategic decisions about network infrastructure, cyber risk management, and critical hardware and software updates.

Hartman evaluated the existing IT team to assess skills, mentor, and promote leadership from within, while also identifying opportunities to bring on new team members with skill sets that would improve the department and help it to scale. Hartman also guided Nexion to identify the trends, systems and challenges unique to the healthcare industry to implement a cost effective, scalable operating model. This enabled the automation of many manual tasks that slowed down employees across Nexion's vast network of providers.

# RESULTS/ROI

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Nexion's transformation was multi-faceted; beginning with the total replacement of the existing electronic healthcare records (EHR), billing, and customer relationship management system (CRM) with the implementation of a single system solution, PointClickCare. Systems were also moved to the cloud to allow for better collaboration amongst teams at different locations. A new Voice over Internet Protocol (VOIP) phone system was installed, resulting in additional savings of \$180,000 annually. In the first six months of the partnership, Nexion saved over \$200,000 annually from contract renegotiations. Hartman also led Nexion's IT due diligence for three acquisitions that ultimately doubled the organization's national network.

Nexion continues to work with Hartman to further streamline expenses and operations. Overall, Hartman has helped Nexion create an IT operating model that has not only improved daily operations, but ensures IT investment priorities, while saving the company over \$700,000 a year.

**"Hartman leveraged the outstanding potential of our internal IT team members, helped bring on additional resources, and ultimately transformed the IT department into a strategic and high-performing organization that works in tandem with the rest of the business and is well-positioned to support our future growth."**

**Fran Kirley, President & CEO**