

"SINCE HARTMAN JOINED BMS, OUR ORGANIZATION HAS GROWN AND IS MORE SOPHISTICATED AND INTEGRATED. OUR PLATFORMS ARE BETTER MANAGED, IT CUSTOMER SERVICE LEVELS HAVE SIGNIFICANTLY IMPROVED, AND WE ARE BETTER ABLE TO SUPPORT STAFF AND PROVIDERS."

SHIRLEY SUTTON
PRESIDENT & CEO

CASE STUDY: BALTIMORE MEDICAL SYSTEM

DEVELOPING A SUSTAINABLE IT
STRATEGY AND INFRASTRUCTURE
HELPED GROW REVENUE AND
IMPROVE QUALITY OF CARE FOR
PATIENTS

OVERVIEW

Baltimore Medical System (BMS) is the largest Federally Qualified Health Center (FQHC) in Maryland, serving nearly 55,000 patients in Greater Baltimore, in low-income, underserved areas.

The community health center faced a myriad of challenges due to their technical debt, which had built up over an extended period of time. Without a strategic IT leader, the CFO was responsible for making top-level technology decisions that were outside her area of expertise and thus couldn't make the needed changes to remedy this situation. This resulted in a poor experience for both employees and patients in terms of their use of technology, leading to challenges with recruitment, retention, and patient satisfaction.

CHALLENGES

BMS leadership needed to solve the issues caused by a long-term lack of IT leadership with a focus on systems integration. The complex health IT system environment made it difficult to comply with HIPAA security regulations, while collaboration between clinicians and IT was limited and unstructured, resulting in provider dissatisfaction.

The IT department could not effectively support the organization as information systems were not integrated and proper processes and procedures were not established.

After allocating a significant budget to IT without achieving the desired return on investment, BMS leadership engaged Hartman Executive Advisors to lead the IT function by serving as their Chief Information Officer (CIO) with the goal of integrating information systems, effectively running projects, and prioritizing investments.

Hartman's business model is perfectly aligned with a growing, mid-sized community health system like BMS. Hartman has extremely knowledgeable IT leaders with industry expertise and a broad range of advisory services that is unmatched in the healthcare industry."

Shirley Sutton, President & CEO



THE SOLUTION

With deep knowledge of the healthcare industry, Hartman performed a comprehensive strategic technology assessment to review the gaps between the current state of IT and the needs of the business. As one of the outcomes, Hartman worked with BMS leadership to establish several committees focused on solving specific business challenges: an IT steering committee, a business systems committee, and a committee focused on HIPAA security. These efforts improved communication between organization leadership, clinical providers and the internal IT support team, and also allowed a clear focus on the most important aspects to resolve.

In addition, Hartman established and hired an effective internal and external IT team with a focus on improved customer service and overall user experience. To ensure effective execution, Hartman provided BMS with a deep bench of subject matter expertise in various disciplines, bringing in business analysts, cybersecurity experts, technical architects and project managers to provide IT leadership in a just-in-time capacity.

RESULTS/ROI

Hartman became an integral part of the BMS executive leadership team, adding value in the areas of business operations, strategic planning, growth-related strategies, cost containment, and improving workflows and processes, all which paved the path for expansion.

BMS experienced a complete transformation of their HIT and IT functions. With the establishment of a strong technology governance structure and a new internal IT team, BMS has made great strides in HIPAA compliance, EHR integration, and has successfully implemented new systems for pharmacy, data reporting, telehealth, finance, and office productivity, all in alignment with their business goals. This resulted in tangible improvements, including:

- The new pharmacy system not only enhanced inventory management, reporting and integration, but allowed patients to enjoy a simplified experience with the new registration kiosks and self-service apps.
- The fully integrated telehealth solution allows patients and providers to interact remotely, reducing the cost of patient transportation and providing another source of revenue for BMS.
- Integrating information from three different EHRs to a single, efficient data warehouse boosted efficiency, increased reporting and analytics capabilities, and provided visibility of information for leadership across the entire organization.



"Hartman brought industry best practices to our organization and helped us structure the IT organization to better support our internal needs and deliver on key business initiatives.

My Hartman CIO participates with my executive team and Board Members and has a seat at the leadership table.

Hartman is part of our management team, collaborating at all levels of decision making.

They have helped me establish a better-performing internal IT organization, including hiring staff and realigning the structure."

Shirley Sutton, President & CEO

