



# Critical Success Factors For Successful ECM System Selection

Shane R. Danaher, Client Services, Vice President, DIVURGENT

With healthcare reform at the top of our current administration's agenda and widespread electronic medical record (EMR) adoption at the forefront of the American Recovery and Reinvestment Act (ARRA) of 2009, the move toward digital accessibility of information is the reality for today's healthcare organization (HCO). Comprehensive patient information must be available in a secure, central location to those who need it, when they need it, and where the need it. For some HCOs, the answer is EMR adoption and implementation; however, for other HCOs cost remains a barrier to full-scale EMR adoption.

An electronic content management (ECM) solution can provide benefit to organizations on both ends of the EMR equation. The reality for those organizations that have adopted an EMR solution is that many of today's EMR solutions still lack robust ECM tools and technologies. In order to provide comprehensive patient chart information, these organizations must select and implement a complimentary ECM solution to capture information outside the EMR, and make it accessible and actionable within it. For those organizations looking for a more conservative entry into the digital information arena, ECM's can be a cost-effective stepping-stone to seamless, digital information access.

Whether you are looking for an ECM to complement your organization's EMR, or your organization is taking a more cautious approach to digital information access, understanding the individual needs of your organization is crucial to selecting an ECM system of the appropriate size and scope. The factors that lead to errors in system selection can be reduced with the use of a structured selection methodology. This paper offers one such methodology, made up of nine critical success factors, which will help ensure that the chosen solution meets both the current and future needs of your organization.

---

With the proliferation healthcare document management and enterprise content management solutions available in today's healthcare technology marketplace, HCOs must utilize a strategic and methodical approach to selecting an ECM that meet there organization's business needs, organizational structure, and strategic objectives. One such approach is presented here.

## 1. Appoint a Software Selection Committee

Any ECM selection initiative should begin with the appointment of software selection committee comprised of multidisciplinary stakeholders from across the organization, including participation and leadership from within

the organization's governance structure. Including organizational leadership ensures recognition at the executive level that the selection, implementation, and resulting system will be a vital part of the organization's long-term vision. This committee's first objective is to evaluate your organization's content management needs and objectives and then turn these into a list of functional requirements that serve as a roadmap to research activities.

## **2. Research Solutions**

### ***Know Where to Start***

There is a wealth of information on the web today and while this may be a less expensive means of research, it may not be the most effective. One of the best places to begin researching is at industry-specific trade shows such as HIMSS, ARMA, and HFMA, or ECM-specific seminars and trade shows, like AllIM. Trade shows and conventions can be extremely beneficial for the attendee, especially for those wanting to see the software up close and those that do not have a solid understanding of ECM technologies.

Whatever the reason for attending, go prepared with a list of functional requirements and objectives in hand. Visit with the vendors and talk to other attendees, but remember to approach these conversations with a healthy degree of skepticism. Remember, trade show vendors have just one purpose - to sell their product.

### ***Keep Your Options Open***

Bigger is not always better. There are thirty or more players in the healthcare document management and enterprise content management game. Each one offers a variety of software options. Each has different strengths, functionality, and features. Some vendors are big; some are not so big. Some specialize in a particular area such as forms processing or medical records, while some offer only enterprise-wide solutions. Large vendors with recognizable names like Microsoft, ECM, McKesson, Siemens, Oracle or IBM, may have strong brand recognition, but may not have the best product on the market, or, more importantly, the product that best fits your organization's requirements. There are also many small and mid-size vendors in today's healthcare technology marketplace. The goal at this point in the process is to create a comprehensive list of all ECM solution options. The vetting process begins with comparing solution alignment with the organization's business strategy.

### ***Ensure ECM Alignment with Business Strategy***

Now that you have identified your vendor options, but prior to conducting an in-depth vendor analysis, it is important to create a strategic tie-in for the project by linking it to the overall business objectives and the organization's vision. This will begin to vet the solutions for consideration and will help ensure that the chosen solution closely aligns with the organization's strategic plan. With the wide variety of solutions available in the

market today, an organization should not have to change their business objectives to accommodate vendor technology.

### **3. Define Selection Strategy**

Before beginning to audit vendor choices, clearly define the organization's selection strategy. Examples of items in that strategy might include:

- Purpose of the system selection process;
- Expected outcomes; and,
- Success criteria.

Once defined, pay close attention to these items during vendor analysis.

### **4. Analyze and Define Requirements**

#### ***Identify Business and Technical Requirements***

High-quality requirements are essential to ensure a single, agreed-upon description of expectations from the selected ECM solution. High quality requirements definition also results in a clearly documented project scope that enables accurate implementation planning, funding, and timeline scheduling. Business requirements define the organizational goals and objectives that the selected ECM solution must support. Technical requirements describe how the selected ECM will work and how it will interface with other systems and software.

#### ***Define Current and Future State***

In defining current state, conduct multi-disciplinary interviews and structured focus-group sessions to discuss and document key decisions and the impact of those decisions. Make sure to also clearly define and document the decisions that remain unresolved. These efforts result in the creation of a document that defines current operational strategies, processes, and a gap analysis documenting current opportunities for operation improvements. These defined criteria, combined with the desired future state, will serve as the road map to your ECM solution selection.

The future state document defines final organizational strategy for the system selection and the desired post-implementation state. It is important to address scalability when you are defining and documenting your future state. Without a doubt, your organization and your EMR will change over time and it is critical that the chosen ECM solution be able to evolve and grow with the organization and EMR technology.

## 5. Develop a Project Scope and Request for Proposal

After putting in the effort to create your organizational strategy, current state, and future state, the time has come to match these criteria against potential vendor abilities. This matching approach ensures vendor technology alignment with organizational vision. ***This is one of the most important parts of a successful technology implementation, as without this alignment, future vision cannot be clear, and effective vendor selection is compromised.***

The process of evaluating potential ECM vendors against the defined future state includes:

- Developing a base case functionality plan for each of the solutions being considered;
- Establishing criteria for selection of a new ECM system based on operational, technical, and financial needs of the organization; and,
- Evaluating the vendor's ability to meet these established criteria.

Most organizations will now prepare project scope document(s) and Request for Proposal (RFP) documents that are then distributed to the vendors under consideration. These detailed documents provide vendors with your organization's document management needs in a defined and established document.

Examples of items included in an ECM RFP might include:

- ECM business objectives
- Number of users
- Software/hardware infrastructure and standards
- Content types/volumes
- Content life cycle and workflow requirements
- Metadata
- Potential document creation issues

The completed RFP vendor responses should provide the details necessary for your software selection committee to understand each solution's capabilities.

## 6. Analyze and Evaluate Vendor Responses

Internally, the software selection committee should:

- Review, screen, and score the vendor proposals against the evaluation criteria outlined in the RFP;
- Document the team's thoughts on the impact of each technical system's architecture on your current systems; and,
- Define the proposed interrelationships between the proposed ECM solution and the organization's current systems.

Upon review of the submitted proposals from selected vendors, your organization will have the vendor's best answer as to how their ECM product aligns with your organizational strategies – as opposed to a vendor selling your organization on what it believes your organization should do. Vendor RFP responses should always include cost estimates that focus not only on the software and hardware, but also on implementation services and maintenance costs.

Once the software selection committee has analyzed and evaluated all responses, the committee creates a vendor short list that includes those vendors that meet not only organizational needs, but also:

- Specializes in document management and ECM;
- Has experience and a proven record of accomplishment in the healthcare industry; and,
- Vendor business longevity.

Finally, each vendor finalist should be required to present an on-site presentation and scripted demonstration of how their proposed solution will work in the organization's environment.

## **7. Select Vendor Of Choice**

With your organization's strategy, your knowledge of your current state, your expectations of the future state, your developed criteria for success, detailed vendor responses, and your understanding of impact and interrelationship of each system with your current system, you can now make an educated ECM solution decision and approve the vendor-of-choice.

## **8. Develop a Communication Strategy**

With a vendor-of-choice determined, the time has come to define and understand what, when, and how to communicate the choice and relevant impact to the organization. An effective communication plan and execution will ensure that your organization is aware of the future goals and needs of this important project. As part of this process, define all appropriate constituencies and the messaging objective for each. The groups for an ECM solution will typically include IS management, project leaders, client area stakeholders (and users), HIPAA/risk management team(s), and C-level executives.

This process should also include preparing a communication plan for the corporate level as well as individual groups. Be certain to identify the key messengers and then conduct training on how to deliver these communications. Finally, deploy the developed communication strategy.

Equally important to communication within your organization is the communication strategy between the organization and the vendor. Not only should there be communication around established expectations of the vendor from the organization, but the organization should also obtain equally clear and written expectations from the vendor.

## 9. Determine Total Cost of Ownership

Cost is a critical consideration when purchasing an ECM solution. However, while cost is an important issue, it should not be the sole determining factor in your software purchase. When it comes to total cost of ownership, or TCO, it is important to be aware of all of the costs, some of which may be “hidden”, that are associated with your investment. Hidden costs can include costs associated with implementation and upgrades, annual maintenance fees, augmenting project or implementation staff, the use of consulting firms, etc. Having a clear, high-level picture, with your eye on the details, will make it easier to plan for, and accept all of the potential costs early on in the project lifecycle and reduce the chance for unforeseen costs down the road. With solid TCO information, you can effectively evaluate your IT investments to ensure the measurement, realization, and optimization of benefits.

## 10. Develop an Implementation Plan

The implementation plan defines, and notes duration of, the project phases and tasks on a summary level; describes the implementation tasks on multiple levels; identifies project constraints and defines stakeholder communication occurs. Examples of elements that might appear in an ECM implementation plan include:

- Assumptions
- Approach
- Data Conversion & Integration Requirements
- Change Management
- Staffing Model
- Training Strategy
- Implementation Budget

### ***Assumptions***

A list of assumptions is the first step in developing an ECM implementation plan. These assumptions create the boundaries and definition of the implementation plan, as well as describe, on a high-level, the guidelines for such. Assumptions should also reiterate the key players behind the implementation and define the implementation governance structure. For the governance structure, define the project teams, project team meeting mediums and frequency, and note the decisions and types of decisions that each team has responsibility for.

### ***Approach***

An implementation approach developed jointly with the vendor, or an expert third party with experience in project(s) of similar scope, defines the phases and timelines for the entire project. Once the approach is defined and the assumptions are in place, formal plan development begins.

### ***Data-Conversion & Integration Requirements***

A key component of your implementation plan should be a complete listing of any data-conversion requirements. This may include creating a data-conversion plan for determining whether previous documents will be back-loaded to the new system or if a “day forward” approach will be adopted. In a “day forward” approach, the organization chooses a cut-off date after which all new documents will be stored in the document management system. In addition, a list of all real or potential integration issues that might come up during implementation should be documented. Be sure to document bi-directional, uni-directional, real-time, and batch integration.

### ***Change Management***

In order to sustain organizational change post-implementation, end-users have to buy into and embrace the new system. In order to facilitate and drive stakeholder buy-in and adoption, define a change management approach as a part of your larger implementation plan. Change management activities then begin at the onset of the implementation project. A high-level change management strategy might include:

- Sample assessment tools
- Overall implementation motivation and drive
- Resource allocation and commitment level
- Technical capacity
- Project scope
- Project objectives
- Project pace

### ***Staffing Model***

An implementation staff model should be developed that is dictated by the anticipated pace, vendor involvement, and available organization resources.

### ***Training Strategy***

This strategy defines the training required to deliver the new ECM solution to the organization’s end-users. It also describes how knowledge transfer of discrete system functionality occurs between the ECM vendor and IT staff.

### ***Implementation Budget***

Finally, develop a formal, comprehensive implementation budget. The implementation budget defines projected project costs and resource requirements, both internal and external, for the entire project.

## Conclusion

Choosing and implementing an ECM solution can be complicated and time consuming no matter where your organization is on the EMR journey. Success of any ECM implementation requires many things including a strong understanding of your organizations needs and ensuring that the chosen solution aligns with the organization's business strategy. Using a structured selection methodology can help reduce errors in system selection and ensure that the chosen solution meets both the current and future needs of your organization.

---

## About The Author

**Shane Danaher** is the Client Services, Vice President for DIVURGENT. In this role, he is responsible for developing strategic service offerings, driving client satisfaction, and developing sound marketing strategies. Shane brings over five years of experience to the healthcare technology field and has a proven history of establishing successful relationships with providers and healthcare organizations. These relationships have enabled over 35 clients to meet their goals and advance their healthcare offerings through successful implementation of IT projects and programs. Shane has an Economics degree from Haverford College and is currently pursuing an MBA.

---

## About DIVURGENT

Founded by a team of consulting veterans, DIVURGENT is a national health care consulting firm focused solely on the business of hospitals and other healthcare providers. DIVURGENT provides advisory, interim management, revenue cycle management, project management, and modeling and simulation services to help improve patients' lives.

### **We are committed to:**

Providing Thought Leadership

Providing Exceptional Value for our Services

Facilitating Knowledge Transfer

Ensuring Client Satisfaction

---





6119 Greenville Avenue  
Suite 144  
Dallas, TX 75206

4445 Corporation Lane  
Suite 216  
Virginia Beach, VA 23462

(877) 254-9794

[info@DIVURGENT.com](mailto:info@DIVURGENT.com)

[www.DIVURGENT.com](http://www.DIVURGENT.com)

---