Our Federal Health Advisory Services team was engaged by the Veterans Health Administration's (VHA) Office of Health Information, Enterprise Systems Management (ESM) Office to help improve administrative efficiency and the patient experience in support of the Department of Veterans Affairs (VA) Strategic Initiative No. 8: Enhance the Veteran Experience and Access to Healthcare (EVEAH). The ESM Office is responsible for improving clinical quality, efficiency and the patient experience in support of EVEAH in addition to providing business and information technology (IT) expertise that best serves Veterans and meets VHA stakeholder needs. Our team supported the ESM Office with the implementation of a detailed methodology to improve the VHA's Emergency Department (ED) flow process, increase service satisfaction and quality of care, and enhance the utilization of resources across the clinical care environment.

Transformational change-driven project objectives
Under the two-year VA Flow Blanket Purchase Agreement, our team was awarded multiple task orders in support of the ESM Office's initiatives. The key objectives of our work were focused on driving transformational change through assisting with managing the multitiered deployment of the Emergency Department Integration Software (EDIS) to more than 150 Veterans Affairs Medical Center EDs and urgent care clinics across the VHA. Additional supporting objectives include efforts to track development status, monitor and report on risks to product deployment, perform schedule management functions for software deployment, perform change management and facilitate high-level working groups involved with EDIS and other patient flow software.

Our approach
Our approach was based on our long-standing knowledge of the VHA and our deep understanding that successful implementation of patient flow improvement and management requires transformational change in three vital areas – patient flow operations management, flow process improvement and flow improvement technology.
Utilizing our patient flow transformation framework and drawing from extensive hands-on experience with EDIS, we developed a comprehensive software deployment training strategy for the initial EDIS deployment and EDIS Version 2 increment updates. We developed a detailed training plan consisting of pre-implementation, actual execution, and post-implementation activities and associated training materials that were used to span across multiple mediums, including virtual training sessions, face-to-face workshops and web-based training materials. These virtual and face-to-face training workshops provided hands-on experience and patient flow simulation scenarios to assist the end user in understanding the interdependency of efficient patient process flow and the accuracy of electronic data captured. Our team delivered EDIS training in both virtual and face-to-face environments to support each site in its achievement of implementation success.

Why EY?

Measurable benefits: achieving potential
- We present an independent point of view, offering unbiased validation and verification of the current state of your program.
- We offer robust, practical and realizable recommendations to improve performance and enhance the strategic value of your mission.
- We use our knowledge of industry and risk management to provide key insights that focus on investment risk identification and mitigation.

Sustainability: driving real and sustainable benefits
- We work to help you build stakeholder engagement and buy-in.
- We focus on helping you build the capability and skills to get to your desired future state.
- Our goal is no surprises — you get a clear understanding of what it will take.

Pace: delivering within your short timelines
- We provide a skilled team with the required capability, capacity and experience.
- We provide the benefits of our subject-matter knowledge, leveraging EY’s industry understanding and experience.
- We offer the benefits of our experience in executing rapid program assessments supported by proven tools and techniques (Six Sigma, Lean).