

F R O S T & S U L L I V A N

FROST & SULLIVAN BEST PRACTICES AWARD

LONG-TERM AND POST-ACUTE HEALTHCARE IT  
MANAGEMENT - NORTH AMERICA

Product Leadership 2019

**PointClickCare®**

FROST & SULLIVAN

2019

BEST  
PRACTICES  
AWARD

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## Background and Company Performance

### *Industry Challenges*

In North America, the long-term and post-acute care (LTPAC) landscape is rapidly changing with the move to value-based care, requiring a growing overlap between care coordination, care management, and post-acute care. As healthcare providers increasingly regard LTPAC as integral to their strategy for improving patient outcomes, securing inclusion in payer networks, and growing their business amidst increasing competition, the information technology (IT) adoption that can support population health management (PHM) for patients with chronic or post-acute conditions is rising.

Specifically, the growth of alternative payment models with risk-sharing among payers, providers, and LTPACs places great importance on understanding what drives discharge decisions as well as how patients fare in those programs. At the same time, hospitals, accountable care organizations (ACOs), and payment bundlers require data that can guide patients to high-quality, low-cost LTPAC settings by creating preferred provider networks that meet established performance and quality metrics. Frost & Sullivan notes that payers and providers need newer and better analytics tools to take masses of digital data and convert the information into actionable insights that can help manage risk and improve patient outcomes. Ultimately, stakeholders must analyze and monitor risk, exchange data, facilitate care team communications and workflows, engage patients, and measure and report on outcomes.

However, LTPAC organizations such as nursing homes and skilled nursing facilities (SNFs) significantly lag behind other healthcare settings in electronic health record (EHR) adoption and health data exchange—compromising efficient healthcare management. For example, many hospitals routinely send complex patients with high morbidity rates to SNFs and, without any communication, negatively impact care coordination, long-term outcomes, and preventable patient readmissions. Approximately, 86% of long-term care administrators reported their facilities are not exchanging health data electronically with referring hospitals, physicians, and home health providers.<sup>1</sup>

Cost-effective connectivity solutions that can improve communications between disparate acute care EHRs and post-acute technology is in high demand. Leading LTPAC companies must enable key IT capabilities to compete successfully; e.g., leveraging data-driven clinical decision support during care transitions and providing post-discharge patient tracking.<sup>2</sup>

EHRs are also typically static and siloed, thereby hindering the collaboration required for value-based reimbursement and efficient PHM. Successful vendors will offer a fully integrated EHR system which includes clinical, administrative, and financial data; patient portals; mobile apps; and health-related databases to communicate patient data among stakeholders adequately.

The ideal care management and PHM solution is a flexible cloud-based platform offering end-to-end functionality—namely care, disease, and utilization management, provider portals, analytics, and other tools to enable targeted care interventions, care transitions,

<sup>1</sup> <https://ehrintelligence.com/news/post-acute-care-ehr-adoption-health-data-exchange-lags-behind>

<sup>2</sup> <https://www.healthit.gov/sites/default/files/playbook/pdf/ehr-for-ltpac-a-primer-on-planning-and-vendor-selection.pdf>

and post-acute care support. Other competitive factors include breadth and functionality, ease of integration, and interoperability across care settings, including the patient's home.<sup>3</sup>

### *Product Family Attributes and Business Impact of PointClickCare Corp*

Based in Mississauga, Canada, PointClickCare Corp (PointClickCare) provides advanced cloud-based software solutions for the North American senior care industry. Specifically, the company's robust software-as-a-service platform streamlines EHR and revenue cycle management processes to enable a range of business functions for clients, including care delivery, compliance, and financial management. By operating on a single platform, PointClickCare can eliminate data silos between care settings—facilitating data-driven clinical decision-making from patient admission to discharge. Furthermore, the company enables rich data capture to evaluate SNF performance accurately, thus optimizing selecting referral providers to post-acute care facilities while enhancing patient outcomes and reducing readmissions.

Currently, over 21,000 LTPACs—home health facilities, senior living facilities, and SNFs--use PointClickCare's software. Frost & Sullivan research reveals that PointClickCare's market leadership in the LTPAC sector provides an optimal position by which to streamline transitioning from acute to post-acute care. According to the Centers for Medicare and Medicaid, over 97% of hospitals referred at least one Medicare patient to a facility using the company's platform. Consequently, PointClickCare has the largest LTPAC data collection in North America, with 2.5 million records updated daily—a key market differentiator. As a result, the company can easily locate discharged patients in any facility using its software. Furthermore, it can quickly sync patient records with PointClickCare's cloud to provide accurate and actionable data.

Ultimately PointClickCare helps LTPACs efficiently navigate value-based healthcare through achieving preferred status in competitive networks as well as leveraging data to ensure positive clinical and financial outcomes. Other innovative offerings include a document management solution to help customers optimize their admissions process as well as employee engagement and customer satisfaction solutions. The company engages closely with clients to collectively address pressing LTPAC concerns such as changing payment models and shrinking networks. To that end, PointClickCare hosts an annual customer summit that attracts over 2,000 customers, partners, and employees.

### **Leveraging a Culture of Innovation and Best Practices**

PointClickCare leverages over 20 years of expertise to introduce cutting-edge solutions to the LTPAC market. Recently the company announced [Harmony by PointClickCare](#), an integrated care coordination platform designed to improve and streamline the coordination of care and patient transfers between acute and post-acute facilities. Harmony eliminates data silos to enable real-time visibility on patient discharges. As a result, PointClickCare empowers stakeholders to enjoy a coordinated and collaborative care delivery approach on a secure and integrated platform. Specifically, Harmony allows users to:

- Exchange and mobilize high quality data and information, improving the coordination, real-time patient discharge monitoring, and transition of care between acute and post-acute care facilities.

<sup>3</sup> *Care Coordination, Care Management, and Post-Acute Care—A Market Overview* (Frost & Sullivan, June 2018)

- Locate patients, and access detailed patient progress data, providing case managers a centralized and real-time view of the patient.
- Access the largest repository of post-acute care data, including display of LTPAC partner key performance indicators and metrics, enabling rapid and accurate discharge evaluation, and improved care coordination within the network.

Harmony also provides robust predictive analytics that allows for superior patient monitoring capabilities. For example, its clinical data exchange capability enables acute care providers to better identify when a patient is at risk of readmission from a LTPAC facility, to better facilitate proactive intervention. With real-time data access and unsurpassed connectivity capabilities—PointClickCare is employed by nearly two-thirds of United States-based SNFs—clients can build new channels into ACO and payer networks.

Other innovative offerings and initiatives from the company include:

- PointClickCare Marketplace, an online platform allowing customers to evaluate authorized third-party technology partners as well as their integrated apps and services efficiently. For customers, the marketplace provides access to a range of integrated and innovative LTPAC solutions. For technology partners, the PointClickCare Marketplace provides access to the largest LTPAC network on a single platform as well as the opportunity to connect with other technology leaders.
- Amplify, an initiative offering application (app) programming interfaces to encourage creating industry-specific tools and apps for mutual customers launched in 2018. Third-party integration partners participating in Amplify can list their apps and services on the PointClickCare Marketplace to drive the ecosystem further.
- QuickMAR acquisition. Traditional medication management methods such as manual dispensing and reconciliation are error-prone. Recognizing the benefit of using an electronic medication administration record (eMAR) to automate distribution, tracking, and reordering between pharmacies and senior living facilities, PointClickCare recently acquired QuickMAR to expand its medication management portfolio. As a result, stakeholders can enjoy enhanced vendor choice and flexibility in one location.

## Conclusion

Next-generation health care management requires a digital-first strategy enabled by comprehensive analytics that integrates with real-time point-of-care data. PointClickCare's innovative Harmony solution leverages the company's industry-leading data connectivity capabilities and unparalleled market penetration to eliminate data silos for long-term and post-acute care facilities. Coupled with the ability to provide superior monitoring and post-discharge patient insights, including patient location, real-time site performance, and detailed progress data, Harmony optimizes financial, operational, and clinical outcomes for at-risk populations.

With its thought leadership, technical excellence, and ability to support meaningful care coordination and decision-making, PointClickCare earns Frost & Sullivan's 2019 North American Product Leadership Award in the long-term and post-acute healthcare IT management market.

## Significance of Product Leadership

Ultimately, growth in any organization depends on customers purchasing from a company and then making the decision to return time and again. A comprehensive product line filled with high-quality, value-driven options is the key to building an engaged customer base. To achieve and maintain product excellence, an organization must strive to be best in class in three key areas: understanding demand, nurturing the brand, and differentiating from the competition.



## Understanding Product Leadership

Demand forecasting, branding, and differentiating all play critical roles in finding growth opportunities for your product line. This three-fold focus, however, must be complemented by an equally rigorous focus on pursuing those opportunities to a best-in-class standard. Customer communication, customer feedback, pricing, and competitor actions must all be managed and monitored for ongoing success. If an organization can successfully parlay product excellence into positive business impact, market share will inevitably increase.

## *Key Benchmarking Criteria*

For the Product Leadership Award, Frost & Sullivan analysts independently evaluated 2 key factors—Product Family Attributes and Business Impact—according to the criteria identified below.

### **Product Family Attributes**

- Criterion 1: Match to Needs
- Criterion 2: Reliability and Quality
- Criterion 3: Product/Service Value
- Criterion 4: Positioning
- Criterion 5: Design

### **Business Impact**

- Criterion 1: Financial Performance
- Criterion 2: Customer Acquisition
- Criterion 3: Operational Efficiency
- Criterion 4: Growth Potential
- Criterion 5: Human Capital

## Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices

Frost & Sullivan analysts follow a 10-step process to evaluate award candidates and assess their fit with select best practices criteria. The reputation and integrity of the awards are based on close adherence to this process.

STEP	OBJECTIVE	KEY ACTIVITIES	OUTPUT
1 <b>Monitor, target, and screen</b>	Identify award recipient candidates from around the world	<ul style="list-style-type: none"> <li>• Conduct in-depth industry research</li> <li>• Identify emerging industries</li> <li>• Scan multiple regions</li> </ul>	Pipeline of candidates that potentially meet all best-practice criteria
2 <b>Perform 360-degree research</b>	Perform comprehensive, 360-degree research on all candidates in the pipeline	<ul style="list-style-type: none"> <li>• Interview thought leaders and industry practitioners</li> <li>• Assess candidates' fit with best practices criteria</li> <li>• Rank all candidates</li> </ul>	Matrix positioning of all candidates' performance relative to one another
3 <b>Invite thought leadership in best practices</b>	Perform in-depth examination of all candidates	<ul style="list-style-type: none"> <li>• Confirm best practices criteria</li> <li>• Examine eligibility of all candidates</li> <li>• Identify any information gaps</li> </ul>	Detailed profiles of all ranked candidates
4 <b>Initiate research director review</b>	Conduct an unbiased evaluation of all candidate profiles	<ul style="list-style-type: none"> <li>• Brainstorm ranking options</li> <li>• Invite multiple perspectives on candidates' performance</li> <li>• Update candidate profiles</li> </ul>	Final prioritization of all eligible candidates and companion best practices positioning paper
5 <b>Assemble panel of industry experts</b>	Present findings to an expert panel of industry thought leaders	<ul style="list-style-type: none"> <li>• Share findings</li> <li>• Strengthen cases for candidate eligibility</li> <li>• Prioritize candidates</li> </ul>	Refined list of prioritized award candidates
6 <b>Conduct global industry review</b>	Build consensus on award candidates' eligibility	<ul style="list-style-type: none"> <li>• Hold global team meeting to review all candidates</li> <li>• Pressure-test fit with criteria</li> <li>• Confirm inclusion of all eligible candidates</li> </ul>	Final list of eligible award candidates, representing success stories worldwide
7 <b>Perform quality check</b>	Develop official award consideration materials	<ul style="list-style-type: none"> <li>• Perform final performance benchmarking activities</li> <li>• Write nominations</li> <li>• Perform quality review</li> </ul>	High-quality, accurate, and creative presentation of nominees' successes
8 <b>Reconnect with panel of industry experts</b>	Finalize the selection of the best practices award recipient	<ul style="list-style-type: none"> <li>• Review analysis with panel</li> <li>• Build consensus</li> <li>• Select recipient</li> </ul>	Decision on which company performs best against all best practices criteria
9 <b>Communicate recognition</b>	Inform award recipient of recognition	<ul style="list-style-type: none"> <li>• Present award to the CEO</li> <li>• Inspire the organization for continued success</li> <li>• Celebrate the recipient's performance</li> </ul>	Announcement of award and plan for how recipient can use the award to enhance the brand
10 <b>Take strategic action</b>	Upon licensing, company is able to share award news with stakeholders and customers	<ul style="list-style-type: none"> <li>• Coordinate media outreach</li> <li>• Design a marketing plan</li> <li>• Assess award's role in strategic planning</li> </ul>	Widespread awareness of recipient's award status among investors, media personnel, and employees



## The Intersection between 360-Degree Research and Best Practices Awards

### Research Methodology

Frost & Sullivan's 360-degree research methodology represents the analytical rigor of our research process. It offers a 360-degree view of industry challenges, trends, and issues by integrating all 7 of Frost & Sullivan's research methodologies. Too often companies make important growth decisions based on a narrow understanding of their environment, resulting in errors of both omission and commission. Successful growth strategies are founded on a thorough understanding of market, technical, economic, financial, customer, best practices, and demographic analyses. The integration of these research disciplines into the 360-degree research methodology provides an evaluation platform for benchmarking industry participants and for identifying those performing at best-in-class levels.



### About Frost & Sullivan

Frost & Sullivan, the Growth Partnership Company, helps clients accelerate growth and achieve best-in-class positions in growth, innovation and leadership. The company's Growth Partnership Service provides the CEO and the CEO's growth team with disciplined research and best practices models to drive the generation, evaluation, and implementation of powerful growth strategies. Frost & Sullivan leverages nearly 60 years of experience in partnering with Global 1000 companies, emerging businesses, and the investment community from 45 offices on 6 continents. To join Frost & Sullivan's Growth Partnership, visit <http://www.frost.com>.