

**Considering employment with Navin, Haffty & Associates? Here are some Frequently Asked Questions (FAQs) to support your decision:**

**Why Navin, Haffty and Associates?**

Navin, Haffty & Associates believes our associates are our customers. We work hard to make sure our team realizes how much we value their collaboration; that they feel valued and that we treat each of them with an unmatched level of professionalism. We believe we offer our team:

- a complete compensation package that rivals or exceeds the competition
- a service model that includes timely processing of fees and expense reimbursement
- a personal approach to providing options for new projects
- a support network to assist with building your skills and providing resources to help
- a reputation for integrity and quality
- a trusted relationship as MEDITECH's first 6.x READY Certified consulting firm

Our intent is to help each consultant achieve their professional goals and meet their needs for challenging and rewarding work. We practice an open door policy on sharing information and work to create a relationship of respect and trust. It is our sincere belief that if we treat each member of our team well, we will benefit in the long run. We believe this is the most significant reason why many choose to work with Navin, Haffty & Associates and why we have vaulted past all other consulting companies in the MEDITECH market.

**Who is Navin, Haffty & Associates?**

We are a nationally recognized company that provides consulting services to MEDITECH hospitals exclusively. Since 2001, we have worked hard to differentiate ourselves from all other consulting companies with our **trusted MEDITECH relationship**, our **strong leadership team**, our **loyal and growing client base**, and most importantly our ability to attract some of **the most seasoned consultants** in the MEDITECH space. Our unique blend of leadership, relationships and resources has proven to be very successful. In fact, with 220+ consultants currently engaged, we are recognized as the **largest MEDITECH services consulting firm**.

Our consulting services include implementations, upgrades, project management, strategic planning, interim staffing, training and system optimization. We believe strongly in the MEDITECH products and the integration they provide. We strive to help our clients maximize their investment, improve financial outcomes and enhance patient care through their use of the MEDITECH system.

Our corporate office is located in the Boston area. However, our clients and associates can be found throughout the USA and internationally. Additional information regarding Navin, Haffty & Associates, the management team, and company history can be found on our website [www.navinhaffty.com](http://www.navinhaffty.com).

### **What does it mean to be MEDITECH's first 6.x READY Certified consulting firm?**

MEDITECH has identified Navin, Haffty & Associates as their first 6.x READY consulting partner. Together, we collaborated to provide an enhanced implementation model, allowing clients to achieve faster and increased rates of physician adoption. MEDITECH has developed a new approach that will lead to 100% physician usage as part of a "Big Bang" Go-LIVE initiative. This method incorporates use of standard content to greatly reduce the effort associated with dictionary building, offering a more prescriptive approach of predictable outcomes and providing a significantly increased onsite presence. The team approach of this adoption includes application specialists, hospital staff and Navin, Haffty & Associates' consultants who work together to leverage the full capabilities of MEDITECH's integration while focusing on the workflow process and "at the elbow" physician training.

### **Who are our clients?**

Navin, Haffty & Associates provides staff to healthcare facilities utilizing the MEDITECH HCIS throughout the USA and internationally. Our clients span the country from Maine to Hawaii, and over the past six years, our consultants provided services to over 100 health systems and hospitals per year. The number of engagements continues to grow, not just with new clients, but we are also proud of the significant amount of repeat business and client referrals that we receive. We are proud to have worked with over 50 6.x clients.

### **What is a typical engagement for consultants?**

Recent engagements have included standardization efforts for multi-facility organizations, 6.X migrations and new implementations, assisting with the implementation and support of MAGIC and Client/Server CPOE projects, implementation planning, readiness assessments; revenue cycle assessments and optimizations; providing application optimization through assessments and training; interim staffing, and Meaningful Use Assessments. Assignments can last for as long as a year or longer, while others may be weeks in duration.

### **How are engagements assigned?**

Presenting candidates for an engagement is one of the most challenging jobs in our business. There are many factors to consider and we do not always have the optimal timing or circumstances at hand.

Our approach, while fairly logical, is complex and somewhat mirrors a chess game. We consider:

- the client requirements, project scope and role
- the consultant's availability
- the consultant's ability to be successful
- the opportunity for the consultant to further and/or grow her/his skills
- the geographic location

The consultant's relationship with Navin, Haffty & Associates (e.g., employed vs. contractor) is a consideration for assignments, but it carries the least amount of weight. Our business and reputation has been built on doing the right things for our clients. We need to ensure our clients and consultants have the best fit possible for all of the above factors. If on occasion an opportunity becomes available and multiple consultants are available at the same time, and all offer a strong fit, we may submit multiple consultant profiles to the client and allow them to interview and select the consultant they feel is best suited for the role.

### **What is our compensation policy?**

We have two compensation models available. Detailed documentation describes these. In both models, consultants are paid every two weeks. Payment is made by direct deposit into your bank account.

### **How do we handle travel reservations and expenses?**

Consultants make their own travel arrangements and submit expense documentation on a weekly basis, as incurred. While the choice over airlines is at your discretion, considering cost to the client and travel time, your engagement manager will typically recommend area hotels and we will provide a list of preferred rental car agencies. Employees can expense airfare immediately upon booking. Consultants are encouraged to sign up for frequent flier and other reward programs. The rewards are yours to keep. For more details, see the Navin, Haffty & Associates' Travel Policy. Expense information is submitted every week by Monday at 10:00 AM (Eastern) on a Time & Expense Report. These expenses are reimbursed twice a month and payment by direct deposit is available.

### **What is the travel expectation?**

In many cases, clients expect consultants on-site four days per week. This is determined on a case by case basis for each consultant and assignment. Typically, consultants leave home on the first flight available Monday morning and return home Thursday evening.

### **What is Navin, Haffty & Associates' bench policy?**

Bench time is when a consultant is not engaged or billable to a project. Compensation for salaried employees is not affected by bench time; they receive 100% of their salary and benefits. Base plus employees will see a reduction in compensation due to reduced billable time. Additional information is available describing the two employment models.

### **Are professional development opportunities available?**

There are many opportunities for professional development.

*Product education and development.* Typically, consultants assisting with implementations attend vendor classes along with the hospital personnel. Consultants working with the MEDITECH HCIS usually obtain access to the MEDITECH website for support. On occasion, we have arranged for participation in MEDITECH training classes, most recently arranging for our valued associates to have access to MEDITECH's extensive scheduled web-based classes.

*Consulting education and development.* Every associate is assigned a manager. This individual is a member of our senior management team. In addition to working with you on future engagements, managers serve as a resource for general questions, information, and access to our templates and tools as available and appropriate. Professional development also comes from contact with other associates, some of the best in the industry, during engagements. We also facilitate various forums allowing you to exchange information and ideas with other Navin, Haffty & Associates' seasoned resources.

*Dedicated research.* We have a dedicated research function that can help you seek out information on MEDITECH, other vendor products or services, or just general industry information. This online tool is available to all our consultants.

We help our consultants stay up to date on healthcare changes and company updates by hosting various programs throughout the year. These include:

- Professional Development Presentations and Best Practice Workshops: These presentations focus on identifying education, professional growth and training opportunities relevant to MEDITECH, healthcare informatics and regulatory compliance.
- Quarterly Town Hall Meetings: This meeting is a conference call presented by company president John Haffty and other members of our executive leadership team to provide relevant information regarding the company and its outlook and development.
- Company Meeting: This is all-employee event takes place every 12-18 months and is dedicated to networking and professional development.

#### **Who will help me as I transition into the company?**

A manager, peer guide and engagement executive will be appointed to you upon hiring. These three people will play an intricate role during the start of your employment. A peer guide is assigned to all new consultants. The peer guide will provide support and guidance, show you how to access resources, help you understand our culture and assist with your transition. A manager is also assigned to you. This person acts as your direct contact and support for all related issues, questions and professional development. Lastly, the engagement executive functions as your resource and/or liaison to your contracted client.

#### **What are some characteristics of a great consultant?**

Consultants need to be able to handle the demands of travel, have a pleasant confident personality, and maintain “a very thick skin.” Beyond these attributes, the following are some of the many aspects that make a great consultant.

First and foremost, one needs to possess solid product or project management skills. This includes not only being deeply skilled in your area of expertise, but also staying current with those skills, building on related products and being well versed on key integration points.

Second, one should have a solid operational expertise. That is, to have a solid understanding of the business, including related workflows. One must bring an understanding of how to help build and optimize the system, supporting the client’s current objectives and preparing them to meet their long term vision.

Third, one should have a solid understanding of standard project processes, tools, related governance models, and general expectations of project teams. This includes being able to understand how to serve and contribute to all roles and/or phases of a project from design, development, testing, training, Go-LIVE readiness and support.

Fourth, one should have solid consulting skills, in particular strong communication skills (both written and oral) as well as being very organized. Clients look for consultants to be able to “plan the work and work the plan.” This means staying organized on work tasks, understanding dependencies, and providing accurate status reports and recommendations as needed. Of course, one’s ability to understand the politics can be very important for a great consultant. Staying outside of organizational politics and turf battles and exercising diplomacy always works best, remembering that consultants are not an employee of the hospital and therefore should remain outside of these issues.

Fifth, one should understand the role of a consultant is that of a transient. Clients engage consultants and expect that once s/he leaves, knowledge remains onsite. A consultant’s worth is heightened when s/he leaves a client more self-sufficient than when s/he arrived.

Sixth, one must foster a positive relationship with the client to enrich the relationship. The relationship typically remains with the client longer than the consultant. Fostering a positive relationship benefits the client and Navin, Haffty & Associates, and the residual effect is positive for all parties including the consultant.

Consultants may be asked to call on any or all of these attributes on any given day. All are very important but as important as these may be, when consultants focus on doing the right thing by clients and their colleagues, they are more likely to achieve long term success. Clients recognize and appreciate those who work collaboratively and are team focused.