

SCC EHR Workshop for Contractors: Implementation Considerations





Agenda

- Culture Change
- Critical Success Factors
- Common Risks
- Project Sponsorship
- Project and Work Teams
- Staff Engagement
- Training
- Productivity
- Data Quality
- Vendor Performance



Culture Change

Technology must be seen as a critical and required business and clinical support, leading to efficiencies/effectiveness of service delivery and the continued growth and advancement of the organization.

- Lead from the top
- Share the benefits
- Acknowledge the change
- Tap into internal natural leaders as sponsors
- Include avenues for feedback
- Build cross department partnerships/teams
- Give clear expectations (new job skills?)
- Have the tools available (hardware, software, access to help/support)
- Recognize milestones and accomplishments

... a change process leading to business as usual



Critical Success Factors

- Executive Sponsorship
- Management buy-in and support
- EHR skill-set requirements (now a core job duty)
- Dedicated project team
- Documented business processes
- Comprehensive project and change management
- Quality conversion
- Balance quality and timely implementation
- User acceptance testing



Common Risks

- Organizational resistance to change
- Undefined or evolving project goals
- Delays in decision making
- Ineffective project team
- Lack of issue management
- Scope creep



Project Sponsorship

Executive Management:

- Committed for the long term, through the good times and bad
- Understand short and long term costs
- Provide sponsorship in a variety of ways

“Middle Management”

- Hand over decision making authority to work teams
- Provide most highly skilled team members to the project
- Update business practices

Everyone

- Educated as to how technology can streamline clinical workflows and result in efficiencies



Project and Work Teams

- Implementation Team Structure
 - Project Governance
 - Oversight structure
 - Project Management
- Assigned Project Manager
 - Key Roles:
 - Quality
 - HIM
 - Finance
 - IT
 - Senior Management
 - Vendor
 - Clinical Champion
 - Clinical Subject Matter Experts
 - Medical Doctor



Staff Engagement

- Orientation meetings & presentations
- Advertise the payoff / Why EHR?
- Launch a Web 2.0 or blog project site
- Early education through demos
- EHR terminology reference guide
- Pilots
- Bi-directional structured feedback processes
- Continuous system improvement
- Local / site champions
- Technical and business process support



Training

Training plans

- Identify the skills required by each position
- Assess skills either by questionnaire or tests
- Train to basic technical skills as needed
- Include initial, refresher and new employee classes / tools
- Include administrative staff such as HIM, QA, Outcomes, billing, program assistants
- **Link with sponsorship activities by training managers first**

Training delivery strategies

- Determine trainer strategy: technical trainer or “power user”
- Leverage eLearning when possible
- Develop workflow diagrams to aid learning
- Have managers presence at user training (scope)



Productivity

- Confirm/clarity of ongoing expectations
 - Direct Service time: Billable and Non-billable
- Prepare for initial drop
 - Training
 - Getting used to the system
- Track progress
 - Tools, reports through EHR
 - Micro (staff) through macro (agency) level
 - Interface of data (internal and external)



Data Quality

- System controls to limit errors
- Balance the use of various data structures
- Integrate outcome measures
- Managed “flexibility”
- Quality review processes
- EHR as “system of record” for all client data
- Electronic audits (internal QA activities)
- Conversion plans



Vendor Performance

- Best practice consultants
 - Greatest benefit of external consultant is breadth of knowledge
 - Clinical documentation and workflow expertise
- Costs
 - Time and material due diligence
 - Statement of Work (SOW)
- Service Level Agreements (SLA)
 - Issue priority assignment
- Team members
 - Review credentials and experience of individual team members
 - Request changes as needed
 - Expect qualified, experienced team members
- Project management
 - Review PM methodology
 - Expect ongoing status reports that include budget to actual costs
- Change Request Management