

# MN E-Health Summit

## Optimizing the Use and Effectiveness of an HER

June 26, 2008

### Outline

- Hutchinson Medical Center
- Timeline
- Goals, Goals, Goals
- Evaluation of Systems
- The roles of Leadership
- Process, Process, Process
- Understand the Short-term and Long-term Implications

### Hutchinson Medical Center (HMC)

- Multi-Specialty clinic
  - Average 450 patients per day
- 23 physicians
  - Family Practice, Internal Medicine, Surgery, Pediatrics, OB/Gyn, Podiatry
- 9 mid-level providers
- Visiting specialties
  - Allergy, Audiology, Cardiology, ENT, Neurology, Nephrology, Rheumatology, Urology, Pediatrics, Low Back

### EHR Timeline

- October 2005 – Board decision to begin search
- Nov 2005 – Selection criteria developed and committee created
- Dec 2005-May 2006-Selection process
  - RFP's sent out
  - Scoring mechanism created and used for initial evaluation (cost information excluded)
  - Selection of 4 products to demo

### EHR Timeline

- April - May 2006
  - Products choices narrowed to two products
  - Site visits
  - Corporate visits
  - Final demonstrations
- June 2006
  - Recommendation to Board of Directors
  - Board of Directors voted to accept Touchworks as product of choice!!!
- July 2006
  - Contracts completed

### EHR Timeline

- August 2006
  - Beginning of weekly implementation calls
- November 2006
  - Equipment installed
  - Test environment installed
  - Creation of EHR Core Team
- January 2007
  - ITT training for Core Team




## EHR Timeline

- February – June 2007
  - Build of products
  - Development of workflows
  - Build, loading, and test of interfaces
    - Note interface example
  - Development of scanning criteria
- June 2007
  - Hospital EHR Go-Live
- July 2007
  - Scanning Go-Live
  - Rx Refills Go-Live



## EHR Timeline

- August 2007
  - Development of Training materials
    - Used Outside Vendor
  - Training of SuperUsers
  - Training of Staff
- September 2007
  - Dry runs for providers and medical support



## EHR Timeline

- September 2007 – Go Live
  - September 10 - ½ providers
  - September 17 – ½ providers
  - Reduced schedules to ½ first week, 2/3 second week, full third week
  - Discontinued filing in paper record on September 17th
- September 2007-present
  - Ongoing training
  - Ongoing workflow development



## Goals, Goals, Goals

The power of the “Why?”

- Everyone else is doing it.



- The government says we have to do it.



## Goals, Goals, Goals

The Power of the “Why?”

- Quality
  - Quality measures
  - Safety: Checks and balances
  - Decision Support Tools
- Efficiency
  - Timeliness
  - Repetitive tasks eg. Rx refills, forms etc
- Standardization
- Meeting Patient expectations – stay competitive
- Quality of life
- Financial




## Goals, Goals, Goals

- Refined our goals:
  - As a Board of Directors
  - As Physicians intending to use the System
  - As Administration
- Put Goals in Writing and communicated them to everyone, no matter how scary they were for some people.



## Goals, Goals, Goals


- Ranked our Goals and used this to establish criteria for evaluation of Systems.
- Identified that there is a significant difference between Price and Cost.



## Evaluation of Systems

### Price vs. Cost


- Price is what you pay for the system, including equipment, training and implementation.
- Cost is Price, plus or minus the system's net impact on productivity and efficiency.



## Evaluation of Systems

### Price vs. Cost (continued)

- System A
  - Price = \$\$
  - Productivity impact = 90% of before EHR
  - Efficiency impact = 5% reduction in staff time.
- System B
  - Price = \$\$\$
  - Productivity impact = 105% of before EHR
  - Efficiency impact = 10% reduction in staff time.



## Evaluation of Systems

- Based on this analysis and our Goals, we
  - Asked for the price information to be in a separate sealed envelope with each proposal.
  - We did not open these until all the function and features analysis was done and the vendors were ranked.
  - Chose the system with a high Price, but the lowest overall cost.
  - Are confident that this is the right system for us.




## The Roles of Leadership

- Physician Leadership
  - Physicians must engage in this process from the very beginning and do the work.
  - Define the Goals.
  - Build the Buy-in
  - Manage Expectations
    - This is only a tool




## The Roles of Leadership

- Administration Leadership
  - Manage the process
  - Identify resources needed to make sure the process works as intended.
  - Define Goals for Efficiency.
  - Communicate with everyone.
  - Build the Buy-in from all the staff
  - Manage Expectations for non provider staff



## Process, Process, Process

- Focus on the process to take you to the outcome. If the process is good, you will have confidence in the outcome.
  - This holds true for:
    - Setting Goals
    - Preparing your RFP
    - Choosing a Vendor
    - Developing your implementation Plan
    - Developing Buy-in and bringing along the skeptics
    - Go Live!



## Process, Process, Process

### Implementation


- This is where the rubber meets the road.
- Need to determine what is right for your organization, based on your goals.
  - Quick Ripper or Slow Peeler
- Requires you to consider doing things much different; not just automate the processes.
  - Lifestyle Change



## Process, Process, Process

### Training

- Roles and tasks changed
- Everyone was trained in their role
- Every workflow was challenged
- Years of 'auto-piloted' tasks changed and new tasks were 'learned'
- Frustration
- Down time
- Ongoing training – important
  - Questions and Answer sessions



## Process, Process, Process

### More Thoughts


- Workflow approach is extremely important and allows everyone to get involved.
- Don't forget to consider how you are going to train new employees in the future.
- Identify the needs for resources and address these along the way.




## Process, Process, Process

### Go Live!

- Don't set date until READY!
- Minimize 'parallel records'
  - Probably the most stressful period of the whole process!!!
- Adequate support was made available
  - Command center created
  - Super Users available at stations
- Had fun – makes it all easier
  - Internal and external marketing
- Commitment
- Extra Hours/Time
- No pain – No gain



## Short Term Implications





Long Term Implications



Thank you!

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