

Paper Is The Enemy: Strategies For Victory

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Northwest Family Physicians PA

- 18 Family Physicians, 7 mid-level practitioners
- 3 offices in NW suburbs Minneapolis
- 2 Urgent Care clinics, 1 Express clinic
- Independent, physician owned
- Affiliated with North Memorial Medical Center (400 bed Level 1 Trauma Center and tertiary care center)

Time Line

- Winter 2002-03 - *Evaluate PM/EMR systems*
- Spring 2003 - *Finalists selected, site visits.*
- Summer 2003 - *System selected.*
- October 2003 - *Go live with PM system.*

Time Line (continued)

- January 2004 - *EMR implementation planning*
- April 2004 - *System installation, testing*
- June 2004 - *Plymouth goes live*
- Nov 2004 - *MD commitment meeting*

Time Line (More)

- End 2004 - *Dictation <\$1000/month*
- March 2005 - *Paper Free day*
- April 2005 - *Rogers goes live*
- October 2005 - *Crystal goes live*

Time Line (Lastly)

- March 2006 - *Scanning done Plymouth*
- April 2007 - *Scanning done Rogers*
- June 2008 - *Scanning continues Crystal*

Keys to an EMR Implementation

- **Vision**
 - *Why are we doing this?*
 - *How are we going to do this?*
 - *Who needs buy-in?*
- **Commitment**
 - *Providers*
 - *Business/Administrative*
 - *Staff*

Keys to an EMR Implementation

- **Involvement**
 - *Build strategic team*
 - *Include all departments*
 - *Find champions*
- **Planning**
 - *Pre-implementation*
 - *Staged implementation*
 - *Begin with existing processes*

Keys to an EMR Implementation

- **Training**
 - *Vendor training/support*
 - *Use champions to train others*
 - *Repeat liberally*
- **Communication**
 - *Begin with big picture*
 - *Play-by-play*
 - *Highlight short-term wins*

Keys to an EMR Implementation

- **Flexibility**
 - *Trial period, followed by firm deadline*
 - *Modify processes depending on feedback*
 - *Change existing jobs to fit new demands*
- **Perseverance**
 - *Stay with what works*
 - *Put out brush fires promptly*
 - *Modify details, not major pieces*

Keys to an EMR Implementation

- **Success**
 - *Benchmark and follow up*
 - *Don't let up*
 - *Make change stick*
- **Continuation**
 - *Think up new things to do, there's always more*
 - *Build in Quality focus*
 - *Future of Family Medicine model*

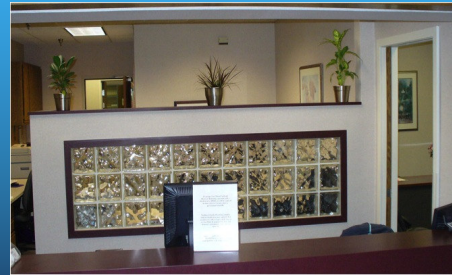
Other things we've learned

- *Let the staff pull the doctors along*
- *Put out brush fires promptly*
- *Apply what you've learned elsewhere*
- *Customize at your peril*
- *Go slow with upgrades*
- *Repeat training liberally*
- *Don't give up, it will be worth it in the end*

Before...



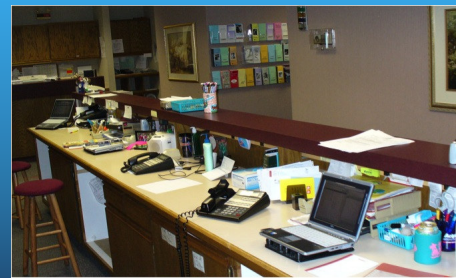
... After



Medical Records



Nursing station



For more information

- Email: jwelters@paperenemy.com
- "Paper Is the Enemy: How Not to Live in Two Worlds," *Minnesota Physician*, March 2007.

