

Component 11/Unit 1-2

Migration to an Electronic Health Record System

Migration To An EHR

EHR Life Cycle:

- User Needs Assessment
- Proto-type Development
- System selection
- System implementation *
- Maintenance

*Covered in this unit

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System Implementation

"A key ingredient in ultimately achieving a successful EHR is to determine the organization's readiness for an EHR before proceeding down a migration path." (Amatayakul)

- Migration of the EHR and system implementation includes an organization development (OD) plan
 - Overall preparation /readiness of site and personnel for implementation
 - Train, train, train
 - Provide time table for change that is reasonable and well advertised to those affected by implementation
 - Include users as much as possible for the "go-live" time line
 - Management of technology and software installation
 - Expect delays- this is normal (but keep all informed of delays)
 - Expect problems- this is normal
 - Develop back-up and recovery plans

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System Implementation cont'd

- Training (prior to and during implementation)
 - Expect managers to be able to use system
 - Develop super-users
 - Provide training until users feel comfortable
 - Develop a systems for "go-live" trouble-shooting
 - Develop a system for "maintenance training"
- Cooperation of all users
 - Culture of acceptance
 - Buy-in of users
 - System super-users

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Organizational Culture

- Implementers of EHR
 - Must assess the organizational culture for readiness to "go-live"
 - Encourage the champions (those enthusiastic about EHR to provide leadership) to continue to lead during the implementation stage
 - Must verbally and in written correspondence with employees recognize that change can be a difficult process for individuals
 - Communicate in an open, inclusive ways to engage all users

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Complexity Of Change: Human-Technology Interaction

- Who will lead the process of change management?
- What will be the components of the change management program?
- When will the program be implemented (beginning of the process, during the implementation, and during assessment)?
- Where and in what ways will the discussion about change take place?
- Why it is necessary to develop a change management program?
- How will the program become operational?

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Who Will Lead the Process Of Change?

- Often this is led by human resource management or an education team of clinicians who are champions of the change
- If there is no identified key person(s), the EHR project team needs to develop a program for the organization or hire an outside consultant to do this work
- Bottom line: do not underestimate issues related to change management
 - Can lead to sabotage of "go-live"
 - Can lead to failure of on-going system use

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What Will Be The Components Of The Change Management Program?

- Recognition that change can be difficult
- Recognition of emotional side of change
- "A fast track to project failure involves lack of planning for the emotional side of change...the technically best system may be woefully inadequate if its implementation is resisted by people who have low psychological ownership in that system. On the other hand, people with high ownership can make a technically mediocre system function fairly well." (Lorenzi)
- Creating buy-in through champions, super-users
- Recognition that this is a process that goes beyond implementation is important to communicate. There is no easy fix or common time table; the culture of the organization determines the completion of the process

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When Will the Program Be Implemented ?

- Change occurs at the beginning the process when an assessment of knowledge and attitudes of employees is first conducted
- As the decisions about the selection of the EHR are happening, include all employees in the changes that are anticipated. Waiting until implementation is too late.
- Once you have implemented an EHR, the assessment of the continued needs during the change process will be important.

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Where And In What Ways Will The Discussion About Change Take Place?

- It is important to review the culture of the organization during past changes
- What kinds of communication and learning environments worked?
- Focus on positive activities to discuss the implementation of the EHR throughout the process
- For example, develop a newsletter
 - Inform employees of where and how the process is going
 - Discuss the importance of a learning organization
 - Discuss expectations for positive attitudes
 - Discuss emotional and real issues related to change

Why Is It Necessary To Develop A Change Management Program?

- Employees will evaluate the new change to how change has occurred in the past.
- Employees play a key part in the success (or failure) of a system.
 - Listen to their concerns
 - Confront their fears
 - Engage their collaboration with the process
 - Reward their efforts

Respect Is Necessary To Develop Change

- “A baseline level of respect between project players can hasten the comfort level of multidiscipline, multi-business unit project teams who have seldom worked side by side. Individuals need to feel respect, regardless of what role they play in the organization or in an automation project.” Abdelhak
- Does each unit respect the other’s role and time?
 - This affects overall human resource planning
 - Lack of respect can cause unnecessary financial loss because of sabotage and resistance (slow-down)

How Will The Change Become Operational?

- How and when will work flow analysis be conducted?
- Develop an team trained and experienced in the work flow to be analyzed.
- Involve the users in the work flow analysis
 - Engage the users during the process asking step by step questions about work flow
 - Don't make assumptions about work flow
 - Follow through by showing users the work-flow analysis report
 - Adjust analysis accordingly
- Once the work flow analysis is complete and accurate, it is used for the planning of the change in the work station, setting up new equipment, and developing the training for the implementation

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Leaders Are Responsible For Managing Human Resources

- The organization is responsible to create the human behavioral framework for the organization's culture
- In the fast paced age of electronic systems, polices may need to change quickly and the organization needs to remember its focus to:
 - protect patient confidentiality
 - Protect the integrity of the patient data
 - Improve quality of patient care

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Expectation Of Human Resources for Implementation

- Collaboration with the strategic direction and goals for migrating to the EHR
- Positive expectations can be motivating
- User perceptions are essential to the success of the operation of the system
- Expectations may be different, but common goals and objectives will help to bridge misunderstandings

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Talk The Same Language: Vocabulary

- Assess differences in the language used by units in the project
 - Conduct work flow analysis
 - Identify buzz words, jargon, abbreviations in specialty work areas
- Technical terminology can be a barrier to communication
 - Develop a clear tool that discusses technical terminology that everyone needs to know
 - Develop a clear tool that discusses vendor (software information) that everyone needs to know

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Vocabulary continued

- Set ground rules that there are “no stupid questions.”
- Encourage asking for interpretation of unknown words
- Be sensitive to level of knowledge in each other’s areas
- Develop a system to “re-state” what you understand – “I would like to restate the technical information in my own terms to make sure I understand what you said.”

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Resources

- Abdelhak, A. PhD RHIA, Grostick, S. MA RHIA, Hanken, M. PhD RHIA, Jacobs, E. MEd RHIA. *Health Information: Management of a Strategic Resource*, 4th Edition: Saunders
- Amatayakul, Margret K. *Electronic Health Records: A Practical Guide for Professionals and Organizations*. 4th Edition. AHIMA
- Lorenzi, N, Kouroubali, A, Detmer, D, Bloomrosen, M. How to successfully select and implement electronic health records (EHR) in small ambulatory settings. *BMC Medical Informatics and Decision Making*, published on line 2009, v 9, 15.
- Johns, M. PhD, RHIA. *Health Information Management Technology: An Applied Approach 2nd edition AHIMA Press 2007*

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