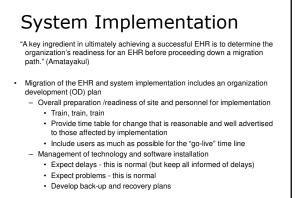


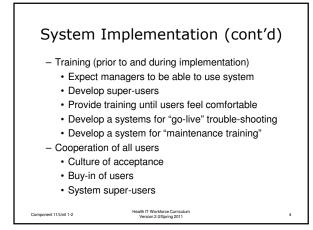
Migr	ation To An EHR	
EHR Life Cycle: • User Needs As: • Prototype Deve • System selectio • System implem • Maintenance	elopment on	
*Covered in this u	ınit	
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Organizational Culture

• Implementers of EHR

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- 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

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- Communicate in an open, inclusive way to engage all users

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Complexity Of Change: Human-Technology Interaction

- 1. Who will lead the process of change management?
- 2. What will be the components of the change management program?
- 3. When will the program be implemented (beginning of the process, during the implementation, and during assessment)?
- 4. Where and in what ways will the discussion about change take place?
- 5. Why it is necessary to develop a change management program?
- 6. How will the program become operational? nent 11/Unit 1-2

Who Will Lead the Process Of Change?

- The change process is often 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
 - · Unresolved issues can lead to sabotage of "go-live"
 - Unresolved issues 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 of the process when an assessment of knowledge and attitudes is 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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- 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

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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

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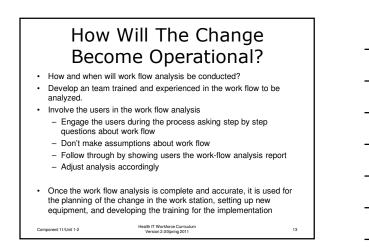
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Respect Is Necessary To **Develop** Change

- "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)

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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:

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- protect patient confidentiality

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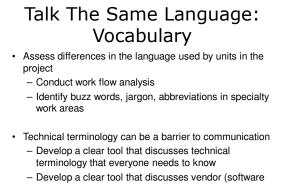
- Protect the integrity of the patient data
- Improve quality of patient care

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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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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
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- 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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