

## Component 11: Configuring EHRs

### Unit 1: Migration to an Electronic Health Record System Lecture 1

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## Migration to an Electronic Health Record System

Electronic Health Record Life Cycle:

- User Needs Assessment\*
- Prototype Development\*
- System selection\*
- System implementation
- Maintenance

\* Covered in this unit

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## How To Begin Migration to an EHR

- Develop a Strategic Plan Including the Migration to an EHR
  - Review the Mission and Vision of the Organization
  - Make modifications if necessary that will move the organization towards a quality EHR to improve patient care
  - Develop goals that are reasonable, measurable and tactical

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## Developing Goals

- Develop goals that are reasonable, measurable and tactical
  - Describing the planned migration to the electronic health record including
    - An effective needs assessment phase,
    - A strong migration steering committee that is inclusive of user needs
    - An understanding that this is an ongoing process
  - Developing a timeline for choosing and implementing an electronic health record
  - Assuring the financial and human resources to plan, select, implement, and maintain an EHR

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## User Needs Assessment

- Each constituent unit in an organization will need to determine what the needs are for an EHR
- Some organizations will have components of an EHR while others will be starting at ground zero
- To receive federal funding, though, certain components will be mandatory to each system (see meaningful use unit)
- In this unit, we will focus on the basic principles guiding migration to an electronic health record

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## User Needs Assessment Tools

- A needs assessment is part of a basic management tool set which will be effective in the decision-making process of migration to an EHR
- Many tools are available from the state quality improvement organizations, regional extension centers, consultants, and vendors. An example of a toolkit which includes needs assessment is from Stratis Health, the QIO for Minnesota at <http://www.stratishealth.org/expertise/healthit/clinics/clinictoolkit.html>

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## Prototype development

- Each organization will need to evaluate their specific needs to migrate to an EHR.
- Remember, each organization is unique.
  - Some organizations have basic electronic functions such as billing and coding, scheduling and no clinical documentation (patient progress notes, lab results)
    - In other words it is a "paper medical record."
  - Some organizations will have hybrid EHRs with some scanned documents and some electronic systems, e.g. pharmacy, lab results, radiology results
  - Some organizations will be completely electronic with online documentation systems for all providers, online order entry systems, and integrated lab, radiology, etc. systems.
    - These are referred to as "paperless."

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## Prototypes: Start Where You Are

- No electronic systems: at ground zero
- Legacy Systems: computerized systems that were developed by the organization's staff OR
- Legacy Systems with some vendor solutions: systems that have added on components with the legacy systems with no/some interoperability
- Vendor systems: vendors systems used to develop computerized and/or electronic systems

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## System Selection

- The development of ongoing systems towards the migration to an EHR includes decision making about potential new systems
- Developing a project team to make decisions for the organization
  - Critical to success
  - Involves careful selection of team members
  - Needs leadership

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## Migration Project Team

- Migrating to an EHR needs leadership
  - “Study after study on EHR implementation reports the same thing:
    - People are key
    - Leadership is one of the biggest issues
  - An EHR project needs three kinds of leaders:
    - a physician champion (or two or three),
    - a CEO
    - a skilled project manager.” (Adler)
  - The project needs someone with information management skills. This may be
    - the champion of the project
    - an information technology professional in the organization,
    - a vendor or consultant
    - a combination of team members who are interested in migration

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## Choosing the Migration Team

- Champions
- All clinical areas affected
- All ancillary areas affected
- Non-clinical areas that use data collected
- Change agents
- Technology specialist
- Work flow analysts

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## Responsibilities of the Team

- Conduct needs assessment
- Develop/support efforts for the Request for Information/Request for Proposals
- Develop criteria for selection of system
  - Only include vendors that meet ONC criteria for a certified EHR
  - Develop additional criteria that will support the needs of your organization
- Recommend through discussion/decision-making (or delegation)
  - Big bang or not (with work-flow analysis)
  - Vendor selection (seeing presentations of systems, making visits to other facilities that have them)
  - Ongoing training prior to, during, and after implementation (this includes addressing change management concerns as well as system training)

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## What is a Request for Information?

- A Request for Information (RFI) is a tool to ask vendors about their products
- In an EHR it is important to find vendors who are certified by the Office of the National Coordinator (see meaningful use)
- The person(s) that manage the electronic systems at an organization use the RFI to keep abreast of current vendors and their products and how they could meet the organization's needs

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## What is a Request for Proposal?

- A request for proposal (RFP) is an open request to vendors for specific answers to the needs of an organization
- Remember, each organization is unique.
  - Some organizations have basic electronic functions such as billing and coding, scheduling
  - Some organizations will have hybrid EHRs with some scanned documents and some electronic systems, e.g. pharmacy, lab results, radiology results
  - Some organizations will be completing electronic with online documentation systems for all providers, online order entry systems, and integrated lab, radiology, etc, systems

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## Developing the RFP

- The team will develop criteria to evaluate an RFP
- Criteria should include questions and a rating system for items such as:
  - Specification of vendor system
  - How the vendor meets the meaningful use criteria and federal certification process
  - Cost for implementation
  - Interoperability issues with current system
  - Vendor support in planning, implementation and post-implementation phase

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## RFP's : Legal Documents towards the Migration Process

- An RFP answers the questions of how a vendor, (its system products and services) will meet those individual organization needs
- It should include a summary of
  - Costs for new/upgraded hardware
  - Software, including interface and system software
  - Training pre-implementation, during implementation, and post training
  - Support of project from beginning to post implementation
  - Implementation methodology
  - Post implementation assessment tools
- Since the RFP eventually leads to a legal contract, it is an especially important document to the organization and to the vendor

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## Resources

Adler, Kenneth. How to successfully navigate your EHR implementation. Family Practice Management, 2007 Feb; 14 (2): 33-39

Valerius, Joanne. The electronic health record: what every information manager should know. The Information Management Journal January/February, 2007, 56-59

The RFP Process for EHR Systems. Journal of AHIMA 78, no. 6 (June 2007): 73-76.

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