

NIATx Summit and SAAS National Conference

*Best Practices
for Implementing
an EHR*

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What % of EHR Implementations Fail?

- a. 5%
- b. 10%
- c. 25%
- d. 51%

Today's Agenda and Goals

- Methodology
- Reasons EHR Projects Fail
- Best Practices
- Start Your Implementation Plan
- Start Your Work Flow Analysis
- Further Discussion / Q&A

Methodology



- Interviews
 - Project Managers/CIO's
 - IT Vendors
 - Managed Care Representatives
- Literature Review
- Personal Experience

What % of EHR Implementations Fail?

- a. 5%
- b. 10%
- c. 25%
- d. 51%

Answer: Over 51%!

Source: Allison, Adele. The Six Keys to Successful EHR Implementation. EHRScope.com, EHS, Inc. Spring 2009.

BRAINSTORMING

Why do EHR Projects Fail???

Sources of Ineffective EHR Implementation:

- EHR Goals are Not Aligned with Organization's mission/vision/values.
- Key components of project mgmt. not addressed.
- EHR vendors not properly vetted.
- Work Flow Analysis is not comprehensive.



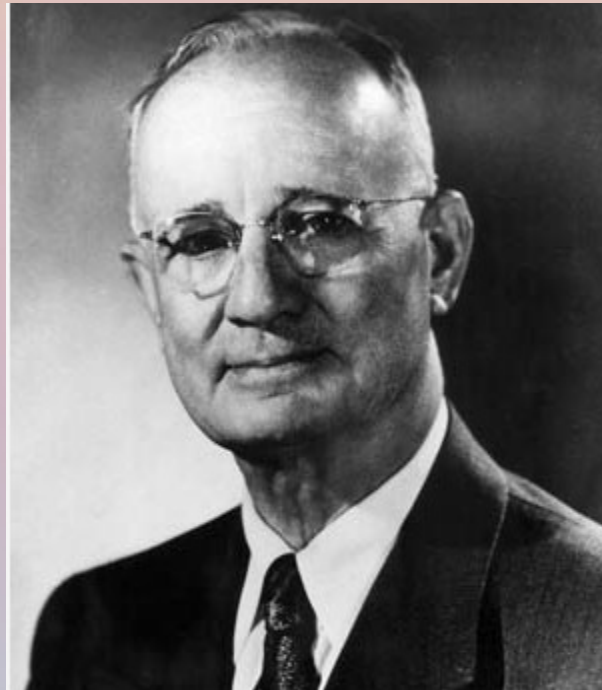
Best Practices

1. Goals
2. Plan
3. People
4. Process

Best Practices - Goals

"A goal is a dream with a deadline"

~Napoleon Hill



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Best Practices: Goals

- Set Goals
- Benchmarks
- Evaluation Plan
- Pick the right EMR



EHR Goals

Outcome goals

“Enter it once”

Better Reporting

Implementation Goals

*Ensure that staff have the time to properly
participate in the implementation*

Develop a scanning plan

Measures

Concerns

Goals - Benchmarks

Start with your goals – create measures.

Survey the staff

- One a scale from one to ten, how easy is it to generate a list of your current clients?

Goals – Evaluation Plan

The Agency for Healthcare Research and Quality
(AHRQ):

National Resource Center's Health IT Evaluation
Toolkit

Goals – Pick the Right EHR

- Match the software to your goals
- MU \neq Quality
 - Full vs. modular
- Control the demos
- Site visits
- Others – brainstorm

Goals - Pick the Right EHR

“Hello, I’m here to review records.”

-Joe Passeneau

“That is a problem. We put the progress notes in our EHR, but I don’t know how to find them once they are in there. Leave me the list and I’ll have them printed them out and mail them to you.”

-clinic director, community health center

Goals - Pick the Right EHR

Passeneau, Joe

From: [REDACTED]
Sent: Wednesday, January 26, 2011 10:04 AM
To: Passeneau, Joe
Subject: MBHP Review at [REDACTED]

Hello Joe,

Our records are electronic for the most part. We cannot provide individual access to you for only the MBHP patients. We cannot limit your access either, so that you would have the same access our employees.

We do have paper files which contain most of the information. However, some of the information, communication notes specifically are electronic. Would you like to review the paper files and be verbally explained the process for putting the other documents into our electronic system? Or is there some other way you would like to review the entire file?

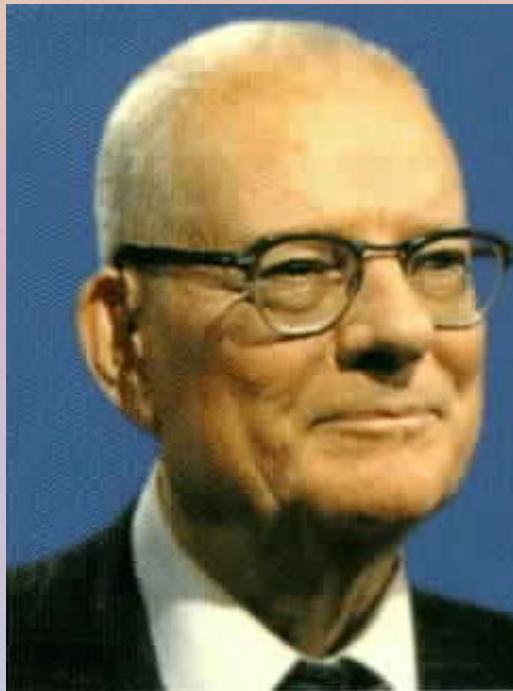
Please let me know. Thank you.

[REDACTED]
Senior Manager, Regulatory Affairs

Page

Best Practices - Plan

"It is not enough to just do your best or work hard. You must know what to work on."



~W. Edwards Deming

Best Practices - Plan



“Where do you want to go?’ ‘I don't know,’ Alice answered. ‘Then’, said the cat, ‘it doesn't matter. If you don't know where you are going, any road will get you there.’”

Lewis Carroll, Alice in Wonderland

Best Practices: Plan

- Work Flow Analysis
- Implementation Plan
- Clinical Documentation Plan
- Training and Support Plan
- Data Transfer Plan
- Contingency Plans



Plan

Work Flow Analysis

Implementation

Plan - Clinical Documentation Plan

- THE GOLDEN THREAD

- Medical Necessity
- Compliance

MSDP, NYSCRI, SOQIC

- MSDP: <http://www.abhmass.org/site/msdp.html>
 - NYSCRI:
<http://www.omh.state.ny.us/omhweb/nyscri/>
 - SOQIC:
- Support the clinical work

Plan - Training and Support

- Start with the basics
 - Survey
 - Test



Plan – Data Transfer

- G.I.G.O.



Plan – Contingency Planning



Best Practices - People



"Feedback is the breakfast of
champions."

~Ken Blanchard

Best Practices: Implementation Team

CEO

CFO

CIO

EHR Implementation Project
Manager

Senior Management

Direct Care staff – including
representation from different
programs (adult and child,
outpatient vs. mobile crisis,
etc.): Case Managers,
Psychiatrists, Nurses, Staff,
Intake staff, etc.

Clinical Champions

Billing / Patient Accounts

Data Entry

Credentialing

Front Desk

MIS

Medical Records

Quality Management/ Quality
Assurance

Compliance

Training

Finance

Payroll

Human Resources

And more

- Communication
- Champions
- Vendor – Agency Relationship
- Fear
- Cultural Shift
- Stakeholders



Best Practice - Process

"We should work on our process, not the outcome of our processes."

~W. Edwards Deming

Best Practices: Process

- Strategy and Scope
- Timing
- Roll out or BIG BANG
- Problems and set backs



The Top Five Best Practices

- Communication
- Work Flow
- Implementation plan
- Manage culture shift / emotions
- Vendor – Agency Relationship

Implementation Plan

Work Flow Analysis

Q&A/Further Discussion

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Clinical Documentation Improvement Advisers