

*Are you prepared for electronic medical records?*

## Clinic Readiness/Selection

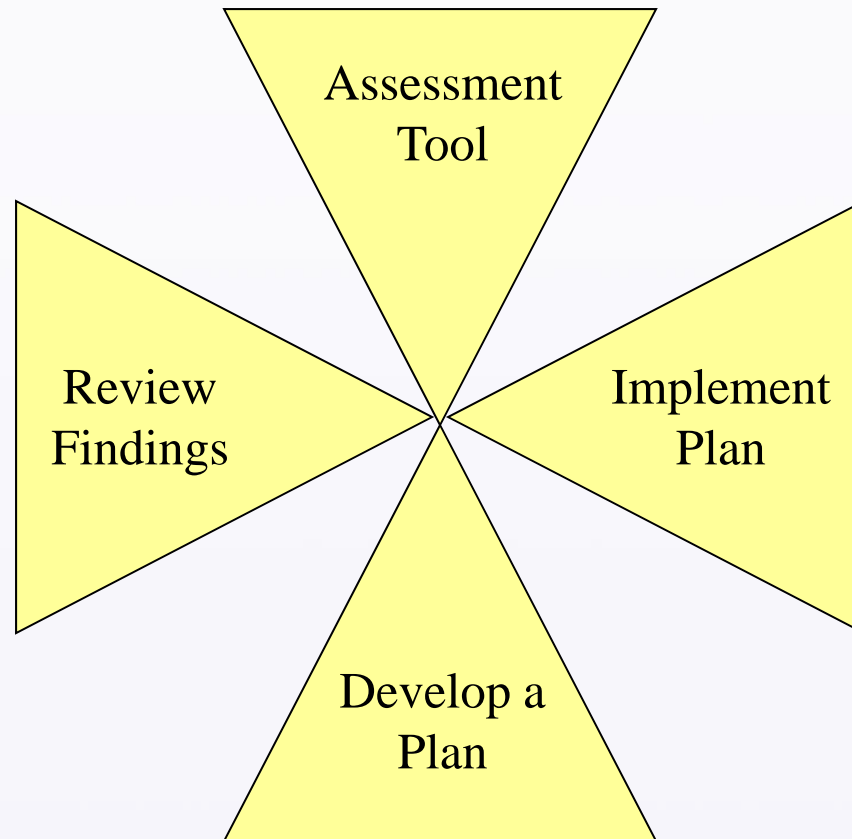
Dr. Richard Swafford  
Chief Information Officer  
Community Clinics Health Network (CCHN)



# Definition of Readiness

- Attitude and Culture
- Determination of Capacity
  - Clinical
  - Operational
  - Technical
  - Management
- Selection and Contracting

# Readiness Assessment Process



# Initial Questions

- Why EMR?
- What are your Goals?
- What are your expectations?
- How will you measure success?

# Why EMR?

- What are your drivers for implementing EMR?
  - Federal Mandate
  - Efficiency Improvements
  - Patient Safety
  - Improved Quality

# What are your Goals?

- Do you have specific goals in mind related to EMR Implementation?
  - Timeframe for implementation
  - Cost
  - Usage of System

# What are your expectations?

- What do you expect to gain (or lose) with an EMR?
  - Productivity
  - Quality
  - Efficiency
  - Cost reductions

# How will you measure success?

- What are the metrics you intend to track in order to determine the extent to which your expectations are met?
  - Quality outcomes
  - Financial Measures
  - Productivity

# Considerations

- **Clinical Considerations**
- **Technological Considerations**
- **Cultural Considerations**
- **Operational Considerations**
- **Financial Considerations**

# Clinical Considerations

- Workflow Limitations/Issues
  - Assessment of processes and procedures
- Provider Acceptance/Involvement
  - To what extent will providers be involved
- Physician Champions
  - Do you have one or more interested in participating

# Technological Considerations

- Staffing and Skill Set
  - Adequate IT staff with the right skill sets
- Training Requirements
  - User training levels (systems and software)
- Infrastructure Requirements
  - Network, server and desktop needs

# Cultural Considerations

- Acceptance of Change
  - Change management process
  - Willingness to learn a new system/process
- Prior success or failure
  - Leverage success and downplay failure

Leadership Drives Culture...

# Operational Considerations

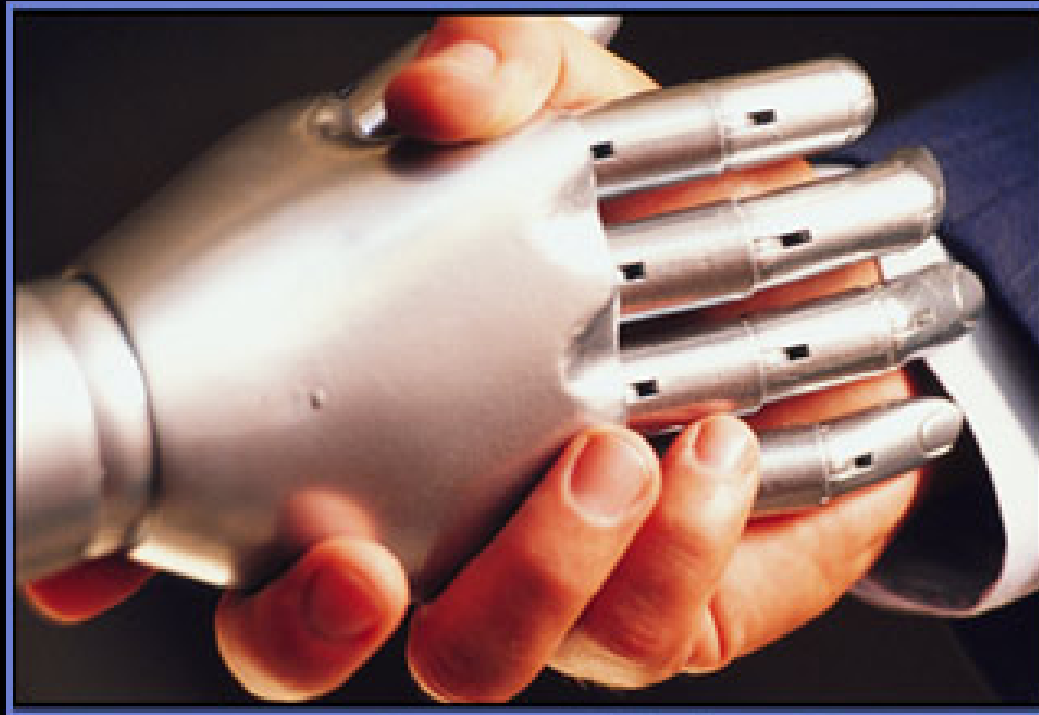
- Workflow Factors
  - Scheduling and other clinic operational concerns
- Management of old paper records
  - Storage
  - Location

# Financial Considerations

- Startup Costs
  - Hardware/Software
  - Implementation/Training
- Ongoing Costs
  - Maintenance/Support
  - Ongoing Training
  - Optimization

# Unfortunate Truth

Change = Fear



# INNOVATION

IF IT CAN MAKE YOUR JOB EASIER, IT CAN PROBABLY MAKE IT IRRELEVANT.

[www.despair.com](http://www.despair.com)

# Decisions, Decisions

- Do I deploy that new system now or wait for the funding?
- Will this vendor be around in 6 months?
- Can I sustain this new system?
- How will this impact my provider productivity and can I afford that hit?
- Will my staff accept the change?

# Some Painful Truths

- There is no ROI in EMR!
- Technology will not solve all of your problems.
- Change = Fear
- Injecting technology into a broken or inefficient workflow will only make it more broken and inefficient.
- Quality in Healthcare is more of a tracking mechanism than an outcome.

# What Can You Do?

- Commit, once a decision is made.
- Manage expectations.
- Prepare and Plan for Pain.
- There is no Top of the Mountain, it is a constant climb.
- Walk on the backs of others.
- **Ask for Help!**

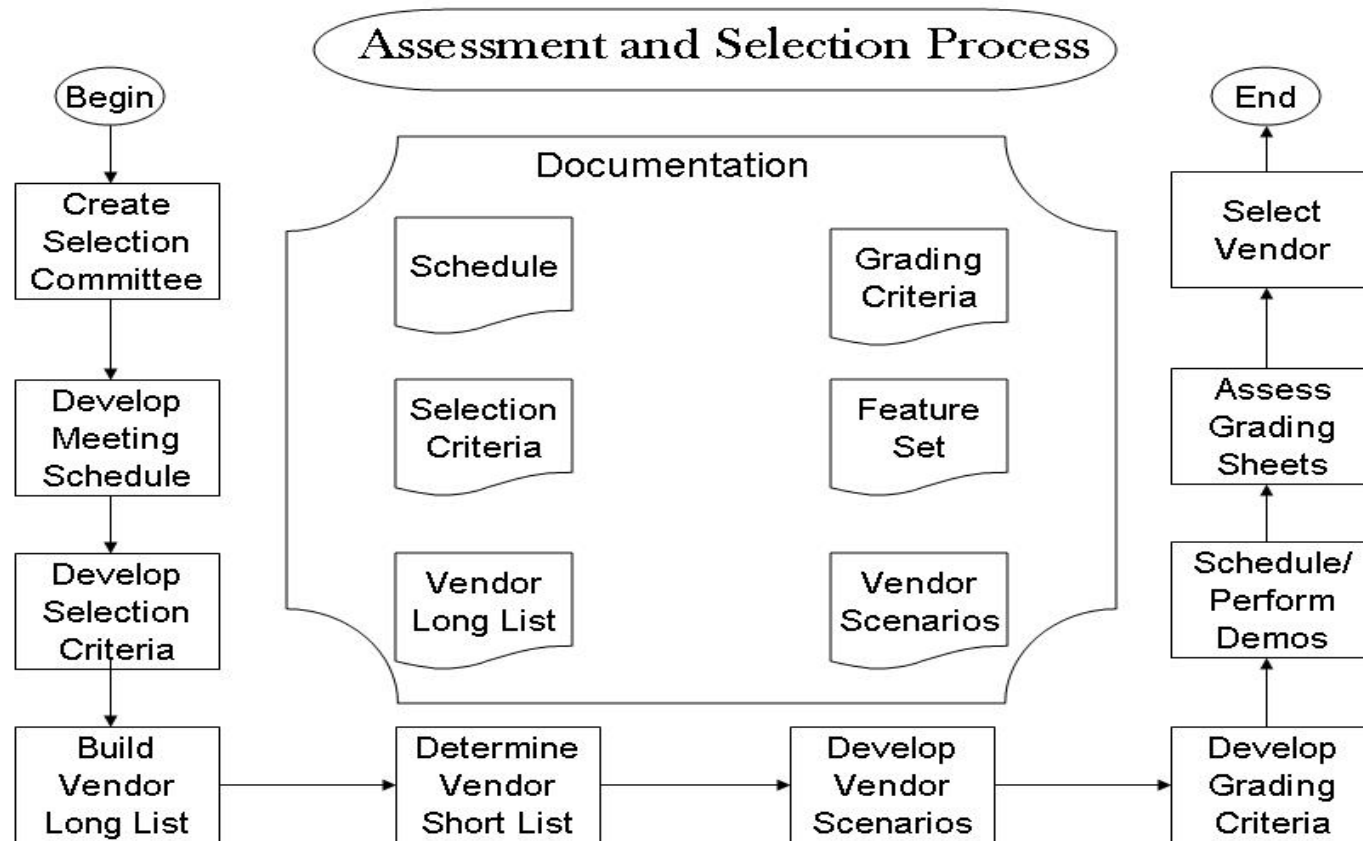
# Available Tools

- AHRQ Community Clinic EHR Readiness Assessment Tool
  - [http://pbrn.ahrq.gov/portal/server.pt/gateway/PTARGS\\_0\\_8762\\_825567\\_0\\_0\\_18/Community%20Clinic%20EHR%20Readiness%20Assessment%20Tool.pdf](http://pbrn.ahrq.gov/portal/server.pt/gateway/PTARGS_0_8762_825567_0_0_18/Community%20Clinic%20EHR%20Readiness%20Assessment%20Tool.pdf)
- BCCQ Readiness Assessment Tool
  - [http://www.unihealthfoundation.org/pdfs/uhf\\_bccqreport1.pdf](http://www.unihealthfoundation.org/pdfs/uhf_bccqreport1.pdf)
- CCHN Readiness Assessment Process

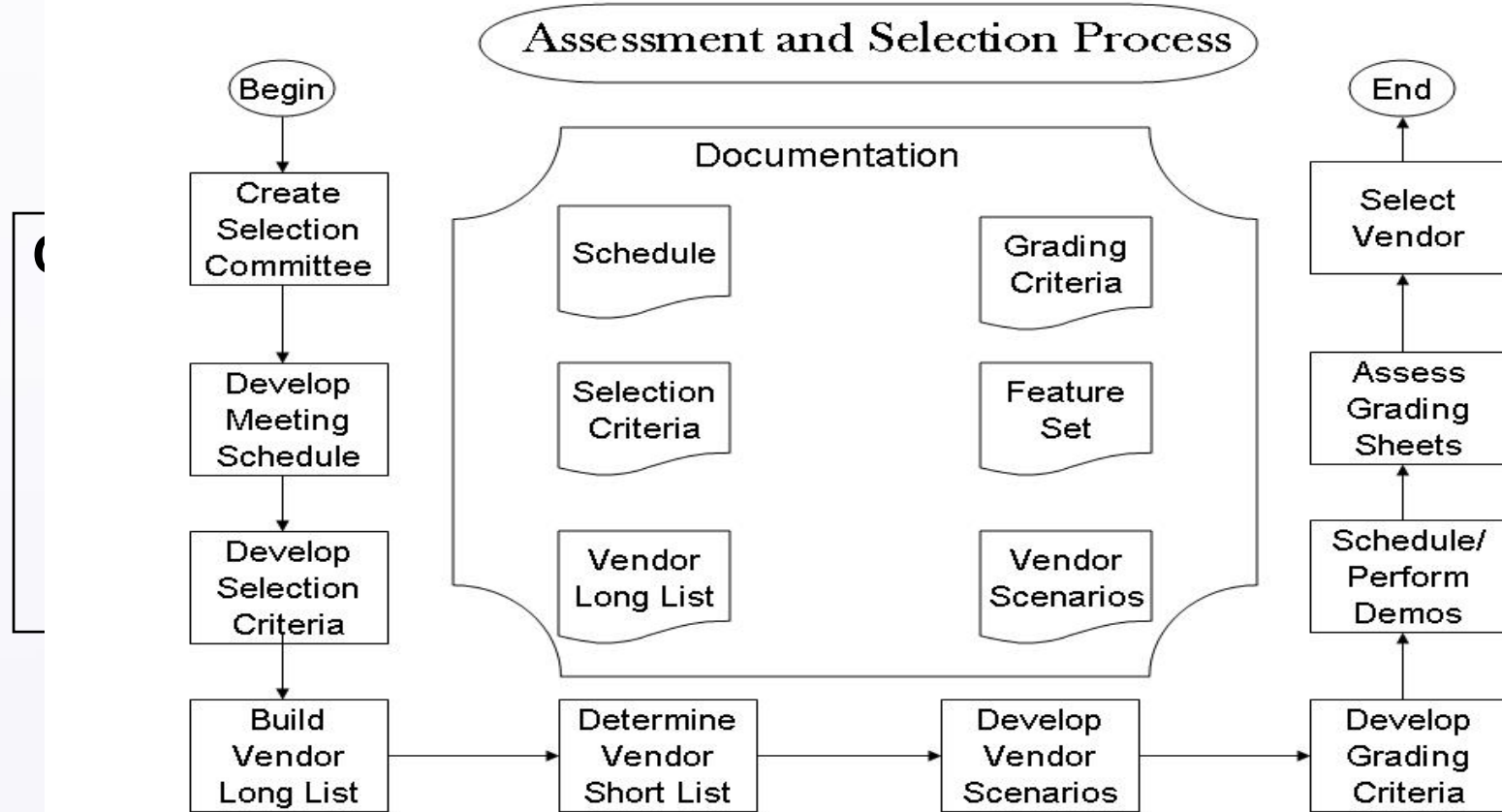
# Readiness Assessment Process

- Initial Assessment through use of the Tides Tool.
- Evaluation/reporting on the findings
- Develop a plan of action
- Assist in implementation of the plan

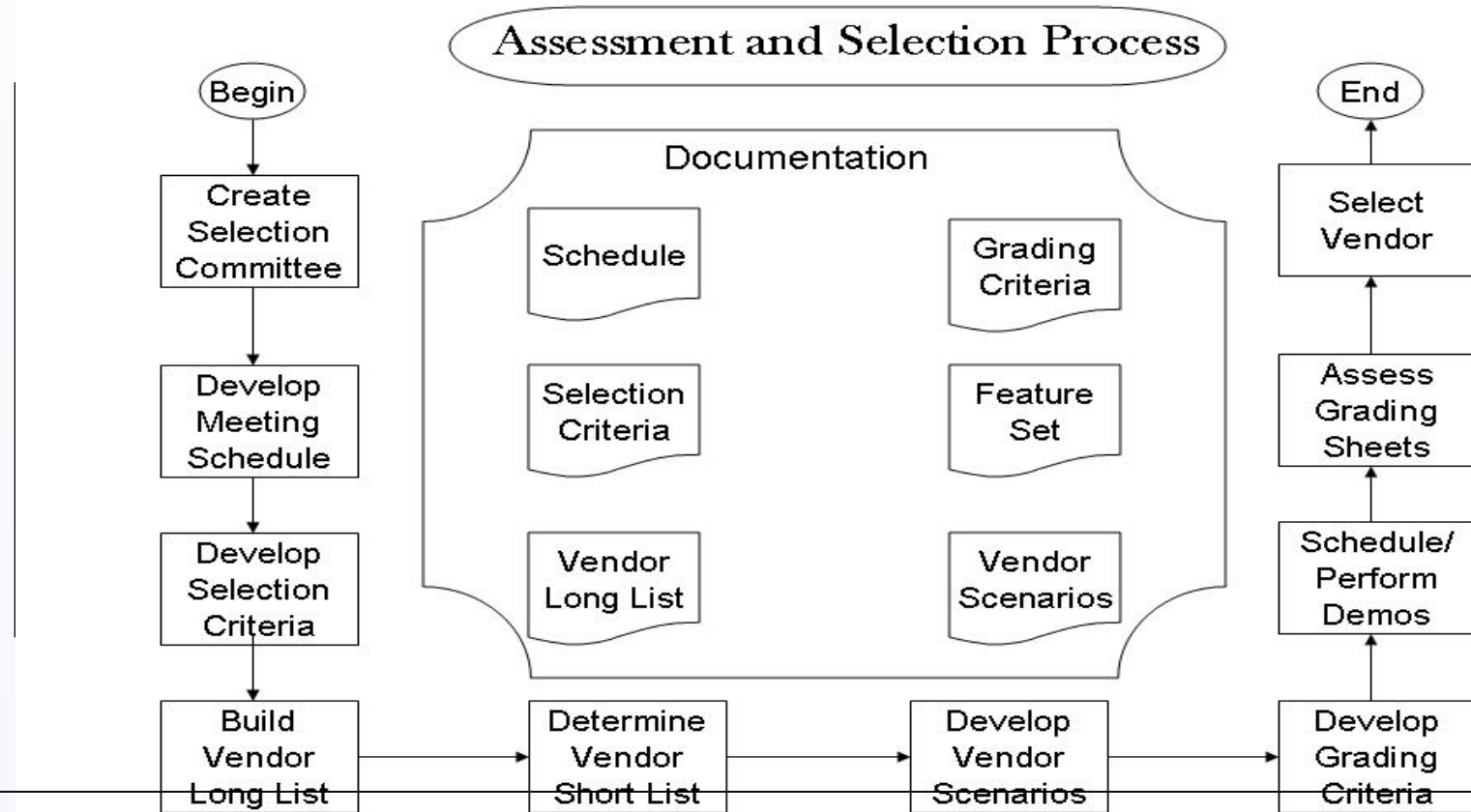
# Product Selection Process



# Create Selection Committee



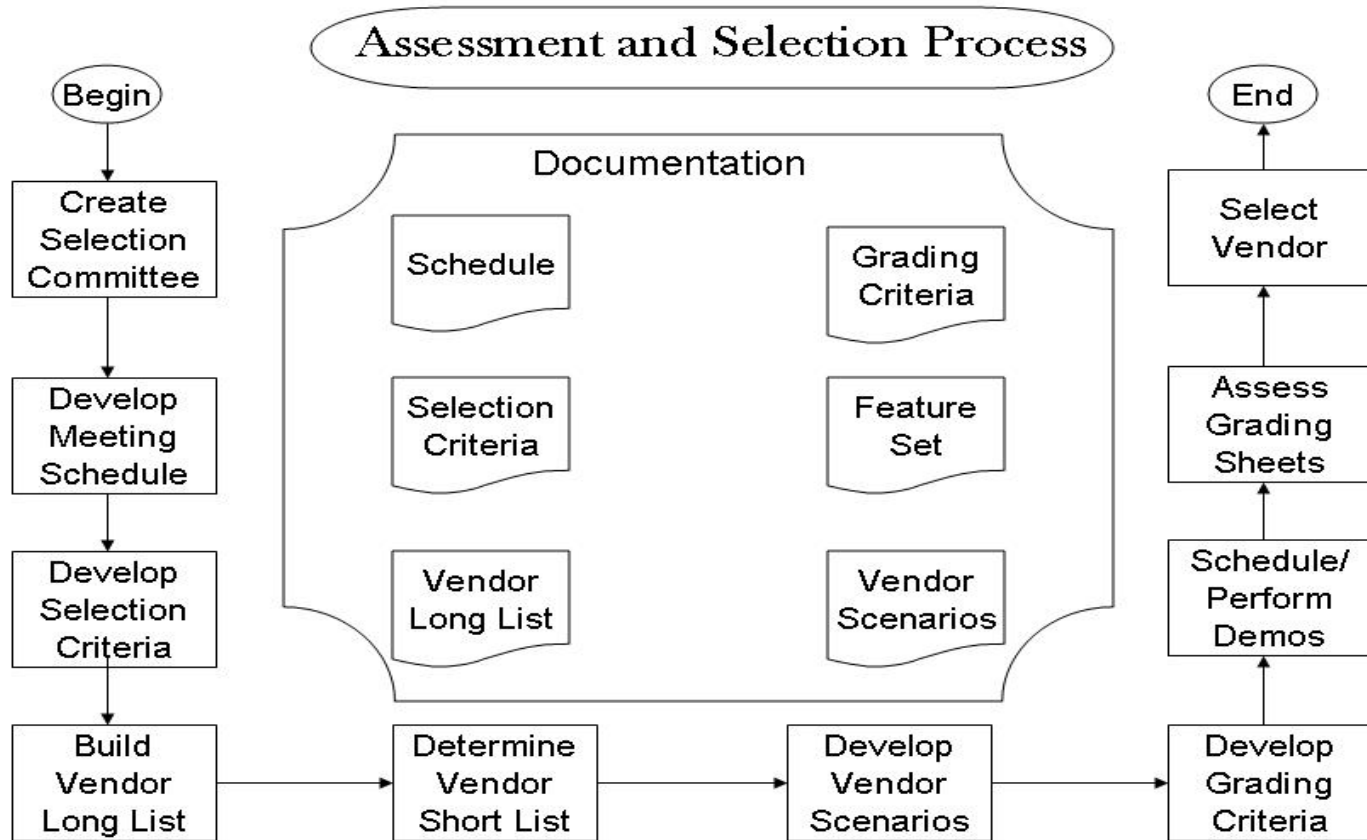
# Develop a Meeting Schedule



## Documentation

**Schedule:** Document entire set of activities

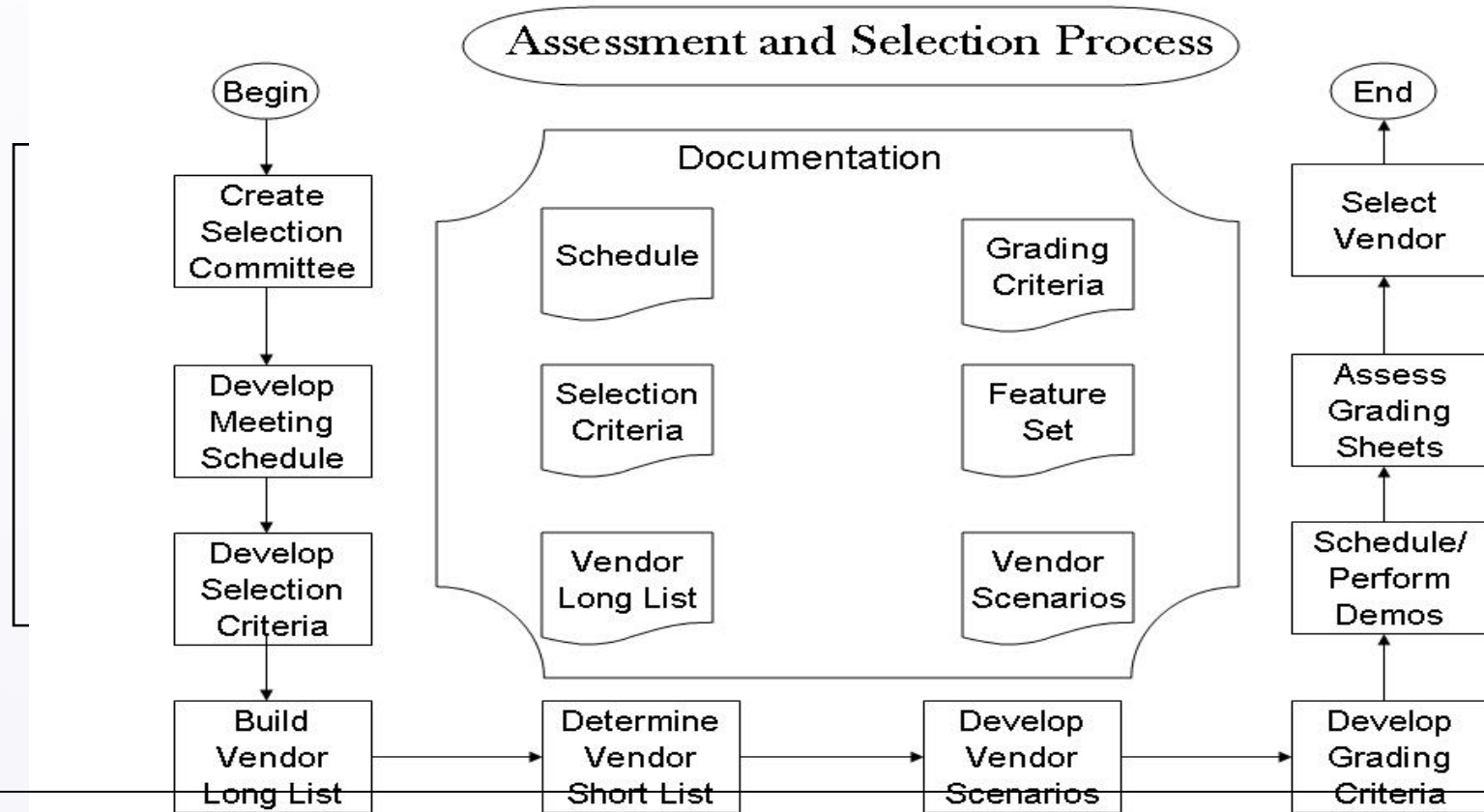
# Develop Selection Criteria



## Documentation

Create or Modify Selection Document

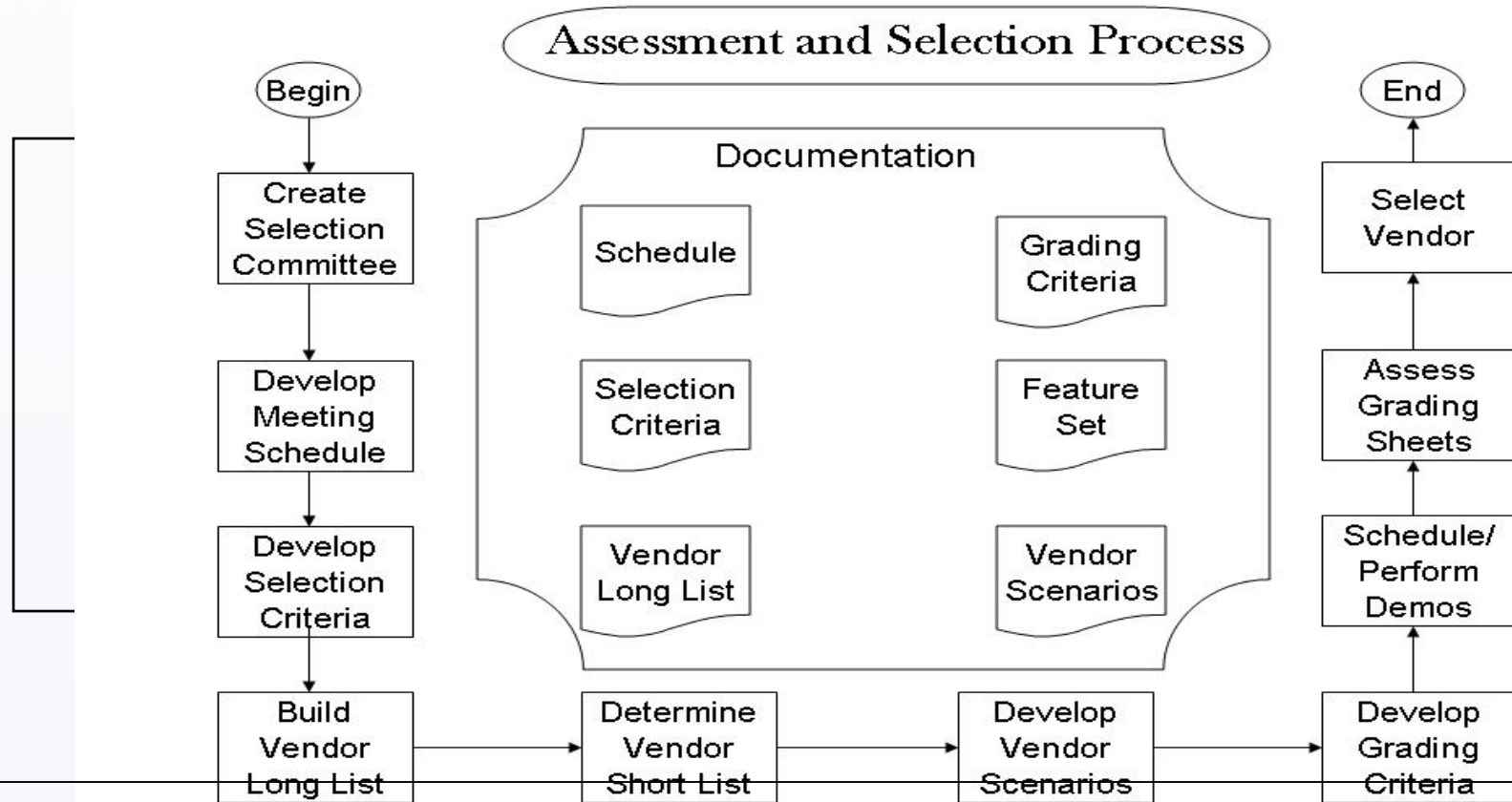
# Build Vendor Long List



## Documentation

Identify all vendors that could be potentials

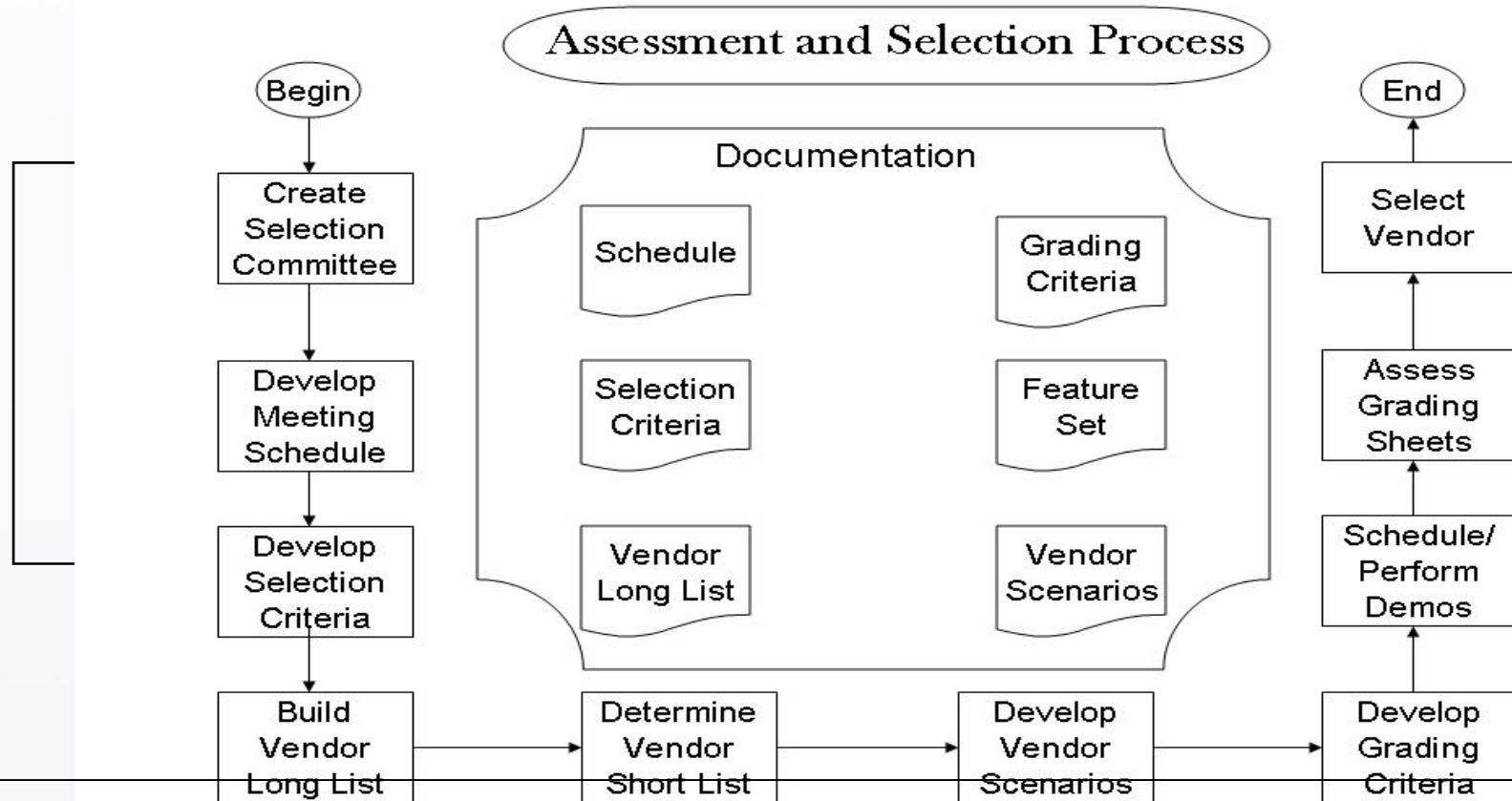
# Determine Vendor Short List



Documentation

Leverage Selection Criteria Document

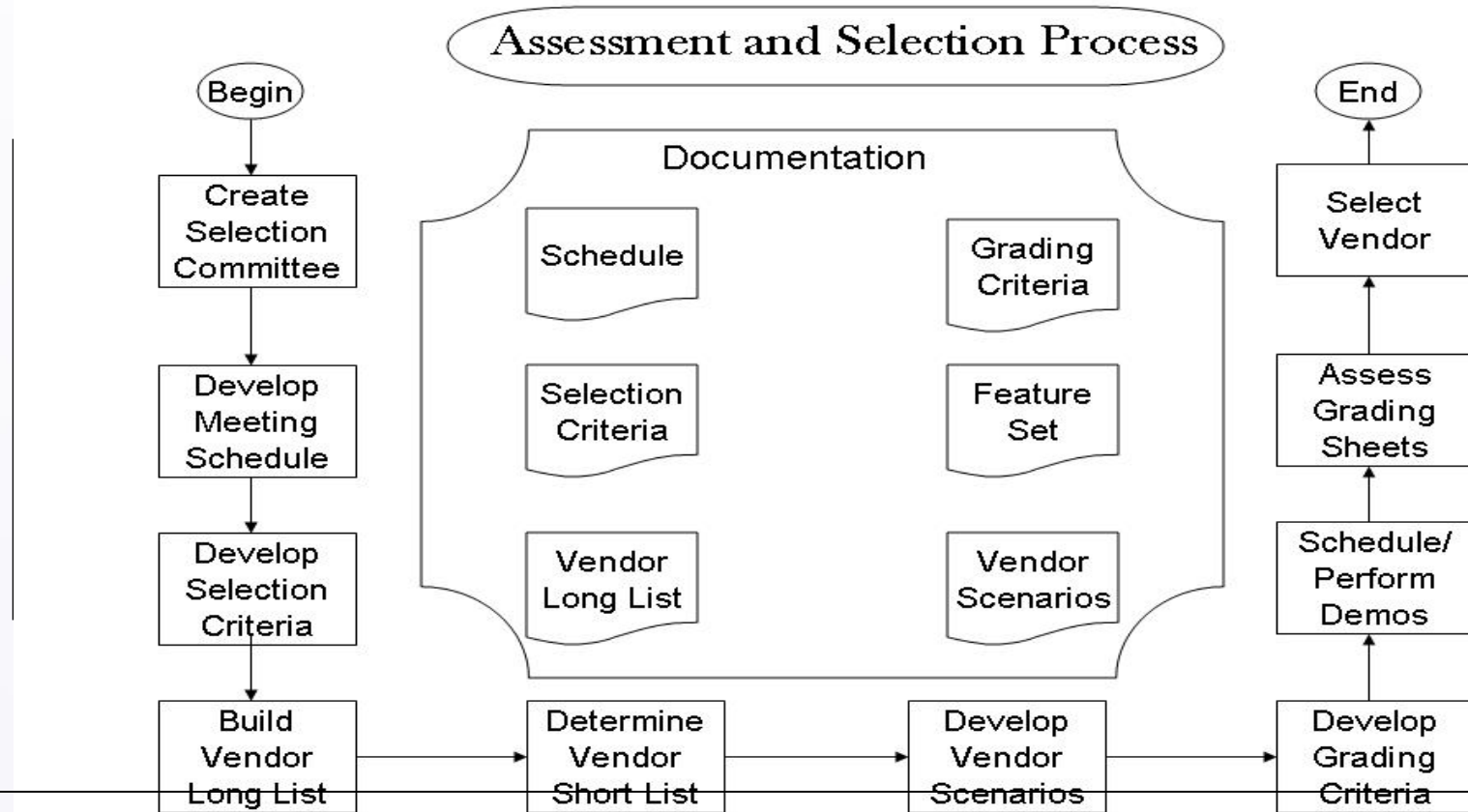
# Develop Vendor Scenarios



Documentation

Develop Vendor Scenario Document

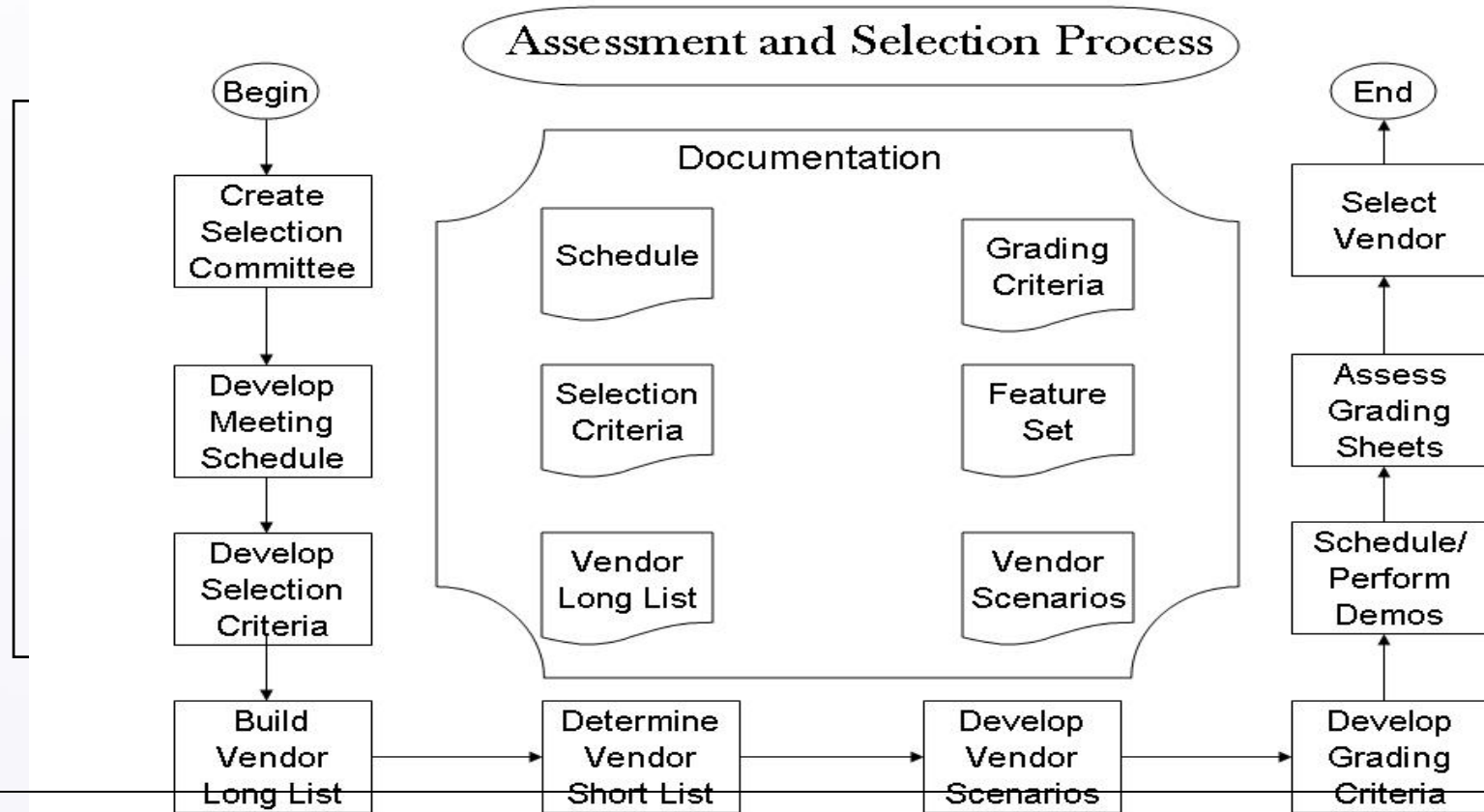
# Develop Grading Criteria



## Documentation

## Develop Grading Criteria Document

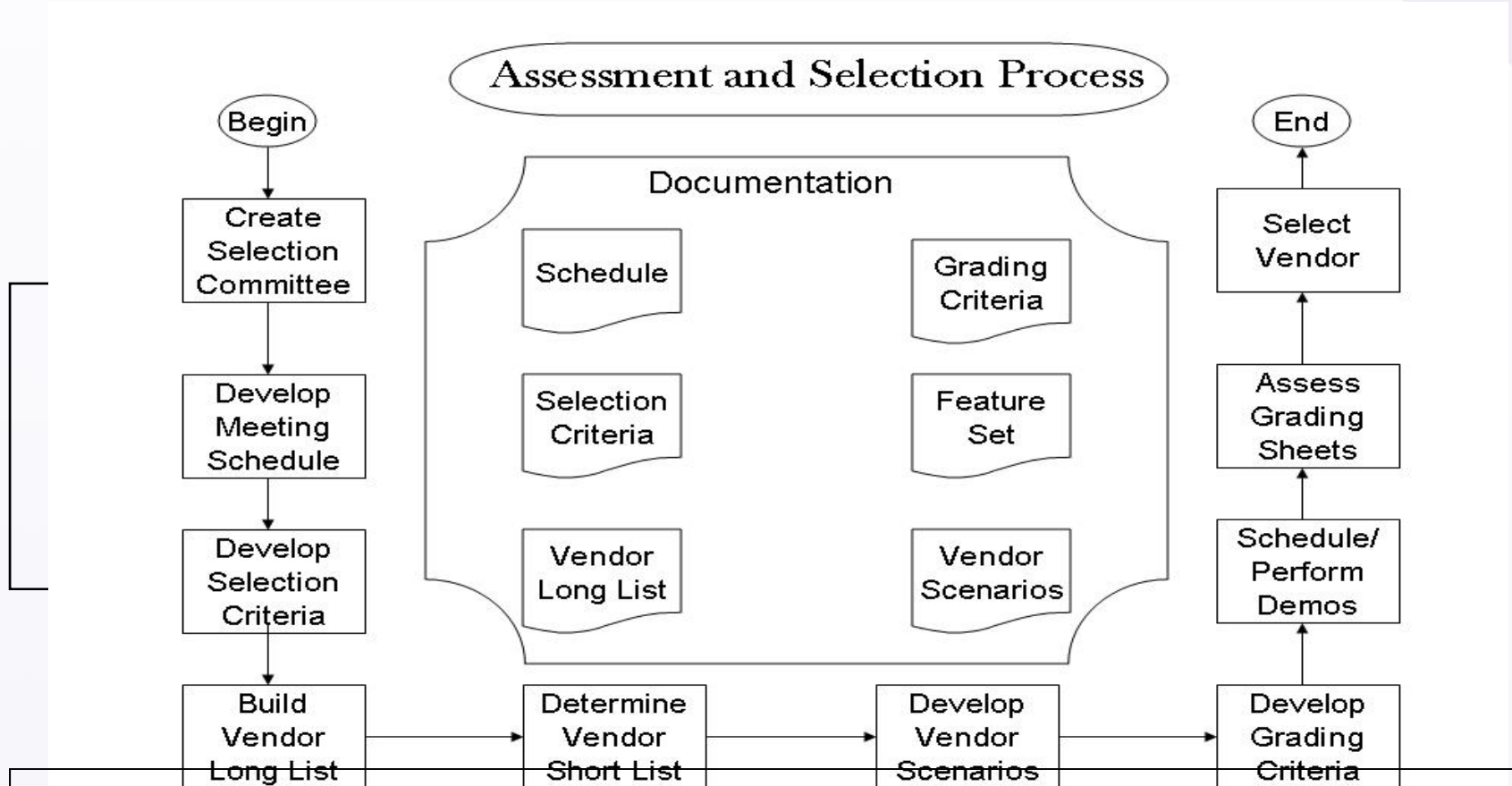
# Schedule/Perform Demos



## Documentation

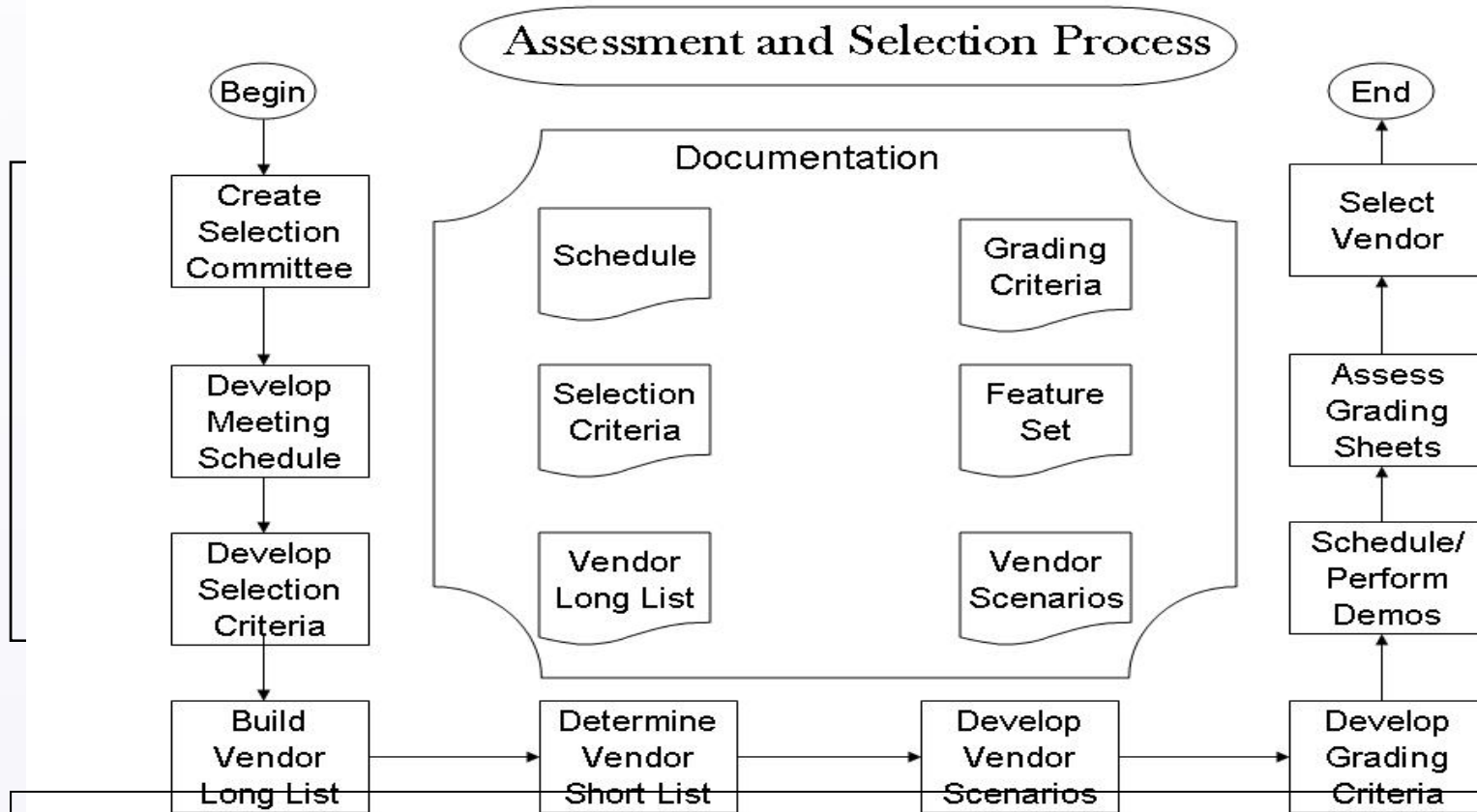
Utilize Grading Sheet and Vendor Scenarios

# Assess Grading Sheets



Documentation  
Utilize Grading Sheet

# Select a Vendor



## Documentation

Take all Documentation into consideration

# Next Steps

- Hosted versus Stand-Alone
- Internal versus External Implementation
- Contract Negotiation
- Convert Selection Committee to ongoing EMR Development Committee

# Final Thoughts

- Selection is only the beginning
- Committee buy-in at each phase is critical
- Communicate to the staff as the process moves forward
- Be prepared to defend your decision
- Commitment, Commitment, Commitment

# Contact Info

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