

CASE STUDY OCHSNER HEALTH SYSTEM

Encore Partners with Ochsner Health System to Maximize Benefits of Standardized Evidence-Based Physician Order Sets and Clinical Documentation During Their Epic Implementation



CHALLENGE

Ranked nationally in 11 adult specialties, Ochsner's physicians cover the entire gamut of clinical specialties. Providing services across multiple hospitals and ambulatory locations across Louisiana presented a challenge to reaching the stated goals of best practices and order set standardization.

Knowing that reaching the full benefits of a new electronic medical record system is dependent upon achieving true and meaningful physician engagement and adoption, Ochsner partnered with Encore to lead the development of clinical content and engage its physician population in an enterprise-wide best practice oriented order set standardization effort. With this effort, Encore was able to bring its extensive clinical and real-world expertise to present not just an IT solution but a collaborative and meaningful change to decision-making across Ochsner's entire physician organization resulting in evidence-based standardized content acceptable for use by physicians across all facilities.

SOLUTION

More than 60 percent of Encore's consultants combine working clinical backgrounds and certifications with their IT implementation experience. Having 'walked in their shoes', Encore served in more than a simple coaching and advisory role for Ochsner – Encore rolled up its shirtsleeves, facilitated workgroups sessions with physicians from different clinical specialties and backgrounds and worked "hand-in-hand" with Ochsner's clinical leadership to validate the development and approval process of standardized order sets and evidence-based content.

A key differentiator of Encore's Physicians Engagement and Adoption Methodology is the realization that a better standard of care is achieved through collaboration across clinical specialties in the development and implementation of Physician Order Sets and the ability to turn recognition of the need to engage a truly representative sample of physicians at different stages of the project into reality.

With a physician consultant who possessed the right clinical background and a deep understanding of multi-specialty workflows, Encore was able to engage Ochsner's physicians individually, and as groups, on 'their own turf' and to initiate significant collaboration across multiple specialties while illuminating cross practice patterns and similarities leading to a best practice dialogue for Ochsner.

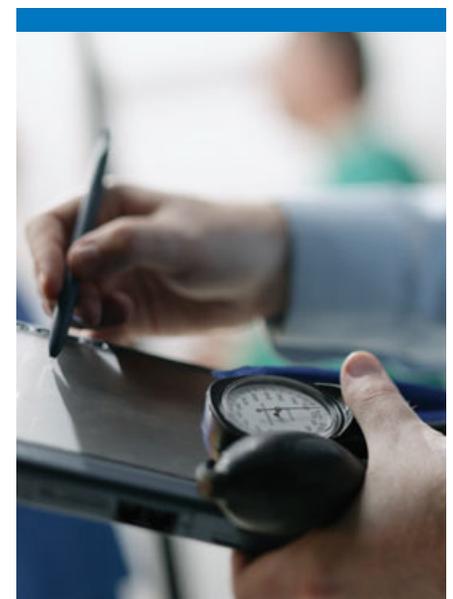
As part of the engagement process, Encore used a 4-wave approach to clinical content development, where a repeatable process was established for order set creation, review, validation and approval. This allowed for alignment of common and standardized order blocks to provide high volume specialty group needs with robust order sets and protocols that were the foundation for subsequent waves. The net result was rapid validation and approval of 200+ order sets across all specialties.

Paramount to the success of the wave approach was the utilization of an intranet site where physicians not part of the development groups had a chance to review proposed order set content and provide valuable input into the process. The creation of an online collaborative working environment, together with timely project communication, significantly increased involvement and buy in from the entire Ochsner physician community.

The combination of Encore's knowledgeable physician consultant, possessing a strong clinical and inpatient practice background paired with Encore's proven project management and engagement methodologies and Epic's implementation experience, led to meaningful Physician engagement and adoption of standardized clinical content for Ochsner.

ABOUT OCHSNER HEALTH SYSTEM

Located in Louisiana, Ochsner Health System (Ochsner) is southeast Louisiana's largest non-profit, academic, multi-specialty, healthcare delivery system with eight hospitals and over 38 health centers throughout Louisiana. Ochsner is a national leader in medical research with more than 300 ongoing research trials and 200 annual publications in medical literature. It is one of the largest non-university based physician training centers in the nation with over 200 Ochsner-sponsored medical residents, over 300 medical residents from affiliated residency programs, over 600 medical students, and 400 allied health students rotating through annually.



CASE STUDY OCHSNER HEALTH SYSTEM (CONTINUED)

IMPACT / LESSONS LEARNED

With a total of three Ochsner hospitals (including the flagship hospital) and multiple ambulatory facilities already live on Epic, Ochsner plans to fully complete the implementation of the Epic system across its enterprise by the end of 2013.

As evident in the Ochsner facilities now live in Epic, Encore's unique combination of physician services consultants, engagement methodologies, and Epic implementation experience created a collaborative mechanism to reach Ochsner's standardization goals and has resulted in increased levels of physician satisfaction. The recognition of meaningful physician engagement and adoption both as a principal agent for organizational change and a major project success factor to Ochsner's Epic EMR implementation, allow Encore the opportunity to derive the following lesson learned:

- Creation of sustainable and representative physician advisory committees across the entire enterprise is paramount to achieve rapid and successful processes for the creation and approval of clinical order sets. The early identification of physician champions with ample participation of representative physicians across all specialties is invaluable to a comprehensive order set creation process.
- Early identification and engagement of 'heavy hitter' physicians is imperative in the order set creation and approval process. These physicians are unusually focused on their clinical practice; ensuring that new or revised workflows and new standardized, best practices order sets take into consideration their practice norms and full understanding of these areas of focus is vital to the success their adoption and utilization of the system, leading to maintained or improved future financial health of the organization.
- Creation of direct relationships with physician champions across all specialties to identify practice patterns and develop standards and enterprise best practices will depend upon providing advisory resources with similar clinical backgrounds that can provide real work experiences and have the 'street' credibility to discuss workflows effects and best practice concerns.
- The political capital of developing and nurturing relationships that directly engage physicians with an eye towards achieving physician satisfaction and project buy in cannot be overstated and can go a long way toward the overall success of a system implementation project.
- Significant project time and resource savings will result from using the Wave Approach for Clinical Content Development. This repeatable and reusable approach led by Encore allowed specialty protocols and physician order sets that built on the efforts of previous specialty waves to facilitate an increasingly fast and efficient review, standardization and approval physician order set process.
- The process of order set review illustrates order decision points that can lead to improved clinical documentation processes that better reflect the ability to use the EMR to shed light on spurious orders across the enterprise.
- Talking advantage of available online tools and communication infrastructure can significantly increase the participation and buy-in rate of physicians working conflicting schedules and/or spread across a large geographical area.
- Reviewing the proposed and approved order sets within the Epic system with individual physicians across the enterprise aided physician training efforts; increasing system adoption efforts and physician satisfaction. 



One of Encore's key differentiator in the success of this project was the ability to evaluate Ochsner's needs and provide physician consultants possessing the right combination of clinical backgrounds and a deep understanding of multi-specialty workflows.

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Encore's Chief Medical Officer

