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Leading Change. **Transforming Health.**

Implementation Checkups: Applying an Ounce of Prevention

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Conflict of Interest

Jon Velez, MD

Has no real or apparent conflicts of interest to report.

Conflict of Interest

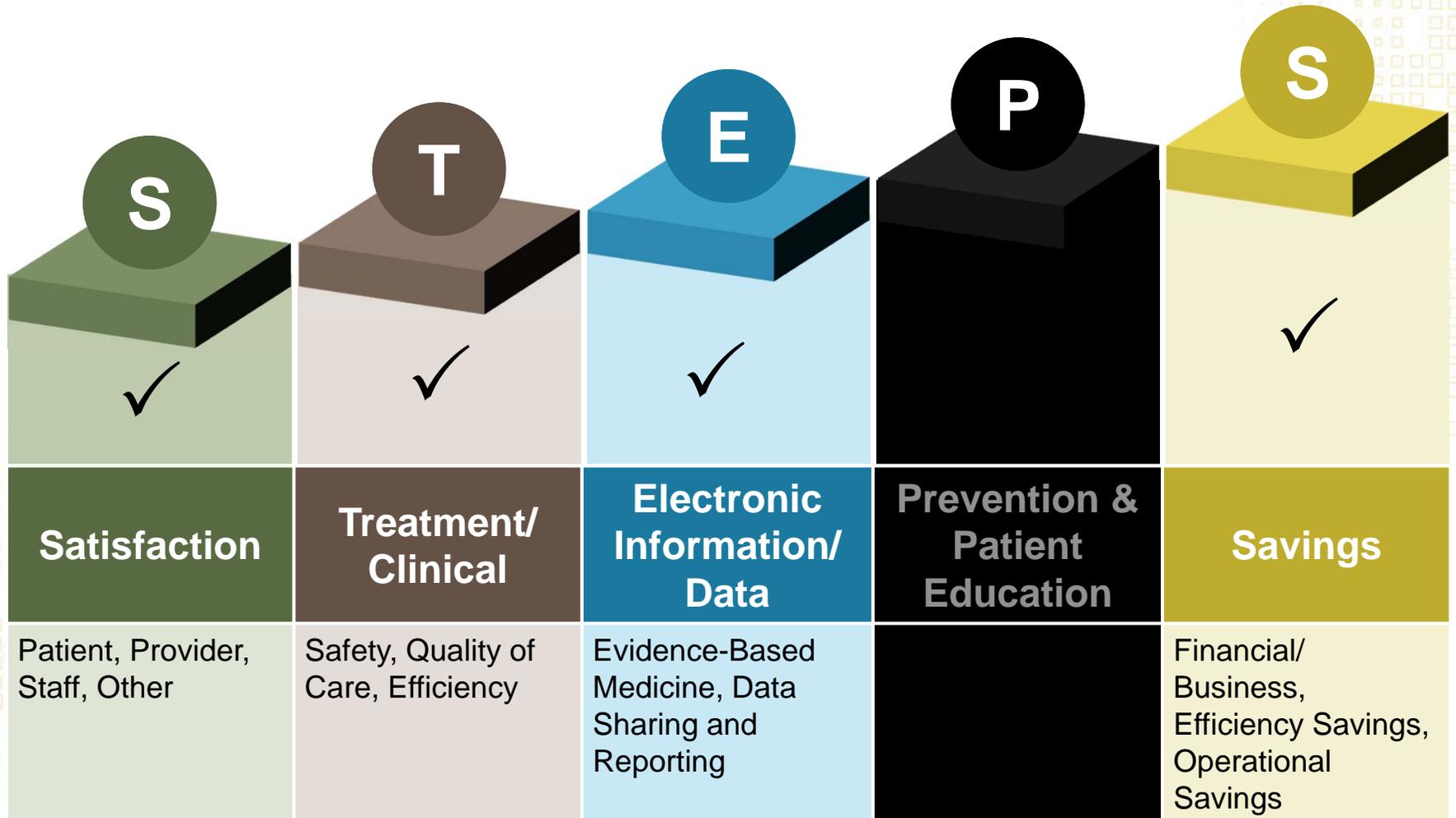
Kathy Putler, RN, MSN

Has no real or apparent conflicts of interest to report.

Learning Objectives

- Explain key benefits of an implementation checkup process
- Describe an organizational outcome that was influenced because of the implementation checkup process
- Identify areas of the organization that were affected by the implementation checkup

An Introduction to the Benefits Realized for the Value of Health IT



Hartford HealthCare (HHC)



Our Vision

Nationally respected for excellence in patient care, most trusted for personalized coordinated care.

- **About Us:**

- Located In Hartford, CT
- ~18,000 employees
- Operating revenue of \$2.1 billion
- Serving 101 towns
- Five acute care hospitals and 40+ physician practices with 250 primary care and specialty physicians
- Behavioral health network, rehabilitation network, outpatient services, laboratory, home care and senior services



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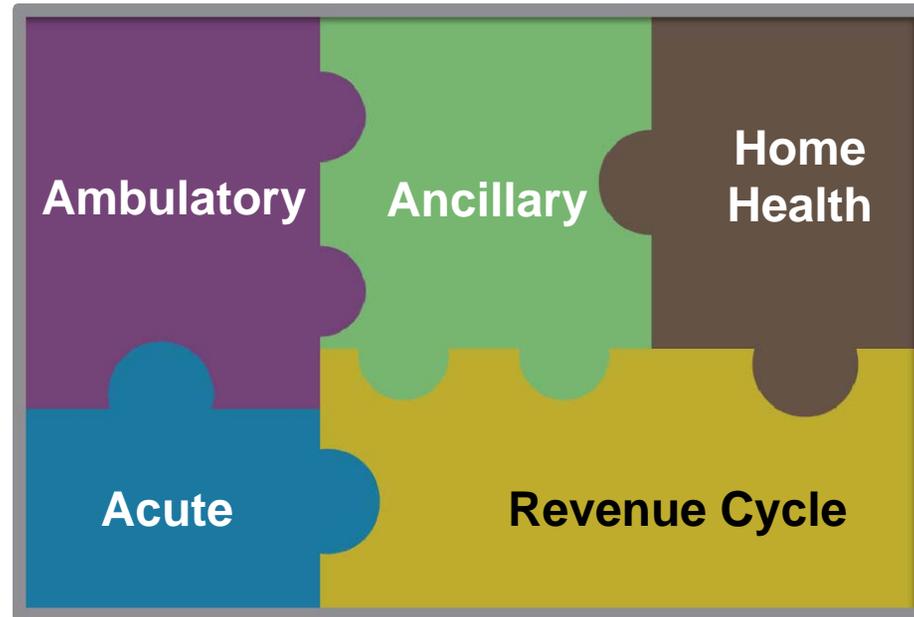
Overview of EHR CareConnect Project – The Five Ones



- The EHR platform has been designed as a tool to help transform care through:
 - Coordinating care among all HHC sites
 - Coordinating patient care between HHC and physician practices
 - Engaging patients in their own healthcare
 - Enhancing care quality, reduce unnecessary variation and create greater cost of care efficiency

Overview of EHR CareConnect Project

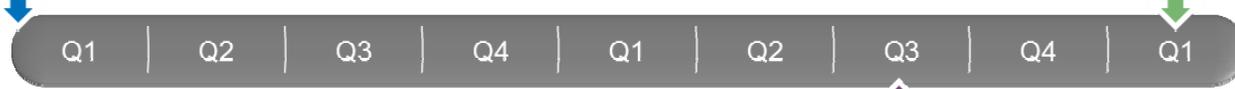
Scope



Timeline

Project Initiated

January 2014



2014

2015

2016

Initial Acute Go-Live

February 2016

August 2015

Initial Ambulatory Go-Live

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Current Hartford Challenges

- An enterprise EHR implementation is not an everyday occurrence within an organization
- HHC felt we needed experienced advice to help them through the process
 - Objective 3rd party expertise to understand how the organization was positioned for a top decile implementation and ways in which the organization could improve
 - Experienced eyes who could contribute lessons learned and help the organization avoid mistakes

Universal challenge for all organizations during an EHR implementation

Anticipated Goals for the Implementation Checkup

- 1 Obtain impartial, outside view of how the organization was situated for meeting the goals of the organization, patients and providers
- 2 Obtain feedback to become a top decile implementation
- 3 Understand and anticipate where the pitfalls were and prepare mitigation strategies for those
- 4 Develop recommendations with actionable items to decrease risk and increase the value of the implementation
- 5 Assure key operational stakeholders are engaged and aligned to identify critical success factors of the program

Implementation Checkup Team

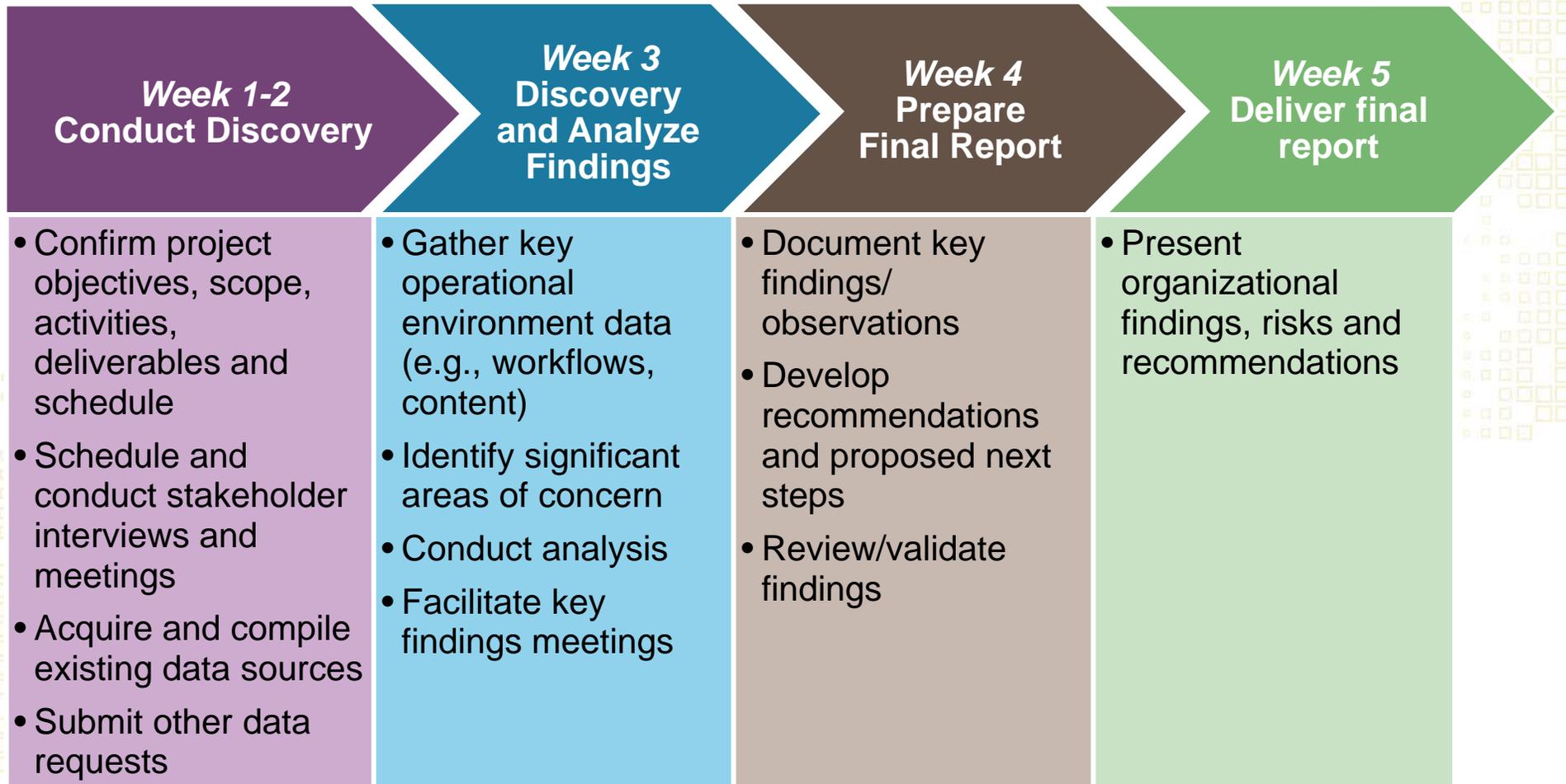
Leverage a team of experts who have performed multiple EHR implementations to:

- Assess the internal and external project and organizational risks
- Conduct interviews with stakeholders and review project documentation to identify:
 - Findings
 - Risks
 - Recommendations
- Create a gap analysis between the HHC project and Best Practice activations
- Identify where the program and HHC needed to course correct and/or focus their efforts

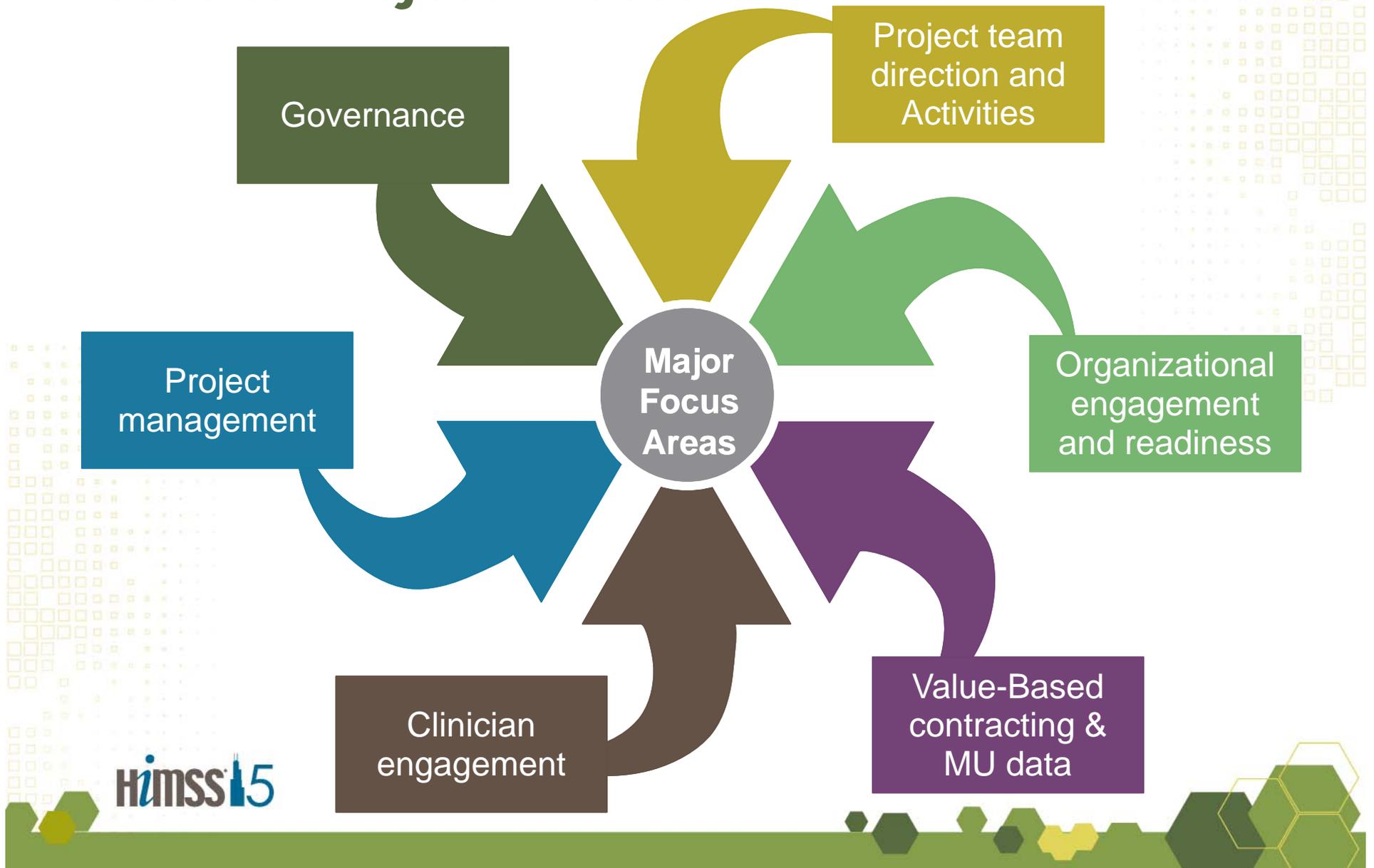
What to look for in a strong Implementation Checkup partner

- Years of expertise with multiple EHR implementations in:
 - Program Management
 - Revenue Cycle
 - Inpatient
 - Ambulatory
 - Physician Engagement
- Enterprise knowledge of healthcare IT implementation and operations
- Knowledge of the integrated aspects of a project
- Strong interpersonal and communication skills
- Strong analytical skills and attention to detail
- Background in participating in a leadership role for at least one full life cycle implementation
- Ability to assess multiple data sources and identify risks, trends and formulate recommendations.

Project Plan for an Implementation Checkup



Tailor the Implementation Checkup Focus to Project Phases



At What Point During the Program Should You Consider Conducting an Implementation Checkup?

Program Initiation and Planning	Design, Testing/Training Strategy	Test, Train and Deployment Planning	Deploy/Stabilize/Optimize
Scheduled after planning and first validation/design session	Scheduled between 50% build complete and 1 month before integrated testing	Scheduled at 50% of integrated testing complete	Scheduled at least 1 month prior to go live
Review organizational readiness	Review outcomes from current and future state assessments and EHR validation sessions	Review actual system build	Review the organization's readiness to provide robust support
Review program planning for completeness	Review current system build	Assess planning for application and integrated testing	Review plans to upgrade and optimize the system for maximum end user satisfaction
Make appropriate recommendations to address identified gaps	Determine readiness of system testing activities	Assess end user training planning	Assess system deployment and system activation plans



Implementation Checkup Findings

Strengths

- Important to understand where you are doing well and to continue those efforts to maintain gains
- Reflected HHC's successes in establishing:
 - project vision
 - governance model
 - staffing plan
 - physician adoption initiatives

Opportunities

- Two distinctions
- Minor course corrections
 - Suggested adjustments to staffing mix
 - Communication messaging strategies
- Need to pay attention here
 - Incorporate roles focused on integration
 - process integration areas needing more focus
 - Integration of data correctly and comprehensively
 - Overall decision making
 - Standardization across the enterprise
 - Newly formed organization of 5 entities

Implementation Checkup Focus Areas: Project Team Assessment

Selected Areas of Assessment	Example Findings
<ul style="list-style-type: none">• Ability to overcome the EHR enterprise implementation obstacles (skills, backgrounds, team organization)• Ability to balance EHR vendor recommendations with organization-specific needs• Ability to supplement the EHR vendor's implementation plan with activities that increase success	<ul style="list-style-type: none">• Build team is composed of mostly internal hires with a good balance of business operational and technical expertise but little experience with the chosen EHR.• No single, enterprise-focused person leads and manages interdependencies between application modules. This reduces the probability of achieving true integration.• Due to changes in staff, the Project Director role needs filling.

Implementation Checkup Focus Areas: Organizational Engagement and Readiness

Selected Areas of Assessment	Example Findings
<ul style="list-style-type: none">• Level of operational “ownership” of the implementation, standardization, end user engagement, etc.• Change management activities and planning	<ul style="list-style-type: none">• The project vision has been established and communicated well to stakeholders.• Further incorporation of operational stakeholders needed, to drive desired levels of workflow standardization across a newly formed organization of 5 acute care entities.

Implementation Checkup Focus Areas:

Value-based Contracting and Meaningful Use Data Preparation and Readiness

Selected Areas of Assessment	Example Findings
<ul style="list-style-type: none">Enterprise Data Governance	<ul style="list-style-type: none">HHC has initiated an Analytics Steering Committee, which will introduce more structure and governance around key data elements.Need to build [the system] with the end result in mind from a data perspective, prioritizing the key strategic reporting areas that must be solid at go-live

Implementation Checkup Focus Areas: Clinician Engagement

Selected Areas of Assessment	Example Findings
<ul style="list-style-type: none">• Physician Adoption Plan• Provider Readiness• Order Set Strategy	<ul style="list-style-type: none">• Medical Staff has experience working toward integration and standardization and has put a solid foundation in place.• Acute Care and Ambulatory Primary Care physicians perceive more benefits than do ambulatory specialists• The physician adoption plan should be further developed to address training requirements and expectations requiring orders and documentation

Implementation Checkup Focus Areas: Project Management

Selected Areas of Assessment	Example Findings
<ul style="list-style-type: none">• Effective project plans that address organization aspects and proper documentation of the plan• Level of integration included throughout the project management approach	<ul style="list-style-type: none">• Teams are using a variety of templates/tools and methodology for project management.• More focus needs to be placed on tasks needed to integrate between applications.

Implementation Checkup Focus Areas: Governance

Areas of Focus	Example Findings
<ul style="list-style-type: none">• Governance structure, number of governing bodies and escalation paths• Ability for governance structure to remove barriers and make decisions for the implementation	<ul style="list-style-type: none">• Clear, articulate vision and guiding principles have been created.• Well designed governance structure is established and in the forming stage.• Most on the project build team can speak to process standardization and "The 5 Ones." However, the concept is not as clear to operational stakeholders.

Implementation Checkup Outcomes

Information

Obtained a wealth of information without overwhelming the project or business operations

JIT

Made critical adjustments while there was still time in the project timeline to avoid costly rework

Input

Allowed for open and honest input

Process View

Saw a clear view of what processes were working and need to continue as well as those that need attention

Implementation Checkup Lessons Learned

Have leadership ready to take recommendations seriously, prioritizing and assigning accountability for action



For each recommendation, have actionable items to increase the value of the EHR implementation

Determine up front, what level of standard you want to be weighed against: best practice vs. average



Ensure stakeholders understand the broad view of the internal and external project risk

Have key stakeholders review initial findings and create the mitigation strategies prior to presenting to Executives



Implementation Checkup Conclusions

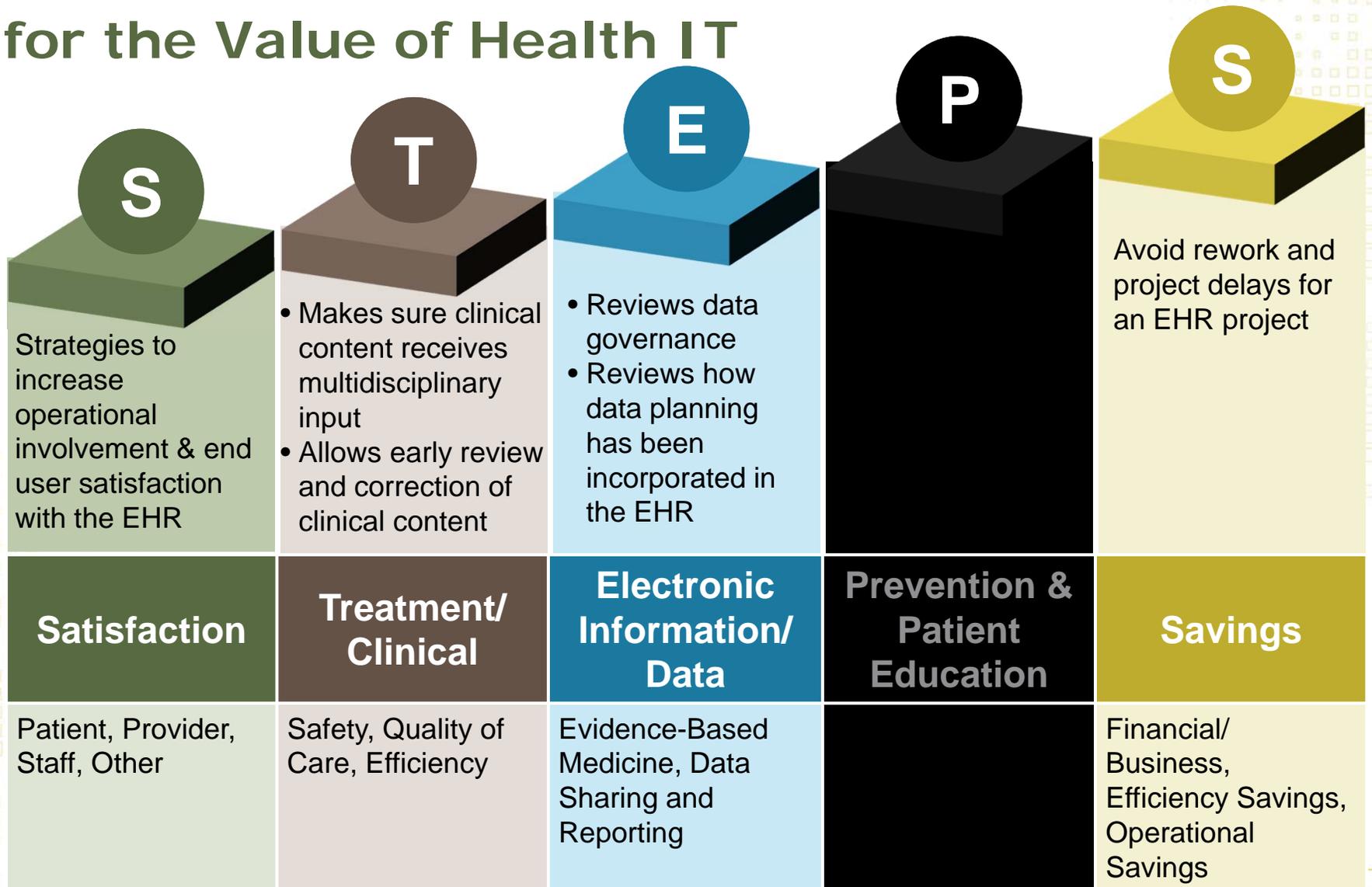
Need to plan to do this



Early objective information allows for minor course corrections for success as opposed to later, major interventions at higher risk and cost

Having a neutral party assess at the program level *as well as* at the organizational level is key

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Questions?

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