Implementation Checkups:
Applying an Ounce of Prevention

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Jonathan Velez MD, CMIO, Hartford Healthcare
Kathy Putler, Managing Consultant, Encore, A Quintiles Company

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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

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</thead>
<tbody>
<tr>
<td>Satisfaction</td>
<td>Treatment/ Clinical</td>
<td>Electronic Information/ Data</td>
<td>Prevention &amp; Patient Education</td>
<td>Savings</td>
</tr>
<tr>
<td>Patient, Provider, Staff, Other</td>
<td>Safety, Quality of Care, Efficiency</td>
<td>Evidence-Based Medicine, Data Sharing and Reporting</td>
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<td>Financial/ Business, Efficiency Savings, Operational Savings</td>
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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
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

Initial Acute Go-Live
February 2016

August 2015
Initial Ambulatory Go-Live
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

**Week 1-2**
Conduct Discovery
- Confirm project objectives, scope, activities, deliverables and schedule
- Schedule and conduct stakeholder interviews and meetings
- Acquire and compile existing data sources
- Submit other data requests

**Week 3**
Discovery and Analyze Findings
- Gather key operational environment data (e.g., workflows, content)
- Identify significant areas of concern
- Conduct analysis
- Facilitate key findings meetings

**Week 4**
Prepare Final Report
- Document key findings/observations
- Develop recommendations and proposed next steps
- Review/validate findings

**Week 5**
Deliver final report
- Present organizational findings, risks and recommendations
Tailor the Implementation Checkup Focus to Project Phases

- Governance
- Project team direction and Activities
- Organizational engagement and readiness
- Clinician engagement
- Value-Based contracting & MU data
- Project management

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

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

<table>
<thead>
<tr>
<th>Selected Areas of Assessment</th>
<th>Example Findings</th>
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<tbody>
<tr>
<td>• Ability to overcome the EHR enterprise implementation obstacles (skills, backgrounds, team organization)</td>
<td>• 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.</td>
</tr>
<tr>
<td>• Ability to balance EHR vendor recommendations with organization-specific needs</td>
<td>• No single, enterprise-focused person leads and manages interdependencies between application modules. This reduces the probability of achieving true integration.</td>
</tr>
<tr>
<td>• Ability to supplement the EHR vendor’s implementation plan with activities that increase success</td>
<td>• Due to changes in staff, the Project Director role needs filling.</td>
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### Implementation Checkup Focus Areas: Organizational Engagement and Readiness

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<td>• Level of operational “ownership” of the implementation, standardization, end user engagement, etc.</td>
<td>• The project vision has been established and communicated well to stakeholders.</td>
</tr>
<tr>
<td>• Change management activities and planning</td>
<td>• Further incorporation of operational stakeholders needed, to drive desired levels of workflow standardization across a newly formed organization of 5 acute care entities.</td>
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## Implementation Checkup Focus Areas:
**Value-based Contracting and Meaningful Use Data Preparation and Readiness**

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<td>• Enterprise Data Governance</td>
<td>• HHC has initiated an Analytics Steering Committee, which will introduce more structure and governance around key data elements.</td>
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<tr>
<td></td>
<td>• 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</td>
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### Implementation Checkup Focus Areas: Clinician Engagement

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<td>• Physician Adoption Plan</td>
<td>• Medical Staff has experience working toward integration and standardization and has put a solid foundation in place.</td>
</tr>
<tr>
<td>• Provider Readiness</td>
<td>• Acute Care and Ambulatory Primary Care physicians perceive more benefits than do ambulatory specialists</td>
</tr>
<tr>
<td>• Order Set Strategy</td>
<td>• The physician adoption plan should be further developed to address training requirements and expectations requiring orders and documentation</td>
</tr>
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## Implementation Checkup Focus Areas: Project Management

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<td>• Effective project plans that address organization aspects and proper documentation of the plan</td>
<td>• Teams are using a variety of templates/tools and methodology for project management.</td>
</tr>
<tr>
<td>• Level of integration included throughout the project management approach</td>
<td>• More focus needs to be placed on tasks needed to integrate between applications.</td>
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### Implementation Checkup Focus Areas: Governance

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<tr>
<td>• Governance structure, number of governing bodies and escalation paths</td>
<td>• Clear, articulate vision and guiding principles have been created.</td>
</tr>
<tr>
<td>• Ability for governance structure to remove barriers and make decisions for the implementation</td>
<td>• Well designed governance structure is established and in the forming stage.</td>
</tr>
<tr>
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<td>• Most on the project build team can speak to process standardization and &quot;The 5 Ones.&quot; However, the concept is not as clear to operational stakeholders.</td>
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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

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

Early objective information allows for minor course corrections for success as opposed to later, major interventions at higher risk and cost
An Introduction to the Benefits Realized for the Value of Health IT

S
- Strategies to increase operational involvement & end user satisfaction with the EHR
  - Makes sure clinical content receives multidisciplinary input
  - Allows early review and correction of clinical content

T
- Allows early review and correction of clinical content

E
- Reviews data governance
- Reviews how data planning has been incorporated in the EHR

P
- Avoid rework and project delays for an EHR project

S
- Satisfaction
- Treatment/Clinical
- Electronic Information/Data
- Prevention & Patient Education
- Savings
  - Patient, Provider, Staff, Other
  - Safety, Quality of Care, Efficiency
  - Evidence-Based Medicine, Data Sharing and Reporting
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Questions?

• Jonathan Velez MD, CMIO, Hartford HealthCare
  – Jonathan.Velez@hhchealth.org

• Kathy Putler, Managing Consultant, Encore, A Quintiles Company
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