

# The Electronic Health Record: Catalyst for Collaboration

Cultivating a Culture of Innovation

# Learning Objectives

1. Develop an understanding of what it takes to change organizational culture and support a successful EHR implementation.
2. Develop an understanding of how to implement Learning Organization Principles in integrated healthcare settings.
3. Provide tools for developing a flexible/adaptable electronic health record.
4. Understand the role of the EHR as a tool for change, not a solution to our problems.

# Who are we?

- ⊕ The Washtenaw Community Health Organization

- ⊕ Integrated Health Care Delivery Network

- ⊕ Mental Health

- ⊕ Substance Abuse

- ⊕ Primary Care

# Create a Medical Home for Every Consumer

- ⊕ Bring the health care to the consumer
- ⊕ Share information within the EHR to coordinate care between clinicians
- ⊕ Improve health care quality and safety
- ⊕ Reduce Costs and administration

# Two Models

## ⊕ Packard Community Clinic

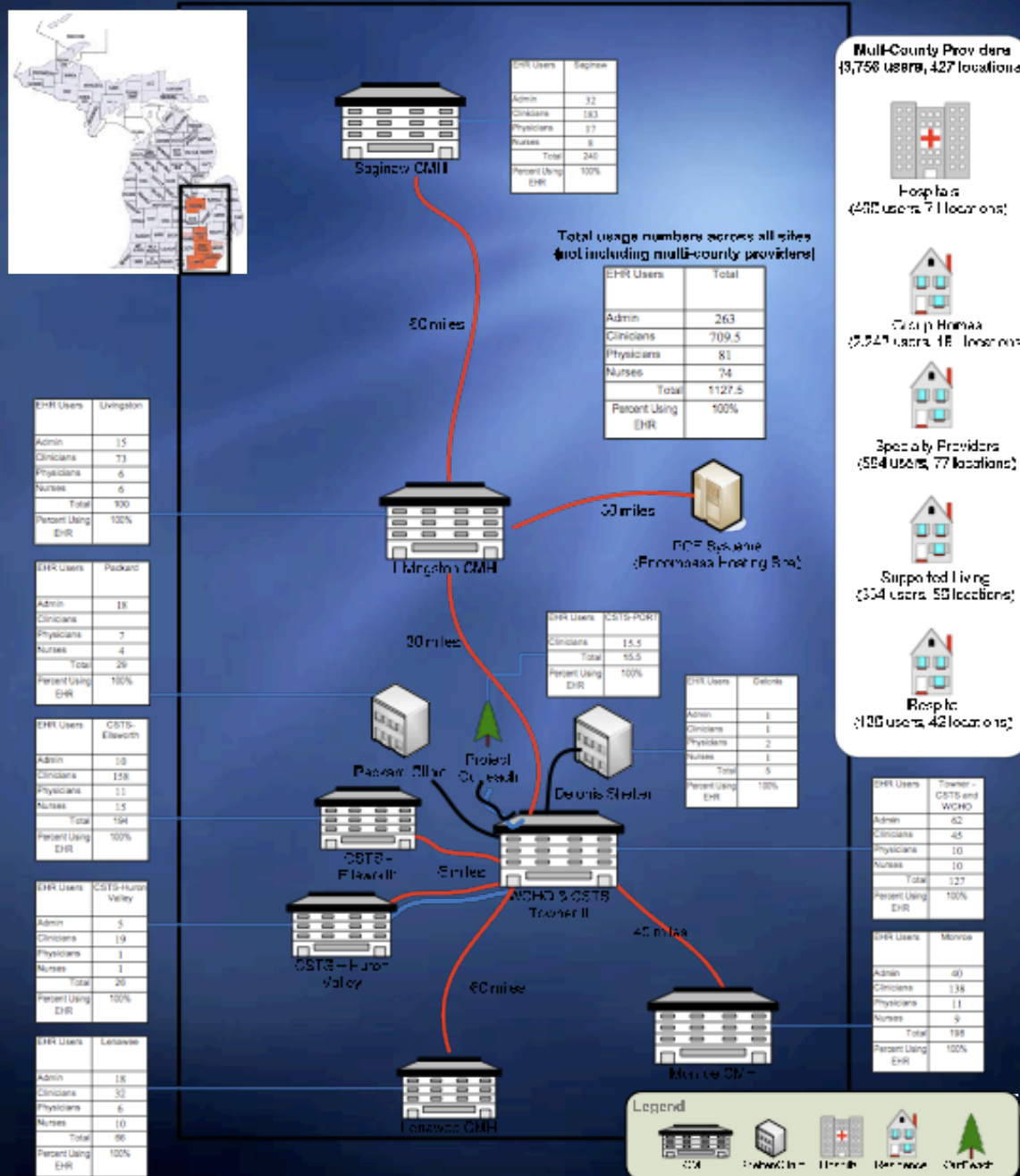
- ⊕ Traditional Clinic with 7 physicians
- ⊕ Data Exchanged: Meds, Allergies, Labs

## ⊕ Shelter Association Clinic

- ⊕ Volunteer Clinic with 1 Nurse Practitioner
- ⊕ Data Exchanged: Meds, Allergies, Labs, Chart Notes

# MAP OF PHYSICAL LOCATIONS

Our Experience with EHRs



# Integrated Chart - PH

Patient #:  [lookup](#)

[Add patient](#)

**JESSE C. CLIENT**

- [Allergies](#)
- [Chart Notes](#)
- [Prescriptions](#)
- [Problems](#)
- [Surgeries](#)
- [Vitals](#)

**Physical Health Chart** [Mental Health Chart](#)

**Patient Chart for JESSE C. CLIENT**

[Patient Information](#) [View](#) [Change](#) [Create to-do](#) [Diagnosis Summary](#) [Patient Notes](#) [Add Full View](#)

**Allergies** [Top](#) [Add Full View](#)

Allergy	Reaction	Severity	Onset Date	
some other allergy		Mild	01/01/2005	<a href="#">View</a> <a href="#">Change</a>
* NO KNOWN ALLERGIES			--/--/----	<a href="#">View</a> <a href="#">Change</a>
*** NO KNOWN ALLERGIES ***			--/--/----	<a href="#">View</a> <a href="#">Change</a>

**Problems** [Top](#) [Add Full View](#)

Onset Date	Problem	Solved Date	
--/--/----	BENIGN HYPERTENSION	--/--/----	<a href="#">View</a> <a href="#">Change</a>

**Vitals** [Top](#) [Add Full View](#)

Date	Weight	Height	Blood Pressure	PEFR	Glucose	
09/22/2007	0.0lb 0.0oz	0' 0.0"	0/0	0	0	<a href="#">View</a> <a href="#">Change</a>
08/22/2007	0.0lb 0.0oz	0' 0.0"	0/0	0	0	<a href="#">View</a> <a href="#">Change</a>
08/13/2007	0.0lb 0.0oz	0' 0.0"	0/0	0	0	<a href="#">View</a> <a href="#">Change</a>
08/01/2007	0.0lb 0.0oz	0' 0.0"	0/0	0	0	<a href="#">View</a> <a href="#">Change</a>
<a href="#">More...</a>						

**Medications** [Top](#) [Add Full View](#)

\*\* None found \*\*

**Chart Notes** [Top](#) [Add Full View](#)

Date	Note By	Note	Signed	
06/12/2007	Todd Roberts	testing some stuff	Yes	<a href="#">View</a> <a href="#">Amend</a>

# Integrated Chart - MH

Patient #:  [lookup](#)

[Add patient](#)

**JESSE C. CLIENT**

- [Allergies](#)
- [Chart Notes](#)
- [Prescriptions](#)
- [Problems](#)
- [Surgeries](#)
- [Vitals](#)

[Physical Health Chart](#) **Mental Health Chart**

**Patient Chart for JESSE C. CLIENT**

**Patient Information** [View](#) [Change](#) [Create to-do](#) [Diagnosis Summary](#) **Patient Notes** [Add Full View](#)

**Brief Treatment Forms** [Top](#) [Add Full View](#)

\*\* None found \*\*

**Med Reviews** [Top](#) [Add Full View](#)

\*\* None found \*\*

**Psych Evals** [Top](#) [Add Full View](#)

\*\* None found \*\*

**Interim Contact Notes** [Top](#) [Add Full View](#)

\*\* None found \*\*

# Rationale

- ⊕ Rising costs and rising need for healthcare is driving EHR adoption
- ⊕ Some EHR implementations have been failures
- ⊕ EHR implementation has been seen a IT project only by C-level administrators
- ⊕ The CEO has to help drive this adoption!

# The EHR is only a tool

## ⊕ Definition:

⊕ A tool or device is a piece of equipment which typically provides a mechanical advantage in accomplishing a physical task, or provides an ability that is not naturally available to the user of a tool.

⊕ It isn't the savior of the organization!

⊕ Staff must take ownership in the EHR

# Use EHR Implementation to review processes

- ⊕ Implementing an EHR is a perfect time to analyze workflows throughout your organization
- ⊕ Look for efficiencies where a computer can replace mundane manual processes
- ⊕ Automate sub-optimal processes to help streamline work in the future

# The EHR should conform to YOUR workflow

- ⊕ The EHR should fit to your workflow, you shouldn't have to fit to how the computer works
- ⊕ A system that is flexible and adaptable will help your organization weather the road ahead and be in a position to change as healthcare changes

# The EHR as the Accountability Measurement

- ⊕ The EHR can become a management tool to hold people accountable
- ⊕ For the EHR be truly effective, a culture is needed where accountability is used to support people's success
- ⊕ If accountability is seen as punitive the EHR will exacerbate the situation

# Engage all staff in the development of the EHR

- ⊕ Everyone will be affected by the EHR
- ⊕ Engage every person in your organization to help develop and plan how the EHR will be used
- ⊕ The most successful organizations implementing EHRs are those where a culture is present to support innovation, collaboration, and accountability

# What is the Current Reality?

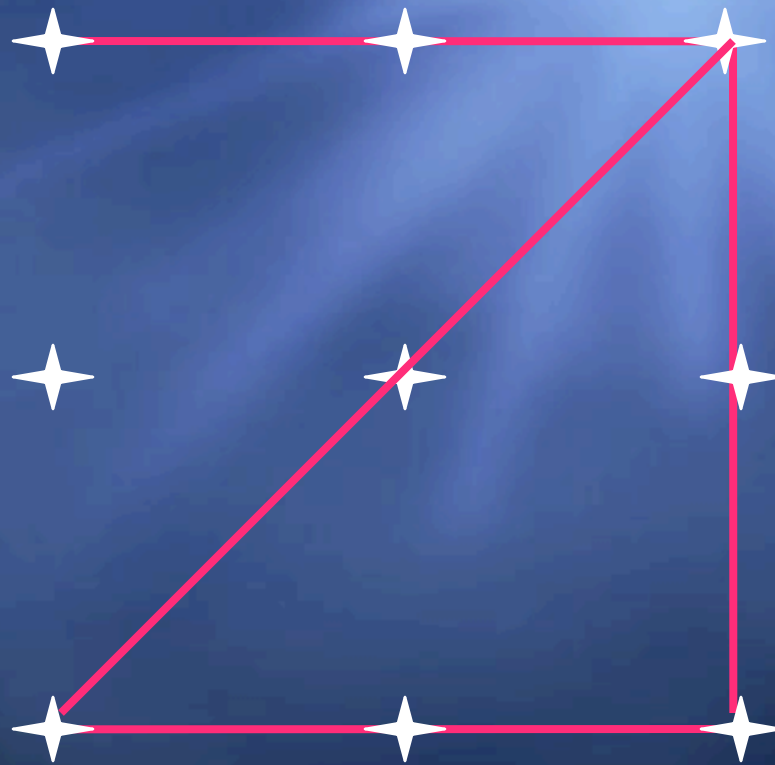
- ⊕ Primary Care is very busy and an electronic record system must be very efficient and effective.
- ⊕ Trying to impose the Behavioral Health documentation process on the Primary Care providers will not work
- ⊕ This type of change is NOT comfortable

# How do you create this culture?

⊕ It is time to start to think “outside of the box”

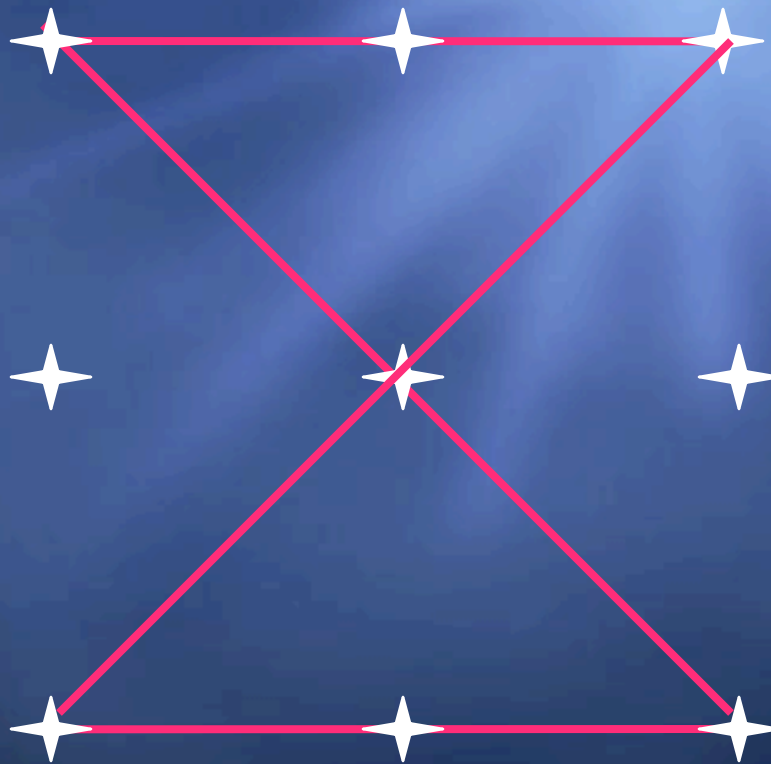
Without lifting your pen, connect all 9 dots below with  
4 pen strokes.

(If you've seen this illustration before please don't  
reveal the solution.)



Without lifting your pen, connect all 9 dots below  
with 4 pen strokes.

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reveal the solution.)



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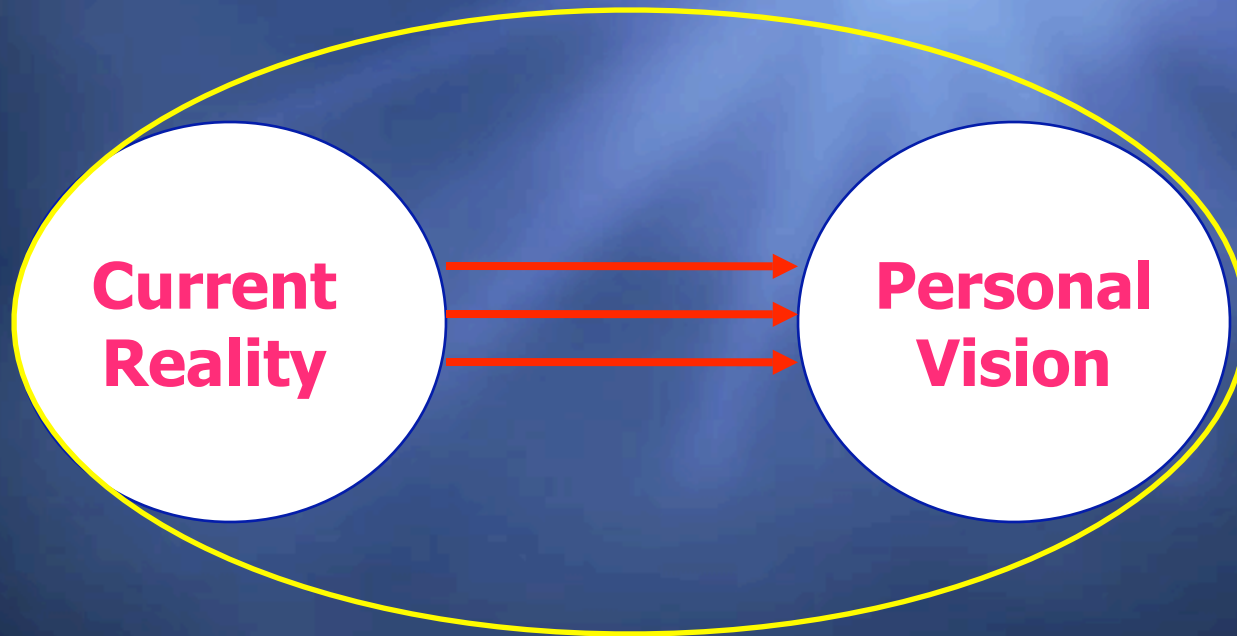
(If you've seen this illustration before please don't  
reveal the solution.)



# The nature of Reality

- ⊕ "Reality" occurs unconsciously
- ⊕ Organizations are people
- ⊕ Aligning behaviors with the goal:  
Personal Mastery

# CREATIVE TENSION



# **A Change Management Model: Blueprint for Personal Mastery**

1. Reveal the “Current Reality”
2. Encouraging Personal Vision
3. Have people choose
4. Design actions
5. Support people

# SUCCESS STRATEGY PROFILE

Please check each word or phrase that you feel is descriptive of you:

8

- IMPATIENT
- CONTROLLING
- AGGRESSIVE
- DEMANDING
- ARGUMENTATIVE
- STUBBORN
- IMPULSIVE
- DECISIVE
- TEMPERAMENTAL
- BOLD

- PRECISE
- THOROUGH
- PERFECTIONIST
- ACCURATE
- DETAILED
- STRUCTURED
- CAUTIOUS
- METICULOUS
- HATE CRITICISM
- SUSPICIOUS

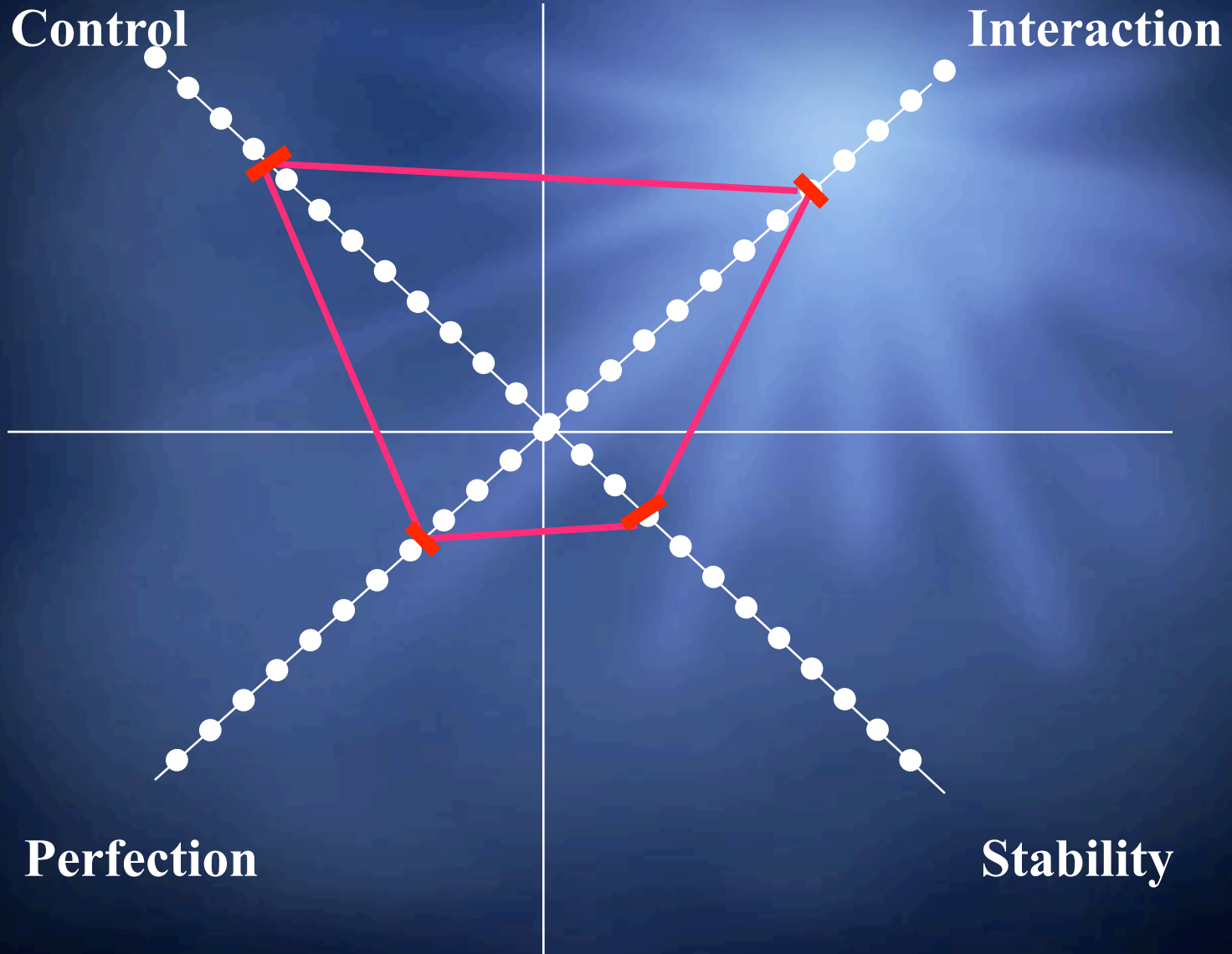
4

- TALKATIVE
- EXPRESSIVE
- OUTGOING
- ENTERTAINING
- POPULAR
- SOCIABLE
- SPONTANEOUS
- GOOD MIXER
- TRUSTING
- CHARMING
- TRADITIONAL
- METHODICAL
- SLOW TO CHANGE
- AMIABLE
- WORRIER
- PATIENT
- EASY GOING
- PREDICTABLE
- DIPLOMATIC
- HOLD BACK FEELINGS

7

3

# SUCCESS STRATEGY



# ENCOURAGING PERSONAL VISION

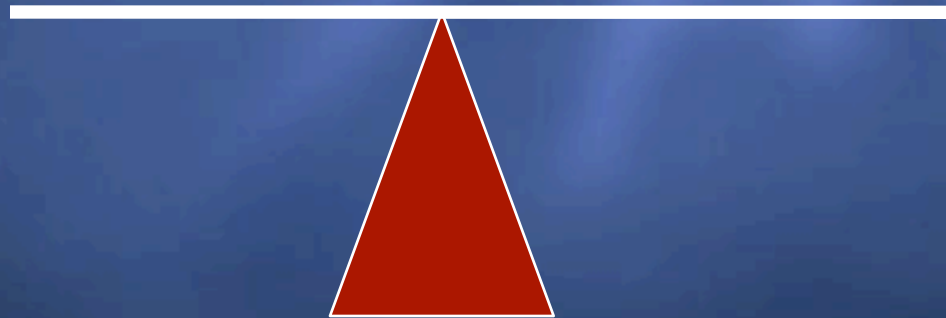
- ⊕ Vision is personal
- ⊕ Commitment vs. Compliance
- ⊕ Share Your Vision

Choosing

# Success Strategy/Comfort Zone

comfort

commitment



# Designing Actions

- ⊕ Specific
- ⊕ Measurable
- ⊕ Time Commitment
- ⊕ Personal Promise

# Supporting People

⊕ Leadership

⊕ Management

⊕ Coaching

# **EVERY GREAT PERFORMER HAS A COACH –**

**These tools will allow you to lead new initiatives, like integration in your organization...**

**but your SUCCESS STRATEGY/COMFORT ZONE will thwart your efforts!**

# **The WCHO & PMP Health**

A Partnership for Healthcare Integration