# EHR Implementation at Rasmussen Medical Center (RMC)

**Refer to your copy of** HIM2943: Professional Practice Experience Activity and Mentorship Student Instructions.

**Objective:**

1. Student will demonstrate the ability to communicate effectively.
2. Student will utilize critical thinking in the collection of researched materials.
3. Student will demonstrate the ability to use data visualization to present findings.
4. Student will demonstrate ability to compile a meaningful summary of findings.
5. Student will demonstrate problem solving skills.

**This PPE activity meets the 16 hours site supervised requirement.**

Note to Student: The HIM Director in this activity will be served by your assigned Mentor. Each deliverable will be sent to your mentor weekly along with your weekly time sheet.

**Case Scenario**

Rasmussen Medical Center is a 250 bed acute care rural critical care medical facility with the following centers: general medical services, surgical care services, emergency department, cardiac intensive care, general intensive care, laboratory, radiology, physical therapy, respiratory therapy, nutritional services and nursing services.. The administrative departments are HIM, Claims and Billing Management, Quality Management, Patient Access and Risk Management. The Medical consists of 25 physicians and surgeons, 5 Physician Assistants, and 5 general medical Hospitalist. The Emergency Department is operated by an outside emergency medical physician services and radiology services send radiology to an outside service to read the x-rays. The outside service has a routine turn-around of 5 hours.

The facility also includes a 20 bed SNF and an Ambulatory Center for day surgery and diagnostic services.

The HIM Department has kept transcription and coding in-house along with records review, compliance, CDI but release of information has been out-sourced to a ROI company who placed a ROI clerk on site. The hospital has an outdated electronic health records system which needs to be replaced.

The old legacy system has the following issues:

* Poor mobile access and communication – there is no patient portal system available and physicians cannot access their incomplete records outside of the hospital
* Lack of built in tracking of suggested screenings, test and medication interaction to improve patient care. – No effective physician reminder or clinical alert system
* No monitoring or alerts for incorrect or coding errors
* Poor integration with other systems or portals – unable to complete required exchange of health information. (System is unable to communicate effectively with E-prescribing, billing, data sharing other clinical facilities and reporting to CMS).
* Time consuming documentation workflow – documenting and updating patient information is difficult and time consuming. Clinicians are complaining that it takes too long to input patient data.

The new system should be able to do all of these functions for the facility.

**EHR Implementation: Gathering Information**

This is your first day on the job as Assistant Director in the HIM department at Rasmussen Medical Center (RMC). You meet with the HIM Director and she explains that RMC has given her the go-ahead to begin the process of implementing a new electronic medical record. As Assistant Director, you will have responsibility for several phases of this important project. Your Director knows that while you have earned an RHIT certification, you still need to learn some background before you begin. You have one week to learn as much as you can about EHR implementation. You know that you may have more questions as the process goes along, think about collecting additional resources as you do your initial research.

The HIM Director has given you some things to think about while you’re researching the implementation process. Those items are:

* What steps are needed to transition from a legacy EHR to a new EHR system?
* What’s involved in a data migration from the legacy system to a new EHR?
* Who would be the best members of an EHR Task Force and Work Team?
* How can you verify that an EHR system is ONC certified?
* What type of issues can we expect to have during this transitioning process?

What other questions can you think of to add to this list as you research the process of implementing a new electronic health records system?

**Week 1 - Deliverable 1:**

Your task is to find, at least,4 articles from the Rasmussen College library databases *(****no search engine articles, no blogs, no wikis or vendor sites for this job)*** that explain the EHR implementation process and present a three page summary about what you have learned to the HIM Director. Remember as a Rasmussen Graduate, you still have access to the library services, perhaps a consultation with the college library staff may be helpful (document on your time sheet). Refer back to your program textbook, take a close look at EHR systems and the process of implementation. Another source should be the AHIMA Library resources along with HealthIT.gov website. Utilizing your student membership, are there any toolkits available on EHR implementation.

You remember writing formal reports while a student and you plan to follow the APA format used in school. Be sure to in-text cite your work and list references using APA.

**EHR Implementation: Assembling a Team**

The more you learn, the more you realize the EHR project is much larger in scope than just the HIM Department. Your Director has asked you to assemble an EHR Implementation Task Force made from several key departments at RMC impacted by the new system. At the Task Force’s first meeting, she wants you to take the lead by giving a presentation about how transitioning to the new system will impact different hospital departments and ultimately improve patient care at RMC.

**Remember**, your EHR vendor has NOT yet been selected and you’re still in a discovery mode.

**Week 2 - Deliverable 2**:

1. **Complete** the worksheet below (**Health Information Compliance - Course Project - Committee Member Recommendation Sheet (CMRS)** to show your rationale for selecting the people you did for this taskforce. Think about what expertise you’ll need to advise the organization as the implementation process progresses (include this document with this deliverable)
2. **Create** a sample meeting agenda including:
   * Purpose of the meeting
   * Name of the facilitator (you)
   * Attendees – list departmental role
   * Current Date/time
   * Key (no less than 3) discussion points that are important at this early juncture in the process – what do we need to be thinking about right now?
   * Set a date/time for the next meeting

Student: Submit your CMRS Worksheet along with your sample meeting agenda.

**Health Information Compliance - Course Project - Committee Member Recommendation Sheet (CMRS)**

## **Instructions: Copy, paste to a separate page and use the CMRS form below to identify and recommend appropriate EHR Task Force Committee Members. Replace the detailed guidelines in red from the boxes below with your content.**

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| --- | --- | --- |
| **Purpose of EHR Implementation** | **Explain the purpose of implementing an EHR** | Why is it important to implement a new EHR system for the Rasmussen Medical Center? What areas/departments of the facility will this system serve? |
| **Rasmussen Medical Center**  **Roll-out- EHR Implementation Plan and Task Force** | **Explain the purpose of assembling a task force team.** | Why is important to form a task force for implementation? |
| **Who should be a part of this team?** | Looking at the task for implementing an EHR, who should be a part of the task force? Please explain the key departments that should be involved in the implementation.  Please list the key departments here: |
| **Now that you have identified what departments should be involved in the implementation, who will represent each department as a member of the Taskforce Team?** | Now that you have looked at the task of implementing the EHR, the purpose of assembling a task force team, and what departments should be involved in the implementation, who will you choose to represent each department.  Please list each individual here: |
| **Please explain the steps involved in implementing the EHR and how the Task Force Team will work together to achieve implementation.** | Provide a summary of the steps the Task Force Team will take to achieve implementation. Consider these questions:   * What will you discuss at your first meeting? * How often will you meet? * Will you tour different facilities to look at different systems utilized at similar facilities? * How will you evaluate the needs and wants for the system? * How many systems will you compare? |

***Instructions:***

Purpose of EHR Implementation:

Referring to the Case Scenario, look at why it is important to implement a New EHR system at Rasmussen Medical Center. Consider what areas of the facility the EHR will serve. Consider the issues with the old system.

Rasmussen Medical Center Roll-out-EHR Implementation Plan and Task Force:

Explain why it is important to assemble a team of key individuals from each department at RMC that will be impacted by the new system. Explain why it is important to have representation from each department.

Explain what key departments within RMC will be impacted by the implementation of the New EHR system. Please list the departments the departments in this area.

Now explain who from each department should be part of the Task Force Team. Don’t forget to consider who will be your Super Users and who will be the Front End Users.

Now provide a summary of the steps the task force will take to achieve implementation. For example: What will be discussed at your first meeting? Please review the phases of assembling a team like: Forming, Storming, Norming, Performing, and Adjourning.

Be sure to consider the questions that are listed:

* What will be discussed at your first meeting?
* How often will the team meet?
* Will you tour different systems utilized at similar facilities?
* How will you evaluate the needs and wants for the system?
* How many systems will you compare?

**Week 2 - Deliverable 3:**

1. Think about major hospital departments affected by the new EHR. For the Task Force meeting**, create a PowerPoint presentation** of at least 10 or more (no more than 15) slides describing the EHR’s impact on RMC. Be sure include information about the implementation process that you’ve learned from your research. Be creative; use graphics, diagrams or images of EHRs to illustrate your points. Be sure to list your references in APA format, have at least 2, 3 or more resources listed in your presentation. *(This presentation will be made to your Mentor via Webex, schedule your presentation time with your mentor).*

**EHR Implementation: Investigating Vendors**

The HIM Director assigns you a very important task in rolling out an EHR: ***investigating vendors***.

The two of you discuss some important questions to determine which software best meets your organization’s needs:

* What features are must-haves?
  + CPOE
  + Scanning
  + Patient Portal
  + System communication with other systems
  + Hospital System (be careful – don’t confuse a physician based EHR system with a hospital based system.
  + Must be able to migrate legacy data to new system.
  + Interoperability
  + Functionality for the SNF and Ambulatory Care – they have to be able to interface with the hospital
* Should we consider a cloud based system? What is a cloud based EHR system?
* What features are strong wants, but not absolutely necessary?
  + ONC Certified system preferred over a non-certified system but not required.
  + ROI Tracking
  + RCM & Coding Dashboard
* What does one vendor have that another doesn’t? Compare and contrast.
* Your budget has a limit; will this vendor meet your budget?
  + $450,000 (this includes peripheral equipment needed)
* How might this system impact staffing in the HIM Department?
* What’s needs to be included in a RFI – a request for information from an EHR Vendor

At an online meeting next week, you will make a presentation to the Director about what you learn. Create a power point that will allow you to go over the information the two of you have discussed previously. Include the type of information needed for a RFI and what the next steps should be. You’re only going to have 10 to 15 minutes maximum to present your findings.

**Week 3 - Deliverables 4:**

Starting with any ONC certification recommended list for hospital EHRs, go to the websites of 3 EHR hospital vendors and 3 scanning vendors. Your Director knows that there are many EHR systems and she suggests you consider the following system. Research the list, *don’t just take the top 3*, and proceed in your discovery process from there.

**Hospital EHRs (as of 10/2019)**

* Epic: 28 %
* Cerner: 26 %
* Meditech: 16 %
* CPSI: 9 %
* Allscripts: 6 %
* Medhost: 4 %
* athenahealth: 2 %
* None/other: 9 %

This is just a starter list of hospital based EHR systems. Look over the products available and read about their features. Look in your initial research where article name the system that was used. Which systems come closest to matching your facility’s needs.

1. Submit a screen shot of each vendor’s website that you selected to submit.
2. In addition to the screen shots, complete the simple decision matrix below, to the **best of your ability**, with the names of the three vendors you think would be the best options for your facility. (Hint: go back to the list your director reviewed with you on the **“must haves**” from the EHR system).

1. This is one area of the assignment that you can use vendor information but remember, they are bias and will “**showcase”** their system over other systems in the market.

| **EHR SYSTEM COMPARATIVE MATRIX** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Hospital EHR Vendor name | Hospital services | Diagnostics | Computerized Physician Order  Entry (CPOE) | Scanning | Interoperability with other systems  Patient Portal  ROI  RCM | Estimated Cost for a 250 bed facility |
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1. Compare factors between the 3 vendors you’ve selected.
   1. You still must budget for scanners, because you know there are still paper documents that the HIM department receives daily that will need to be added to the EHR.

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| --- | --- | --- | --- | --- |
| Scanner & vendor | Scanning Speed & number of pages | Compatibility to EHR systems | Estimated staffing | Cost per unit |
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Write a one-page report to the Director about the products you researched, make a recommendation based on the information you were able to obtain and justify your recommendation. (Be sure to include your vendor screen shots and this table with your report to the Director).

**EHR Implementation: Managing Change**

While the EHR will impact departments outside of HIM, it will also impact staffing in the HIM department.

From your reading about EHR implementation, you realize that the EHR will drastically change tasks in the HIM department. Your department’s clerical area is most affected; paper sorting and chart assembly will be almost eliminated by the EHR, and chart analysis, which used to be done with paper records, will be done on the computer.

Currently, 10 full time employees (FTEs) handle these tasks; not everyone is computer-savvy. The Director wants you to prepare the department for changes ahead. She asks you to report to her next week about how you will present this at the next HIM staff meeting.

**Week 5 - Deliverable 5:**

Change is difficult, especially when someone’s job may change or be eliminated. Research change management strategies and in a two-page paper, using APA format, discuss:

* How a manager can present change, when change is not necessarily positive.
* What new skills must be learned with the new EHR system?
* Who should be trained in the new tasks?
* Who should train them? In-house Super User trainer or vendor trainer? Is there a cost?
* If the FTE load must be reduced to 8 FTEs with the new system, how do you recommend going about making this change? What should you consider for reducing staff? What criteria will you use to recommend which staff should in the reduction of staff?

**EHR Implementation: Making Adjustments**

You and your Director realize the HIM Department has a problem. RMC has implemented the EHR, and while it is working pretty well, you have run into a snag. You have underestimated the amount of paper documents that come from other sources not linked to your EHR. The scanning area is piling up with paper. There is enough money in the department budget to either purchase another scanner or hire one FTE to scan on second shift. What are the pros and cons of each? Or is there another alternative? The Director asks you to decide on a solution by next week.

**Week 5 - Deliverable 6:**

In a memo to the Director, make your recommendation and justify your decision by listing your rationale in several bullet points. Take into consideration ***all options*** available to solve the scanning backlog.

**POTENTIAL RESOUCES – These sources may be used but may not be the sole resources utilized in this activity.**

**Think about your textbooks. What courses did you review and discuss EHRs, change management, conflict resolution? Show your textbooks are part of your resources and remember to utilize APA formatting.**

“no search engine articles”

<https://www.beckershospitalreview.com/healthcare-information-technology/50-things-to-know-about-epic-cerner-meditech-mckesson-athenahealth-and-other-major-ehr-vendors.html>

ONC HealthIT.gov

<https://www.healthit.gov/topic/certification-ehrs/about-onc-health-it-certification-program>