

# How To Succeed At Implementing EMRs In Small Primary Care Physicians' Offices

Sue Troyan

St Joseph's Hospital

Hamilton, Ontario

Canada

# About the Author

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Sue Troyan, BA, RT

- Research Coordinator for department of CE & B at McMaster University - 10 years
- Research Coordinator of the C.O.M.P.E.T.E. Project - 2 years, within the Centre for the Evaluation of Medicines
  - C.E.M. - St Joseph's Hospital is affiliated with McMaster University in Hamilton, Ontario, Canada

# Project Goals

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- To Successfully Implement fully functional EMRs in Primary Care Physician offices, networked to our Research Centre
- To have a World Class research network on the use of medicines in Primary Care
- First project of its kind in Ontario

# Introduction

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- Successful implementation into PCP offices is unusual
- Primary Care Physicians are reluctant to move into the Computer Age
  - No time
  - Expense
  - Lack of willingness to change
  - Motivation

# Introduction - Update

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- Successfully implemented 32 Physicians at 18 sites in the Hamilton-Wentworth area
- Goal - 40 Physicians for the Pilot Phase
- Research Project – study / improve prescribing patterns?
- Computers are a tool to do this

# Introduction contd.

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- Process involved coordinating several groups:
  - Research Team - C.O.M.P.E.T.E.
    - ☆ 6 staff - Core Group
  - Hardware - SHL
    - ☆ Top of the line equipment standardized

# Introduction contd.

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- Software - York Med / PURKINJE
  - ☆ YM - Administrative: Billing, Scheduling, etc
  - ☆ Distributor & Support
  - ☆ PURKINJE - DCI (Medical Record)
- Practice Management group
  - ☆ Price Waterhouse Coopers

# Method

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- Used a mock-up Computer Lab to pretest
- Implementation Cycle - originally 6 Weeks
- 5 Pilot Sites – in Hamilton
- Reviewed after 1 month - modifications made to the Rollout Phase

# Method contd.

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- Edited the Implementation Process to a 5 Week Cycle
- Minor modifications
- Template for the study rollout

# Method contd.

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- Modifications to Timing of Deliveries
- Training Units
- Feedback of PM timing
- 6 Week Cycle reduced to 5 Weeks  
(could complete in 4 Weeks)

# Method contd.

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- Job Roles reassigned & Work Distributed
- Items added
  - Onsite Training, Homework, etc.
- More preparation of change
  - Change Management, Ramp Up

# Results

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- Physician and Staff “buy-in” key to success
- Clear explanation of change to occur
- Planning out the 5 Week Cycle
- Coordination of the various Vendors involved is a full-time job

# Team/Resources

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- 4 main groups involved with this project:
  - Research Implementation Team
  - Hardware Team – Cabling and Installation
  - Software – Training and Support
  - PM – Preparing for computer in office

# Cycle Rollout

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- Week One
  - Pre-Implementation visits
  - Practice Management - PwC
  - Technical walk through
- Unexpected Delays: Staff not aware of change about to occur

# Cycle Rollout

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- Week Two
  - Training
    - ☆ Staff and Physician classes - off site lab
  - Practice units delivered to offices
- Unexpected problems: Booking all Staff into classes with minimum office shutdown

# Cycle Rollout

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- Week Three
  - Cabling day in offices
    - ☆ Minor disruptions
  - Homework
  - Practice Sessions, Re-Training
- Unexpected Difficulties - Staff not able to practice. Make the time

# Cycle Rollout

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- Week Four
  - Installation week
  - Administration ramp up
    - ☆ Cold turkey the best
  - Hand-Holding Session
- Unexpected Difficulties: Tension, Jitters

# Cycle Rollout

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- Week Five
  - Advanced Training for Physician(s)
  - Physician Ramp Up begins
    - ☆ Easy does it
  - Hand-holding Sessions
- Unexpected Delays:

# Cycle Rollout

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- Post Implementation
  - More training for Physician(s) & Staff
    - ☆ Electronic labs, E-mail, etc.
  - Extra Hand-Holding Sessions
  - Case Management
- Unexpected Delays: Sites not Ramping Up, Encouragement & Problem Solving needed

# Results

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- Physician and Staff “buy-in” key to success
- Clear explanation of change to occur
- Planning out the 5 Week Cycle
- Coordination of the various Vendors involved is a full-time job

# Discussion

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- EMR's successfully implemented by:
  - ✓ Allowing enough time for the Process
    - ☆ 4 to 5 Weeks
  - ✓ Attention to Organization / Coordination
  - ✓ Motivation of Users
  - ✓ Extensive Training and Preparation
  - ✓ Concentrated Support from all Partners