

California Health Improvement Project (CHIP)

iSUSTAINED: Implementation of a Sustainable User Support Training and Assessment Infrastructure to Nurture EHR Use

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Problem Statement

Despite a \$30 billion investment by the U.S. in electronic health records (EHR), most physicians have not achieved competency with this core clinical tool, and thus failed to realize the full benefits of electronic health record implementations.

Sutter Health noted wide dissatisfaction with the implementation of our EHR despite >10 year investment. Many physicians report an inability to return to level of patient care delivery (both capacity and efficiency) post EHR implementation.

Causes:

- Installation vs. implementation – most EHR efforts have robust budgets for installation and initial EHR training, but far fewer resources for post implementation support.
- Training is not tailored to the needs of specialty providers and their unique workflow processes.

Project Description

This project will develop a sustainable ecosystem to support EHR usage proficiency for Sutter Health. The ecosystem will include:

- Development of objective assessment tools to assess initial competency and continuous measurement of proficiency
- Development of standard work training programs and education materials to support proficient use of the HER
- Development of digital architecture for training and support
- Development of best practices to be shared with other users of EHRs

Goal and Objectives

Goal: Develop an learning ecosystem to improve physicians' achievement and maintenance of electronic health record skill competency in a sustainable way. Improve physician satisfaction with the EHR support we deliver to them.

Output-oriented Objectives:

- Develop competency assessments and curricula targeted to multiple primary care, medical, and surgical specialty physicians by December 2015.
- Achieve 33% of physician participation in our electronic health record competency assessment and improvement program by December 2015.

Outcome-oriented Objectives:

- Increase the percentage of chart notes completed within 2 hours of the office visit by 10% by September 2015.
- Increase the percentage of My Health Online (MHOL) messages responded to by physicians by 10% by September 2015. The long term goal is for physicians to respond to 80% of MHOL messages.
- Increase the percentage of physicians who report they are satisfied or very satisfied with the computer support provided by 10% by December 2014.

Results

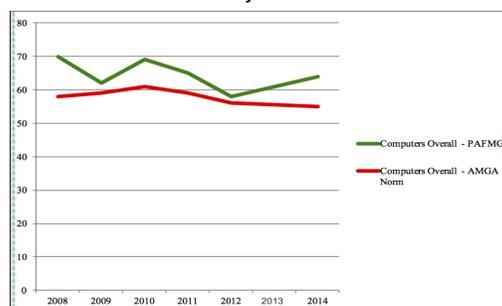
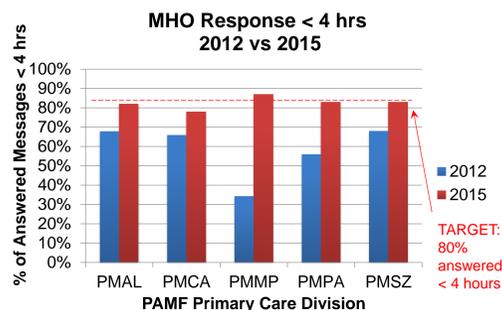
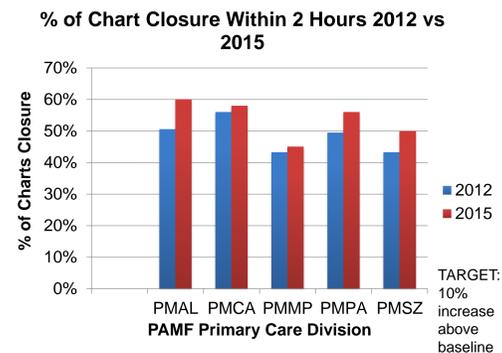
To date, we have "optimized":

- 556 MDs (46% of MD Staff)
- 662 staff members
- Specialties:
 - Primary care specialties: Internal Medicine, Family Medicine, Pediatrics
 - Specialty care specialties: Endocrinology, Gastroenterology, Neurology, Ophthalmology, Rheumatology

Developed a competency assessment and curricula for new-hires and existing users.

- Replaced printed handbooks with digital e-books and Wiki
- Curricula shared with many health systems around the country
- **Epic Systems Corporation is now using our prototype to develop a national implementation of this approach**

Inspired by our seed program, Sutter Health has now pledged 25% of all Meaningful Use incentive payments (~ \$25 mil) for EHR optimization



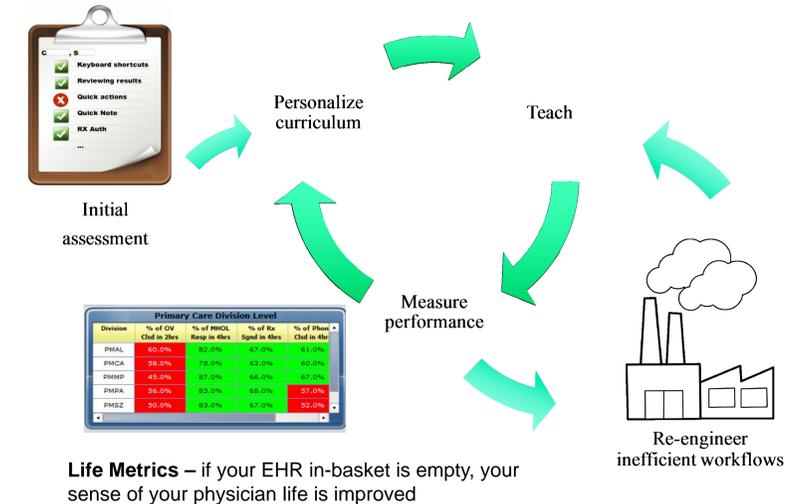
Overall physician satisfaction increase after low in 2012

"Over 50% of the U.S. population has a patient record in an Epic Electronic Health Record implementation."
- Judy Faulkner, CEO, Epic



Pictured with Epic CEO Judy Faulkner. Recipient of the 2014 Epic PACAcademy Award (Physician of the Year), awarded annually to an Epic physician selected by his peers, in recognition of outstanding contributions to the Epic community.

The Model



Lessons Learned

The work done by your team here in Santa Cruz was amazing... 100 % attendance at the 3 workshops. Beyond that the most enthusiastic participants, actually requesting more time, were those most reluctant to start...the value of basic Epic skills is clear.



Dawn Faber, MD
Primary Care Division Head, Santa Cruz

"Culture eats strategy for breakfast"

Leaders trained first and realized benefits. Became evangelists for an optimization culture. Front line physicians were requesting (vs required) to be next in the program.

It's about people and families, not technology

Physicians resonated with tips focused on getting home earlier to their families and providing better care to our patients.

This is the best Epic training experience I have ever had... Yesterday, (an almost full day of patients), I managed to close all of my charts within 30 minutes of seeing the last patient...the templates and dot phrases REALLY made life better.



Mat Hernandez, MD
Internal Medicine Regional Medical Director, Palo Alto

Sutter Health

Mission: We enhance the well-being of the people in our communities through compassion, excellence and innovation in health care services, research and education. Serving over 100 communities in Northern California and Southern Oregon with over 5,000 physicians and 48,000 employees.

Contact Me

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To learn more about CHCF go to:
<http://futurehealth.ucsf.edu/>