

PROFESSIONAL SYSTEMS CLINIC EHR READINESS ASSESSMENT

~ INTRODUCTION & INSTRUCTIONS ~

INTRODUCTION

Successful transition from paper-based charts to an electronic health record (EHR) requires organization-wide commitment, significant process change, and ample human and financial resources. As with implementation of any information technology that automates a workflow process, readiness for EHR adoption is extremely important. Lack of organization-wide readiness has been a major contributor to the overwhelmingly high failure rate of EHR adoptions throughout the health care industry.

The Community Clinic EHR Readiness Assessment ("Assessment") is designed to help clinics move toward adoption of electronic health records to improve quality of care and gain workflow efficiencies. It is intended to provide your clinic with insight about your degree of readiness for EHR adoption as well as provide education about success factors for adoption. The Assessment has four sections that include a total of 13 Readiness Areas (detailed below). Each Readiness Area is separated into three categories of readiness:

1. Selection & Contracting
2. Implementation
3. Effective Use

In order to evaluate your clinic's readiness for EHR, it is very important to take ALL THREE categories into consideration from the beginning to ensure that you select the product and develop processes that are appropriate for your clinic.

The four sections of the Assessment are organized as follows:

Section 1. Organizational Alignment - Organizational Alignment is an assessment of your clinic's organizational alignment to support EHR adoption, and readiness to embrace change associated with EHR. This section details four Readiness Areas to measure alignment including *Culture, Organization, Leadership, and Strategy*. Readiness indications in this section will provide you with a better understanding of your clinic's foundational infrastructure and a guide for developing an organizational plan for EHR adoption.

Section 2. Management Capacity - Management Capacity is an assessment of your clinic's readiness to manage information, human resources, and financial resources for current and future EHR requirements. This section details four readiness Areas including *Information Management, Clinical & Administrative Staff, Accountability, and Finance & Budget*. Readiness indications in this section will identify specific areas that require increased management focus, potential process development, or planning before moving forward.

Section 3. Operational Capacity - Operational Capacity is an assessment of your clinic's infrastructure preparedness to facilitate EHR adoption. This section details three Readiness Areas including *Workflow Process, Patient Involvement, and Training*. Readiness indications in this section will identify potential process or infrastructure barriers to adopting EHR and provide you with tangible guidance to improve these areas.

Section 4. Technical Capacity - Technical Capacity is an assessment of your clinic's technical environment and IT management capabilities in order to support the broader technical requirements of EHR adoption. This section details two Readiness Areas including *IT Management & Support* and *IT Infrastructure*. Readiness indications in this section will identify potential areas for increased IT procurement, planning, or staff development prior to moving forward with EHR adoption.

To be ready to use EHR technology to achieve quality and efficiency goals, your clinic needs to be ready to do everything to support the Readiness Areas above from understanding the clinic's needs to defining metrics to manage performance. If your clinic is not sufficiently ready in any one of the above categories, management should not begin analyzing EHR products. Management should, instead, determine priorities, take time to focus on additional areas of need, and establish criteria to determine when it will be appropriate to move forward. Only after completing the Assessment and determining a strong level of readiness should your clinic consider evaluating EHR technologies to fulfill your goals.

INSTRUCTIONS FOR COMPLETING THE ASSESSMENT

It is critical that any clinic considering EHR adoption assemble a cross-departmental, representative team to complete the Assessment. Answer each question from the perspective of one physical site (i.e., one clinic). Each Readiness Area is divided into levels showing various stages of readiness. The stages are represented by points that range from 1 to 6 with higher point values indicating a higher

level of readiness. For each element, identify the description that best describes your clinic's current status and note the point value that matches that level (whole numbers only). You are likely to discover that, with some elements, your organization will not fully match any of the descriptions; in these instances, simply identify the description that is most suitable for your organization. Your HONESTY is ESSENTIAL. It is better to underestimate than overestimate your organization's capacity in order to have a valid picture of your readiness.

Note on printing the Assessment: To print all worksheets together, right-click on any one of the worksheet tabs at the bottom of the screen, and click the "Select All Sheets" option. Then go to "File" and select "Print". Be sure to ungroup the worksheets after you print; to do this, right-click on any one of the worksheet tabs, and click the "Ungroup Sheets" option.

SCORE INTERPRETATION

The Assessment is one of the first steps in the evolutionary learning process of EHR adoption. Thus, it should be used as a tool to educate this process along with continual clinic exploration. Once you have completed the Assessment, a summary of your readiness scores will appear in the "Summary Table" tab. Average scores are provided at three levels of detail: by category of readiness within each Readiness Area; by overall Readiness Area; and by each of the four main sections. In addition, there is a summary at the bottom of the page that highlights your average readiness by category to help you further understand where to focus your efforts. Although these scores do not have a strict interpretation, average scores can be broadly interpreted as follows:

Average Score of 5.0 or Higher - A score in this range may indicate that your clinic has a solid understanding of this particular readiness issue and may not need to spend too much additional focus to ensure success in this area. That said, ensure that you develop a comprehensive and inclusive plan around all areas of readiness through all phases of adoption.

Average Score of 3.0 to 4.9 - A score in this range may indicate that your clinic is not as strong in this area as it could be. It is important to study the highly prepared definitions in this area to determine where to focus additional managerial and planning attention. Consider using this information to inform the process and develop a more targeted plan toward EHR adoption.

Average Score of 1.0 to 2.9 - A score in this range may indicate that your clinic is not currently prepared to move forward with EHR adoption without increasing specific readiness in this area. In addition to using the highly prepared definitions to develop a targeted plan for this area, evaluate the need to develop a more comprehensive and inclusive plan to ensure that all areas of need are fully addressed.

In addition to evaluating scores in and across individual and detailed areas, be sure to evaluate readiness scores across the four main sections to get a sense for overall readiness. Consider developing a more comprehensive plan to facilitate management, cross-departmental education and planning processes to thoroughly understand why your clinic is interested in EHR adoption and how to build the capacity to ensure successful adoption. Incorporating lessons learned from the Assessment into a more comprehensive planning process will better prepare your clinic to use and EHR that meets your clinics needs.

GLOSSARY OF TERMS

Organizational Alignment *Culture*: values; environment for achieving excellence; ability to manage change and maintain flexibility; team approach *Organization*: infrastructure to support information flow, decision making, and problem resolution; role of the board and leadership team; vision for quality; ability to collaborate with external organizations *Leadership*: the characteristics of leadership team: setting vision, commitment to quality; alignment across organization *Strategy*: mission and vision and priorities documented in a strategic plan; internal and external communications.

Management Capacity *Information Management*: quality, accessibility, relevance and communication of data/information *Clinical & Administrative Staff*: staff capacity; staff training and competence; consistent policies and procedures; methods to motivate and drive individuals/groups to achieve goals *Accountability*: how results are achieved and mission/vision fulfilled; role and responsibility of patient in care process *Finance & Budget*: extent of infrastructure and management of IT budget; capital and operational resources.

Operational Capacity *Workflow Process*: tools and methods for managing change, developing policies, procedures, protocols; Quality Improvement model; process for monitoring and communicating performance; analysis and actions taken to improve processes and performance *Patient Involvement*: preventative and chronic care processes; patient follow-up and care continuum; comprehensive care *Training*: infrastructure and resources dedicated to initial and on-going IT training.

Technical Capacity *IT Management & Support*: IT staff skill-set and capacity for IT management and support; consistent policies and procedures *IT Infrastructure*: information systems environment and infrastructure

Please proceed to the General Information Worksheet to begin.