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A SPECIAL REPORT

Readiness Assessments for Cerner

Clinical Implementations

Introduction

With the excitement of selecting a vendor and/or launching an advanced clinical initiative, the true readiness of an organization to take on such a complex, multi-disciplinary type initiative is often overlooked. Selecting the vendor and obtaining the funding is only the beginning. A variety of preparatory activities need to be addressed in a pre-implementation phase to enhance your ability to meet your clinical objectives—on time and on budget. Reducing your risk with an objective assessment of your organization's ability to succeed is the first step towards success.

To determine preparedness for such a strategic initiative, the institution's current state of readiness for a successful implementation should be compared to industry best practices. Building consensus with the affected parties to achieve stakeholder acceptance and system compatibility is also critical to success. Comprised of an Organizational Readiness Assessment and/or a Process Analysis and Redesign, this pre-implementation phase is recommended prior to the implementation of any of Cerner's suite of advanced clinical applications.

Cerner HNAM's clinical applications include CareNet, FirstNet, and PowerChart Office. The organizational readiness assessment should cover all Cerner HNAM clinical applications and deployment of Computerized Provider Order Entry (CPOE). It should be solidly grounded in best practices and supported by a strong methodology to ensure both alignment with the organization's goals and a clear understanding of key stakeholder requirements from all perspectives.

ABOUT CERNER

With more than 1,500 clients worldwide, Cerner is the leading supplier of healthcare information technology. By building applications on a single, consolidated database and unified data model, Cerner Millennium® ensures scalability and communication across all care settings to healthcare organizations worldwide.

A SPECIAL REPORT

A readiness assessment for Cerner HNAM clinicals can be conducted as part of a full IT strategic planning initiative, as a component of a strategic initiative, or as a standalone engagement to support IT clinical decision-making and planning. This pre-implementation readiness assessment should address any or all of the following Cerner phased clinical implementation initiatives:

• CareNet Clinical Documentation

- EMAR
- BMDI
- INet
- Message Center
- Discern Decision Support
- Clinical Data Repository
- Foreign System Interfaces

• FirstNet

- Tracking Board
- Clinical Documentation
- Prescription Writer
- Depart Process
- PowerNote ED
- ED Physician CPOE
- ED Physician Departure Process

• PowerChart Office

- EMR/Clinical Review (Results Review)
- Electronic Signature
- Physician CPOE
- Physician Prescription Writing
- Physician Documentation

The Organizational Readiness Assessment

The readiness assessment should be a structured process with a formal project plan, review of appropriate enterprise documentation, interviews with key stakeholders, and review of the clinical initiative and the enterprise objectives to be achieved.

Assessment Areas of Focus

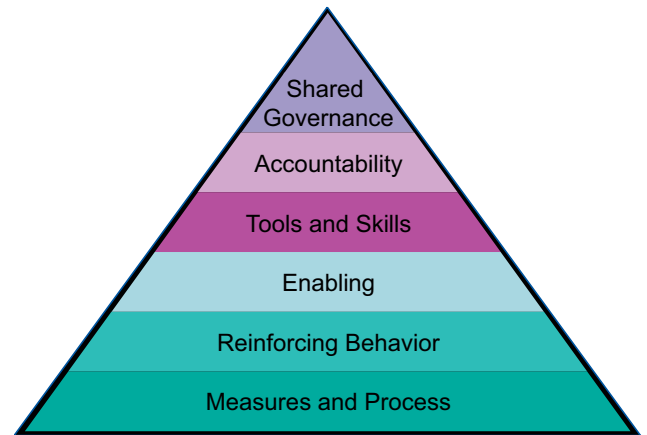
A comprehensive assessment of six key critical success areas (shown in chart on next page), with a plan for readying the organization and mitigating high-risk areas, significantly increases the opportunity for success. One important type of assessment

Project governance and cultural change management encompass more than creating an effective communication plan. They require identification of accountability and outcomes, as well as the influencers, contributors, and relationships necessary to achieve the desired outcomes.

examines the organization's preparedness for change. Change readiness examines the current state of the organization in terms of:

- **Organizational culture:** Decision-making processes, communication patterns, history of change, leadership styles, project governance, organizational structure and processes, and morale
- **People readiness:** Training requirements, attitude toward change

Readiness Assessment Critical Success Areas



Recognizing that acceptance of a new technology is one of the primary challenges in a successful IT implementation, the approach should concentrate on identifying risks and opportunities within the organization relative to adoption of the new technology. Critical communication with users should be launched early in the process. Inviting and encouraging involvement in design, implementation, and support activities fosters a sense of ownership right from the start. Project governance and cultural change management encompass more than creating an effective communication plan. They require identification of accountability and outcomes, as well as the influencers, contributors, and relationships necessary to achieve the desired outcomes.

Readiness Assessment Activities

Organizational readiness is typically determined by assessing the relevant organizational areas through documentation review, interviews, and observation. Some of these areas include the existing IT strategic plan, IT organization and staffing, stated clinical vision and objectives and defined project outcomes, project governance, identification of project management capabilities, expectations for conversion of legacy system data, the technical model that will be deployed for the implementation, and ongoing support capabilities.

Readiness Assessment Findings and Recommendations

The assessment findings and recommendations to support best practices should be formally documented to identify the unique challenges within your organization. The documentation should include:

- Summary of findings
- Current state overview

ABOUT CTG HEALTHCARE SOLUTIONS

CTGHS is a leading information technology consulting firm dedicated solely to helping healthcare institutions, physician practices, and related organizations achieve financial, growth, and clinical goals through effective technology and business solutions. Using proven methodologies, CTGHS employs practice visioning, process redesign, and benchmarking to achieve successful clinical implementations tailored to the specific needs of healthcare organizations.

- Recommendations and areas for improvement
- Issues and risk mitigation evaluation
- Governance model recommendations
- Supporting documentation
- Other relevant project planning and budget recommendations

Use these findings to remediate any high risk areas and to keep your enterprise focused on the objectives and clinical outcomes to be achieved throughout your clinical initiative.

Summary

Performing a self-assessment can be done, but is often challenging, and acquiring industry best practices is time consuming. Engaging an outside, objective resource expert in Cerner clinical implementations with the facilitation, observation, and measurement tools required to perform these assessments quickly, accurately, and cost-effectively can efficiently determine your readiness. An outside party can also effectively highlight differences in expectations and build consensus on a unified vision for your clinical initiative with critical stakeholder buy-in. Taking the time to ascertain your organization's preparedness for a Cerner clinical implementation is the first step on the road to a successful implementation that stays on track and achieves your organization goals without undue delay.