



# Visionary Governance Promotes Full Ambulatory EMR Adoption

*CTGHS helps SCVHHS plan and implement Ambulatory EMR*

## Business Background

Santa Clara Valley Health & Hospital System (SCVHHS) is a publicly-owned hospital and healthcare system that encompasses a 524-bed hospital, eight satellite clinics, and many specialty clinics. SCVHHS also provides services to adult and juvenile custody facilities and a children's shelter, and maintains a centralized call center and an internal pharmacy. Its approximately 600 physicians, residents, and interns treat a patient population that is for the most part either insured through Medi-Cal or Medicare, with some privately insured patients as well as those without insurance.

Over the past several years, as another area hospital closed and others closed their doors or limited the number of Medi-Cal patients they will treat, SCVHHS has had to grapple with an \$80 M budget cut resulting from state funding shortfalls and an increase in the number of patients. These market challenges, as well as a 2006 federal executive order mandating implementation of an electronic personal health record for every American by 2014, have prompted SCVHHS to implement an Ambulatory Electronic Medical Record (EMR).

SCVHHS has taken a 'best-of-cluster' approach to satisfying its IT application needs. Its contract with Siemens includes an ambulatory medical record, but it was not until the Siemens relationship with NextGen was announced that an acceptable solution was identified.

SCVHHS realized that the success of the NextGen Ambulatory EMR implementation would hinge upon successful clinician adoption of the new technology and implementation of an EMR that supported clinic workflow. To ascertain that the necessary commitment and structure were in place, it asked CTG HealthCare Solutions (CTGHS) to perform a planning and readiness assessment. SCVHHS also requested CTGHS Executive Advisory Services to ensure that the project would stay on track.

## Business Objectives

SCVHHS expected CTGHS' assessment and advisory services to:

- Ensure executive sponsorship was in place
- Ascertain that the right resources were available
- Clearly define project goals and priorities
- Identify operational and clinical processes that needed improvement
- Construct a framework for change management and communication planning

## The CTGHS Solution

The CTGHS planning and readiness assessment and executive advisory services resulted in a project roadmap that integrated the efforts of numerous project teams and supported risk mitigation. Site readiness teams were introduced to ensure the clinics are



prepared for the adoption of new technology. The teams will address role and policy/procedure changes and necessary change management activities. Project change control procedures were also incorporated to ensure adherence to scope and timeline commitments.

CTGHS introduced role-based scenario training and curriculum development standards to ease the learning curve for users. We provided guidance on various deployment strategies and budget implications to assist SCVHHS in achieving its projected outcomes.

CTGHS also provided subject-matter experts with in-depth application experience to help guide the implementation team in making decisions regarding security analysis, system design, chart abstracting, charge capture, interfaces, and other implementation issues.

## Business Benefits

CTGHS' collaboration with SCVHHS in the project's early planning stages helped the organization develop a unifying project vision and implementation guiding principles. Through a variety of workshops and educational sessions, SCVHHS composed the following inspirational vision statement for its EMR project:

*The A-EMR will help SCVHHS to spearhead a fundamental change in the way we provide care to patients. It will allow us to provide patient healthcare information, expert knowledge and clinical decision support whenever needed throughout the enterprise. It will enable efficiencies in clinic workflow, increased security for private healthcare information and improved responsiveness to the current economic conditions for care delivery.*

Following the readiness assessment, the project earned the commitment of key executives that included the president of the physicians' group, the chief medical officer, the executive director of ambulatory and managed care, the chief information officer, the director of primary care, and the department chair for Pediatrics. The chair of Pediatrics commented that in the three months of the CTGHS assessment process, "More was accomplished in bringing together the views of administration and physicians than in any previous IT implementation at SCVHHS."

As a result of this commitment, despite numerous competing initiatives, support for the Ambulatory EMR project continues to be strong and the project has sustained momentum and achieved project milestones.

*A year and a half later, as we look back at that assessment, CTGHS was very accurate in identifying areas that could be challenging and the organizational changes we needed to make to be successful. CTGHS continues to provide executive advisor services to our Siemens/NextGen EMR implementation effort, and this helps to keep the project on track and the morale of the team positive."*

*—Michal Sadoff  
IS Manager, SCVHHS*

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