

CASE STUDY: CLEVELAND CLINIC CPOE REGIONAL HOSPITALS IMPLEMENTATION

Presented by: Alego Health

Company Information

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| Solution Group | Training & End-User Support |
| Solution Offering | Provide clinical consultants to facilitate End-User Training & Go-Live Support |
| Project Name or Title | CCF Regional Hospitals CPOE Implementation |

Customer Profile

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| Customer Name | Cleveland Clinic |
| Division | Information Technology & Clinical Systems Office |
| Address | 9500 Euclid Ave. |
| City, State, ZIP Code | Cleveland, OH 44195 |
| Phone Number | 440-444-2000 |
| Web Site Address | www.ccf.org |
| Industry | Healthcare |
| Number of Employees | 40,000 |
| Annual Revenue | 100 Million + |



COMPANY PROFILE

Located in Cleveland, Ohio, Cleveland Clinic is a nonprofit, multi-specialty academic medical center that integrates clinical and hospital care with research and education. As of the publish date for this case study Cleveland Clinic had 1,400 beds on its main campus and 4,400 beds system-wide. Cleveland Clinic also completes over 4.6 million visits, 160,000 admissions, and 188,000 surgical procedures each year. They provide these services with over 2,800 Physicians & Scientists and 1,300 Residents & Fellows in Training. Their Education Department has 65 Accredited Residency Training Programs system wide.

The Cleveland Clinic is one of the largest & most respected hospitals in the country and is consistently ranked as a Top 5 Hospital Nationally by the U.S. News & World Report.

BUSINESS SITUATION

Alego Health was engaged by the Cleveland Clinic Health System (CCHS) to provide training and support for the implementation of CPOE within their Epic EMR at eight regional facilities. Faced with significant challenges achieving physician buy-in which threatened to compromise the success of the implementation, Alego developed a physician-specific support solution. Dedicated Physician Support Trainers (PSTs) were deployed to assist physicians in the clinical setting, one-on-one in real-time. Within 13 months, the system-wide implementation was completed with high levels of physician satisfaction and adoption.

TECHNICAL SITUATION

The first regional facility to "Go-Live" with CPOE was Euclid Hospital, a 371-bed facility with a full continuum of care from emergency services to a renowned rehabilitation center. Physician opposition to the change was vocal and visible, with physicians opting out of training sessions and vowing to find ways to work around CPOE. To address physician concerns, another implementation services provider had created a "SWAT Team" of support personnel posted in a computer laboratory ready to provide additional assistance and training during the activation.

The implementation team at Alego quickly realized the SWAT approach was not working. Physicians already concerned about the changes did not want to further disrupt their clinical routine by spending their valuable time in a computer lab. The support staff assigned to the SWAT Team did not have the clinical background or the training skills to effectively assist the physicians. The model needed to change, and quickly.



“Alego believes that successful Health IT projects are about people, not just technology.”

About Alego Health

Alego Health is a Healthcare IT Company specializing in consulting and support for large hospital systems, community acute care facilities, and other healthcare organizations. We partner with our clients on a wide range of initiatives— including EMR/EHR implementation planning and project management, system building and testing workforce training, technical consultants, and staff augmentation for activation support. Our solutions help Administrators ensure seamless implementation and help facilities achieve Meaningful Use in conjunction with the highest standards of quality in clinical care & patient safety.

Our staff and trusted network of clinical consultants are experts in healthcare information systems and the clinicians who use them. Our proven record of success working with hospital administrators is well documented and our customized solutions help key decision makers and the clinicians they assist manage change and achieve consistently high results.



SOLUTION

Alego Health developed a hybrid support position, the Physician Support (PST) Trainer, to replace the SWAT Team. Alego believes that successful Health IT projects are about people, not just technology.

It's critical that clinical support staff understand the clinical environment, and Alego has built an implementation team which combines clinical experience with EMR expertise. From a core group of Epic-trained staff with clinical credentials, Alego drew on their ability to assess talent to select PSTs, mostly RNs, who had the personal characteristics and prior performance records to be successful working with physicians.

- Alego Health partnered with CCHS to arrange for additional specialized training for Physician Support Trainers (PSTs) in the physician user interface.
- PSTs provide one-on-one assistance to physicians in the clinical setting, in real-time rather than in an isolated computer lab.
- Informatics Support Techs (ISTs) continued to support nursing and other ancillary staff.

RESULTS

Physicians responded positively to the new model because they were getting specialized assistance when and where they needed it. The PST model was successfully utilized for all the subsequent CCHS regional CPOE activations.

Key insights included:

- The ratio of PSTs supporting physicians to ISTs supporting nursing and allied staff increased successively over the course of the CPOE roll-out as the CCHS implementation leadership team realized the value of the PST.
- The graph below illustrates the dramatic shift: At the first facility using PSTs, Hillcrest Hospital, the staffing ratio was 1 PST for every 5 ISTs. At Medina Hospital, the final phase of this roll-out, the staffing ratio was 2.5 PSTs for every IST.

