



Toto – We’re Not in Kansas Anymore...

A Clinical Project Management
EHR Implementation Journey in
the Last Frontier

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Next Step Solutions
Consulting

Learning Objectives:

- To define and describe the attributes of a critical access hospital environment.
- To illustrate the Clinical Nurse Consultant/Project Manager role in a multi-system EHR conversion for a critical access hospital.
- To describe the unique differences and challenges of a multi-system EHR implementation in a remote setting.
- To identify a minimum of 3 strategies for a successful implementation.

How do you
get those
Ruby Slippers
“i.e. or Snow
Boots”?



My Story

- BA, Emory University
- BSN, Univ. of Southern Colorado
- MSN in Nursing Informatics, Chamberlain University
- Nurse for 25 Years
- Nursing Leader 24 Years

- Healthcare Consultant/CEO



Next Step Solutions
Consulting

Ruby Slipper Pearl #1

Always seek out & be open
to continuous learning and
development



Organizations

- Large Academic Medical Center
- Outpatient Surgery Center
- Outpatient Clinic
- Large Staffing Corporation
- Large Community Hospitals



Next Step Solutions
Consulting

YellowBrick

Services Include:

- Transition & Activation Planning
- Licensing & Regulatory
- Design Strategy Consultation

Website: <http://consultyellowbrick.com>

Critical Access Hospitals (CAH) 101

- A designation by CMS
- 1,353 CAH's in the US

Requirements:

- 25 or fewer acute care inpatient beds
- Must be located more than 35 miles from another hospital * (exceptions)
- Maintain an annual average length of stay of 96 hours or less for acute care patients
- Provide 24/7 emergency care services



Next Step Solutions
Consulting

Petersburg Medical Center

- Called "PMC"
- Provides critical medical services to town and regional inhabitants
- Is a major employer in the community, bringing significant economic benefits to the local economy.
- Current hospital originally built in 1955



PMC



Petersburg, Alaska

- Located on Mitkof Island
- Approximately midway between Ketchikan and Juneau
- Access to Petersburg is solely by air or sea.
- The population census is about 3,100.



PETERSBURG
James A Johnson
Airport

Alaska
AIRLINES



PLEASE KEEP OFF
BAGGAGE SLIDE



WARNING
Authorized Personnel Only Beyond This Point - APPROVED IDENTIFICATION BADGE REQUIRED
Offenders Subject to Arrest and Prosecution Under 49 CFR Part 1542 and A.S. 03.15.060

PMC - A Critical Access Hospital ... plus more

Emergency Room

Acute care/ Swing Bed / OR

Long term care

Outpatient / Primary Care Clinic

Home Health

Imaging and Radiology

Lab

Outpatient Treatment

Pharmacy

Behavioral Health

Specialty Clinics

Rehab





A Big Bang (“Tornado”) Implementation

Cerner	
<ul style="list-style-type: none">• Inpatient & Swing Beds• LTC• ED• Behavioral Health• Ambulatory Clinic• Specialty Clinics• Rehab	<ul style="list-style-type: none">• Lab• Pharmacy• Billing• Registration• Scheduling• Patient Portal

Matrixcare
• Home Health

Multiview
• Financial Accounting

Paylocity
• Payroll

Ruby Slipper “Pearl” #2



Check bias, assumptions,
and and pre-judgement at
the door.

The Project Team

- Project Sponsor (CEO)
- Project Lead (CIO)
- IT Lead (IT Director)
- Finance Lead
- Project Manager
- Clinical Project Manager



Project Management

Is NOT...

- Perfect
- By the book
- Merely a Schedule
- Being in Control

Is...

- Maintaining reasonable expectations
- Understanding what's working, what's not, and adjusting
- Support, guidance, recommendations, empowering and engaging the team

The Clinical PM Role

- Schedule Coordinator
- Action Item Tracker
- Liaison
- Negotiator
- Communicator
- Documenter
- Advocate
- Cheerleader
- Support
- Clinical Resource
- Innovative Solution Finder

Ruby Slipper Pearl #3

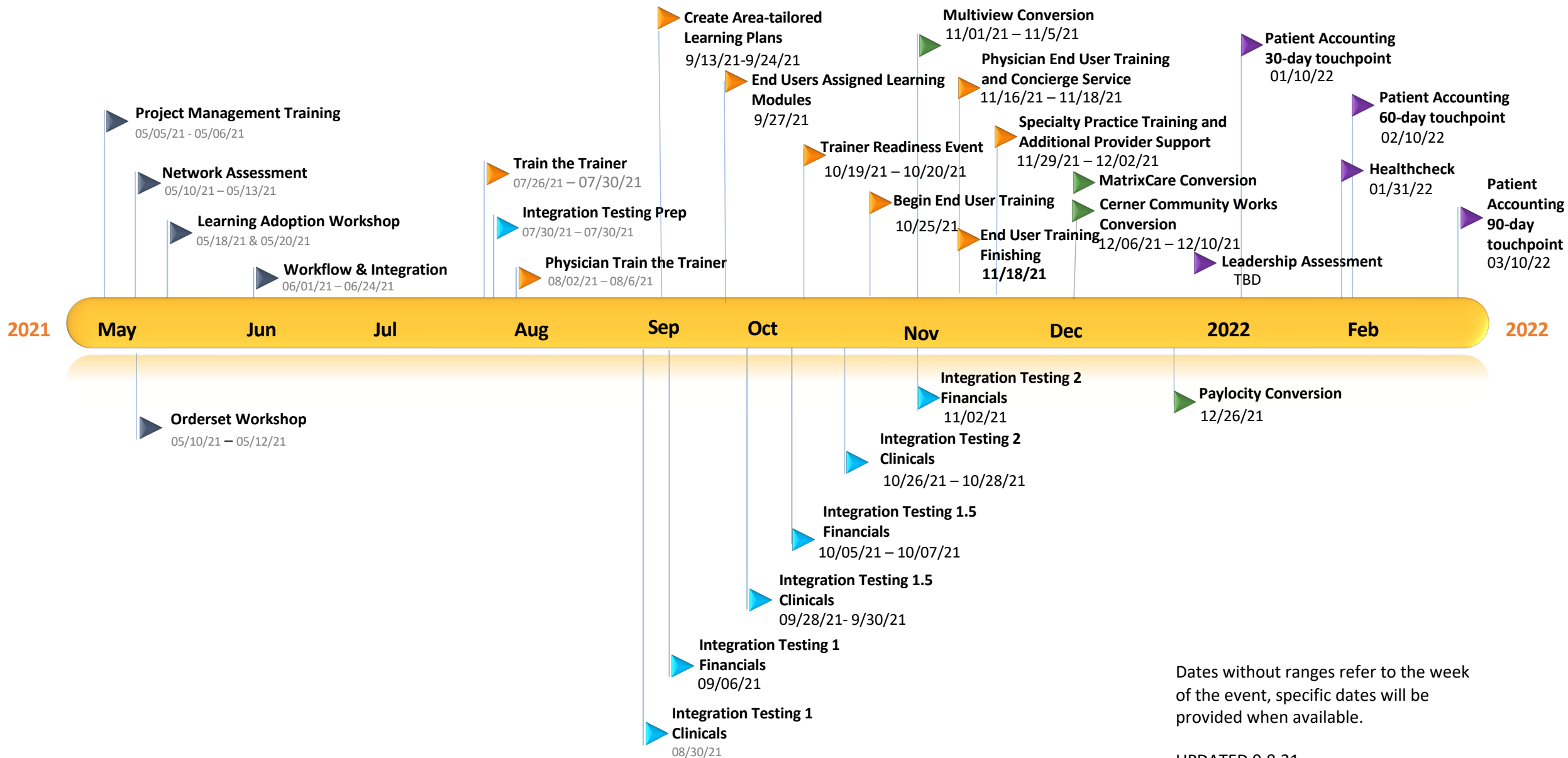


Flexibility
Flexibility
Flexibility

Task List Example

Due Date	Task Name	Action Item	Status	Assigned To	Vendor Contact	Comments
Ambulatory Clinic						
10/15/21	Pharmacy: Series injection list info/order sentences/codes.	Deliverable	Complete	Scarecrow	Auntie Em	Per Galinda probably only have around 6-10 for this list. Won't have all list ready for IT 1.5 if handing in 9.24. Bring up at ambulatory call today (10/6). Update per amb mtg today 10/6
10/15/21	Create documentation guides for Ambulatory. 3 (md visit, nurse visit, non-chargeable nurse visit)	Deliverable	In Progress	Dorothy	The Lion	Requested during ambulatory call on 2.21 Emailed A.E. asking for some good dates/times to accomplish this.
Behavioral Health						
07/28/21	Need decision about scheduling responsibilities. Who will be backup besides Galinda?	Decision	Not started	The Tin Man	The Scarecrow	Dorothy should decide that. Potentially Auntie Em might be an option. Dorothy to call Dr. Oz to ask.
09/24/21	Need a list of people who will have access to BH beside HIM and the BH staff (i.e. providers?)	Deliverable	In Progress	Dorothy	The Scarecrow	Came up during BH call on 9.21.21. Emailed Toto.

PMC EHR Event Timeline



Project Brief			
Title		Date	
Introduction/Overview	Poppy Field Hospital is implementing _____, a comprehensive electronic health record and financial system, to optimize the way we utilize technology to provide excellent healthcare and promote wellness in our community.		
Project Objectives (WHY)	<ul style="list-style-type: none"> • Improve communication, standardization, efficiency, and quality throughout the care continuum. • Improve the patient experience. • Enhance financial and clinical reporting. 		
Project Scope (WHAT)	<p>In Scope:</p> <ul style="list-style-type: none"> • ER, Acute, Ambulatory Clinics, Quality & Infection Prevention, HIM, Radiology, Lab, Pharmacy, Finance, Behavioral Health, Rehab, Patient Accounting, Business Office • Training of trainers, super users, and end users (providers and staff) <p>Out of Scope:</p> <ul style="list-style-type: none"> • Surgery, Critical Care • Hardware updates 		
Target Audience	<ul style="list-style-type: none"> • Patients • Hosp Staff and Providers • Contract Employees/Travelers 		

SMART Goals (To be completed by the end of the implementation)	By December, 2022: <ul style="list-style-type: none"> • The ____ EHR will be implemented. • The project will be completed within budget. • All users will be trained and using the new solutions.
Budget Details	
Project Timelines	Major Milestones with estimated timeframes (not dates) <ul style="list-style-type: none"> • January – Contract Signed • March – Kickoff Meetings • April – Project Prep, Data Collection • May – Network Assessment • Etc.
Assumptions	
Constraints	
Risks and Issues	
Team Details (WHO)	
Approval	

Project Road Map – By Week

Event/Task Name	Phase	Start	Finish	% Complet	Status
Demo					
Cerner: End Users assigned learning portal modules	Training	09/27/21	09/27/21		Complete
Cerner: IT 1.5 - Clinical		9/28/21	10/1/21		Complete
October 4-10, 2021					
Cerner: IT 1.5 - Financial		10/5/21	10/8/21		Complete
October 11-17, 2021					
Cerner: Patient Portal DCW.	Build	10/11/21	10/11/21		Complete
Cerner: Pool Set up	Build	10/11/21	10/11/21		In Progress
MatrixCare -Cerner Integration Kick off	Clinical Power User Training	10/11/21	10/11/21		Complete
October 18-24, 2021					
Cerner: Pharmacy Inventory Tracking System Decision	Build	10/18/21	10/18/21		In Progress
Cerner Trainer Readiness Event	Training	10/19/21	10/20/21		Complete
Cerner: eignature DCW due.	Build	10/20/21	10/20/21		Complete
Cerner: SSI DCP Due	Build	10/21/21	10/21/21		Complete
Cerner: Complete SFTP Form from Cardinal Health.	Build	10/22/21	10/22/21		Complete
October 25-31, 2021					
Cerner Department Learning Plans Ready	Training	10/25/21	10/25/21		Complete
Cerner End user (staff) training begins	Training	10/25/21	10/25/21		Complete
Cerner: Integration Testing 2 - Clinical	Testing/Training	10/25/21	10/29/21		Complete
Cerner: Hardware Ordered	Conversion Prep	10/29/21	10/29/21		Complete

Communication

- Monday Morning News to Know
- Designated EHR Intranet Site
- Rounding
- Cookie Enticements
- CEO Blogs
- Manager Meetings
- Slack

Monday Morning Email Example

Good Monday Morning!

Here's your **News to Know** about what's coming up related to the EHR implementation project. There's a lot of activity happening this week with the project. Please forward/share as applicable.

This week (9/27 – 10/1):

- **Matrixcare. Clinical/Financial Combo Validation training** is Monday. Both the Home Health & Finance teams are participating in this virtual 2-hour training. The teams will be trained on how clinical documentation in Matrixcare ties to the billing.
- **IT 1.5 Clinical** starts for Cerner SuperUsers and Trainers **(Tues - Thursday)**
 - ☐ This is a PMC self-directed event (no Cerner consultants on-site and no bridgelines). (location: DICR)
 - ☐ Find the detailed schedule for this event on the PMC intranet Cerner page, including Zoom info for remote attendees.
 - ☐ Cerner solution meetings will still be held during this event. The focus will be on providing support for IT 1.5 participants.
- **Matrixcare Hot Tasklist/Chart Review Training (10/1)** for clinical superusers. (location: HH office or remote)
- Scripts Overdue/Still Needed (Due last Friday). Thanks to those who handed in their 1.5 scripts. Email edited scripts to Stephanie asap. Scripts and the Script workbook can be found on the PMC Cerner shared drive. //pmccps/erner.shared
- Routine standing Cerner financial & Multiview Meetings will be held this week.
- Superusers & Trainers should be working with their Cerner consultants on completing their **competency checklists**.
- Superusers and Trainers should complete their assigned Cerner **modules** in the learning portal by the end of the week if already complete.

Next week (9/27 – 10/1):

- 1.5 days/times (for support) if not already falling within the timeframe of IT1.5.
- Link to PMC Cerner Webpage for event timeline, training resources, Cerner site links & More: <http://deephthought:8090/display/IN/The+Cerner+Project>
- Reminder – Go Live** is 77 days away (**December 6th**)!

Thank you for your hard work and dedication to the project in addition to your other responsibilities. Please contact me if you have any questions, concerns, or suggestions. I'm here to help.

Flying Monkeys, Wicked Witches, and Poppy Fields

Leaves (Planned)

Leaved (Unplanned)

Covid Surges

Community Needs

Time Zones



CAHs – Unique Considerations



Travel Planning



Supplies/Shipping



Relationships



Cross-coverage



Community



Space



Risk Tool

- Insert Risk Tracker here.



Issues

PMC EHR Project Issue Register									
#	Issue Title	Issue Description	Reported On	Reported By	Owner	Severity	Priority	Status	Comments
1	Connectivity	Connectivity issues from both the patient and provider side during telehealth sessions.	1/7/21	Drs. McDreamy and Ross	IT/Sheldon	Medium	High	WIP	Examples
2	Workflow	Unsolved gap in process for handoff	1/4/21	Director Dougie	Patty PM	High	Urgent	WIP	



Handoff to Operations – Project Closure



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Finding Your Magic...

- Friends
- Halibut
- Sledding
- Community
- Orcas
- Glaciers
- No stoplights
- ~~Salmon flavored Vodka~~
- Being Recognized
- Bald Eagles
- Hallmark Christmas Movie Set

**"You've always had the
power, my dear, you just
had to learn it for
yourself."**

Glinda the Good Witch
Wizard of Oz



Ruby Slipper “Pearl” #3



Treasure and cultivate your
relationships.

Thanks!!!

(to my “Glinda, Tin Man, Lion, Scarecrow, and Auntie Em”

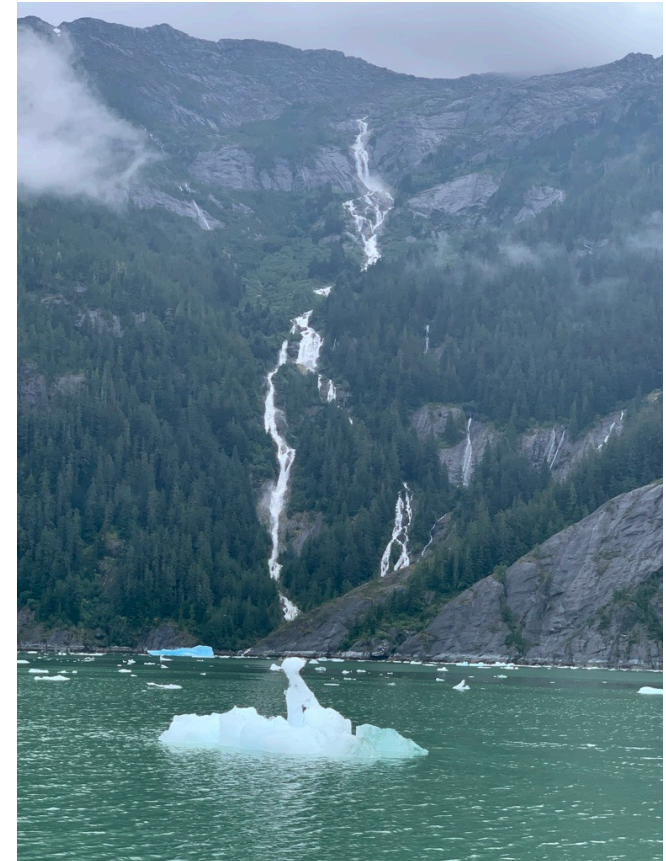
Kelly Guzman, CEO, Yellow Brick Consulting

Phil Hoftstetter, CEO, PMC

Jill Dormer, CIO, PMC

Matt Pawuk, IT Director, PMC

Cynthia Brandt, Interim CFO, PMC



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- RHI Hub (Rural Health Information Hub, 2021

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