

# Taking a Clinical Byte Out of Paper:



## Launching a Change/Leadership Management Model to Facilitate Migration from Paper-Based to Electronic Readiness in an Academic Health Science Centre

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# Objectives

- Highlight the challenges of early EPR implementation and adoption at SMH
- Discuss the importance of Values-based Leadership and Change Leadership/Management in user adoption
- Review the development of SMH's User Engagement Strategy
- Discuss the lessons learned from applying the strategy to SMH's previous EPR activities



# St. Michael's Hospital,

Toronto, Ontario



Annual Operating budget - \$496 M

4883 total staff

619 physicians & midwives

1542 nurses

730 medical residents & clinical fellows

363 nursing students

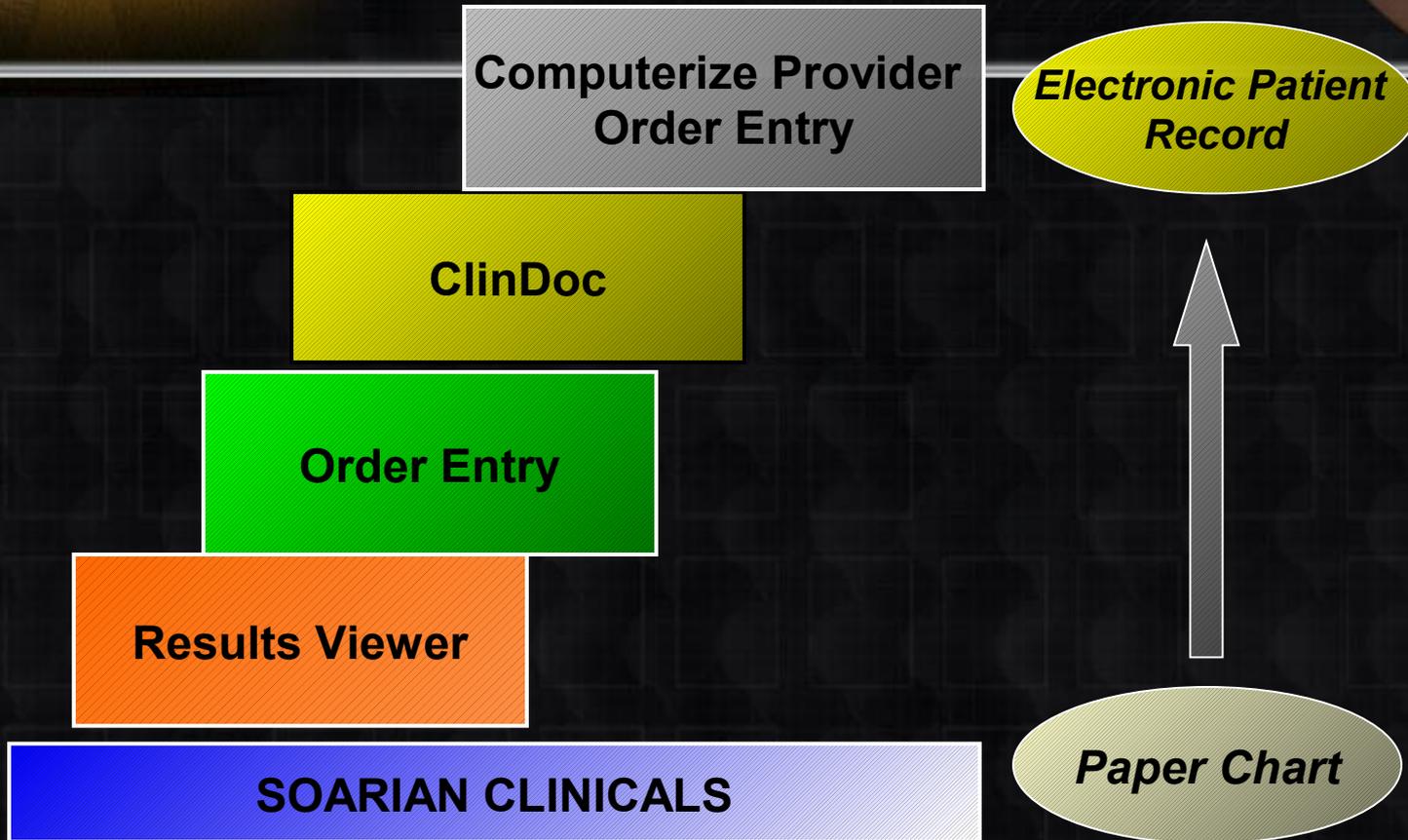
530 adult inpatient beds

8750 inpatient surgeries & 25,825 day surgeries annually

24,000 inpatient visits, 600,000 outpatient visits & 54,556 emergency visits annually



# SMH EPR Plan





# Early EPR Implementation Challenges



- History of low user adoption of early EPR
- Limited stakeholder and user engagement
- Poor communication & EPR strategy development
- Limited number of leaders in organization guiding and managing people through change

In order to introduce new clinical system applications and tools, a SMH corporate strategy was needed to address:

User adoption

User engagement

Change management



# Values-based Leadership

O'Toole, 1996

Facilitates transformative changes through the establishment and demonstration of key values:

- Respect
- Trust
- Collaboration

Corporately aligned with SMH's organizational values:

- Respect
- Compassion
- Dignity



# Change Leadership / Change Management

Frank, Martineau & Pascal, 2005

## Change Management vs. Change Leadership

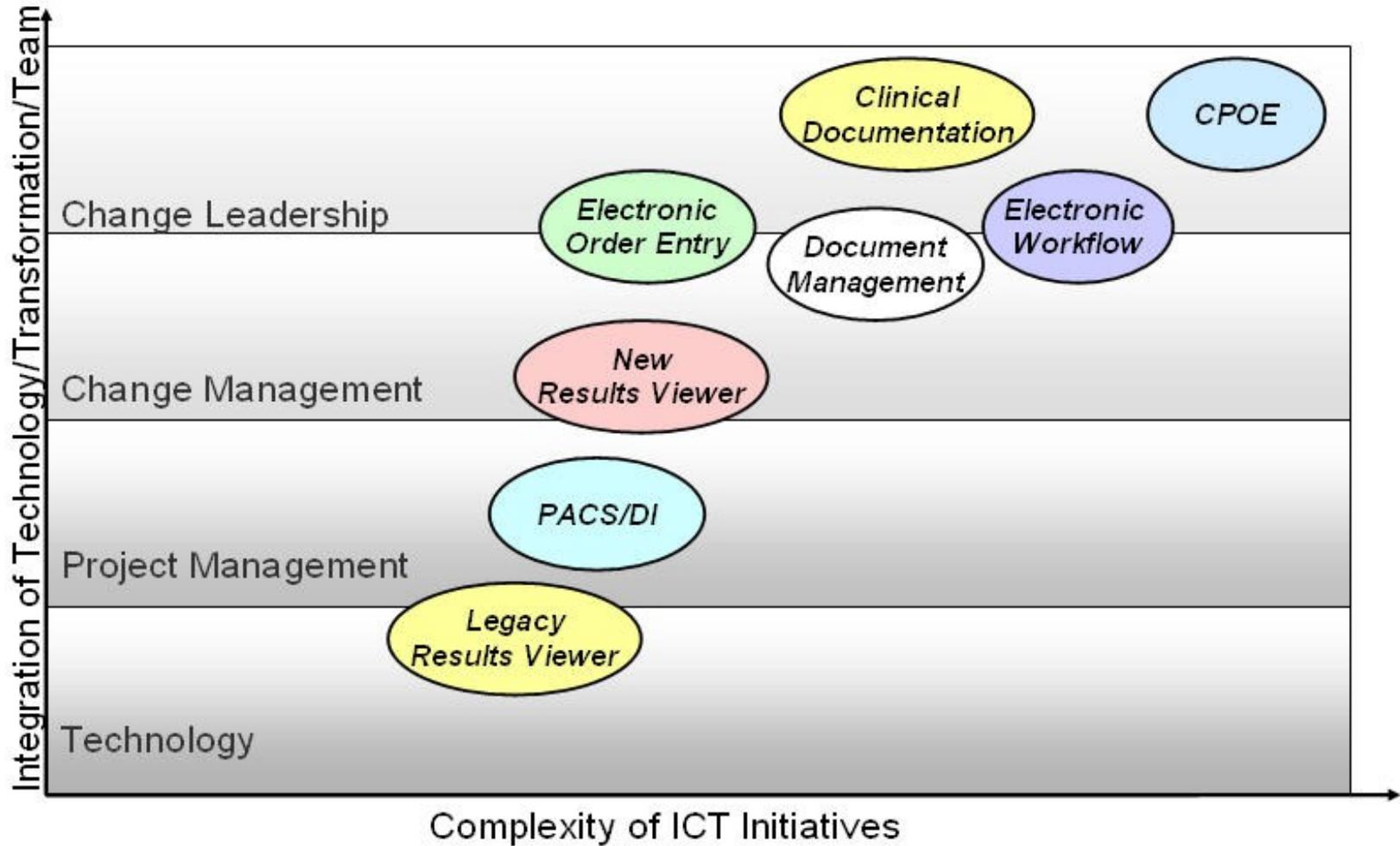
<b>Leadership</b>	<b>Management</b>
Setting Direction	Planning & Budgeting
Aligning People	Organizing & Staffing
Motivating People	Controlling & Problem Solving

Frank, Martineau & Pascal, 2005

Tools to gauge level of change needed for ICT initiatives

- Non-Medication Order Entry (NMOE) project

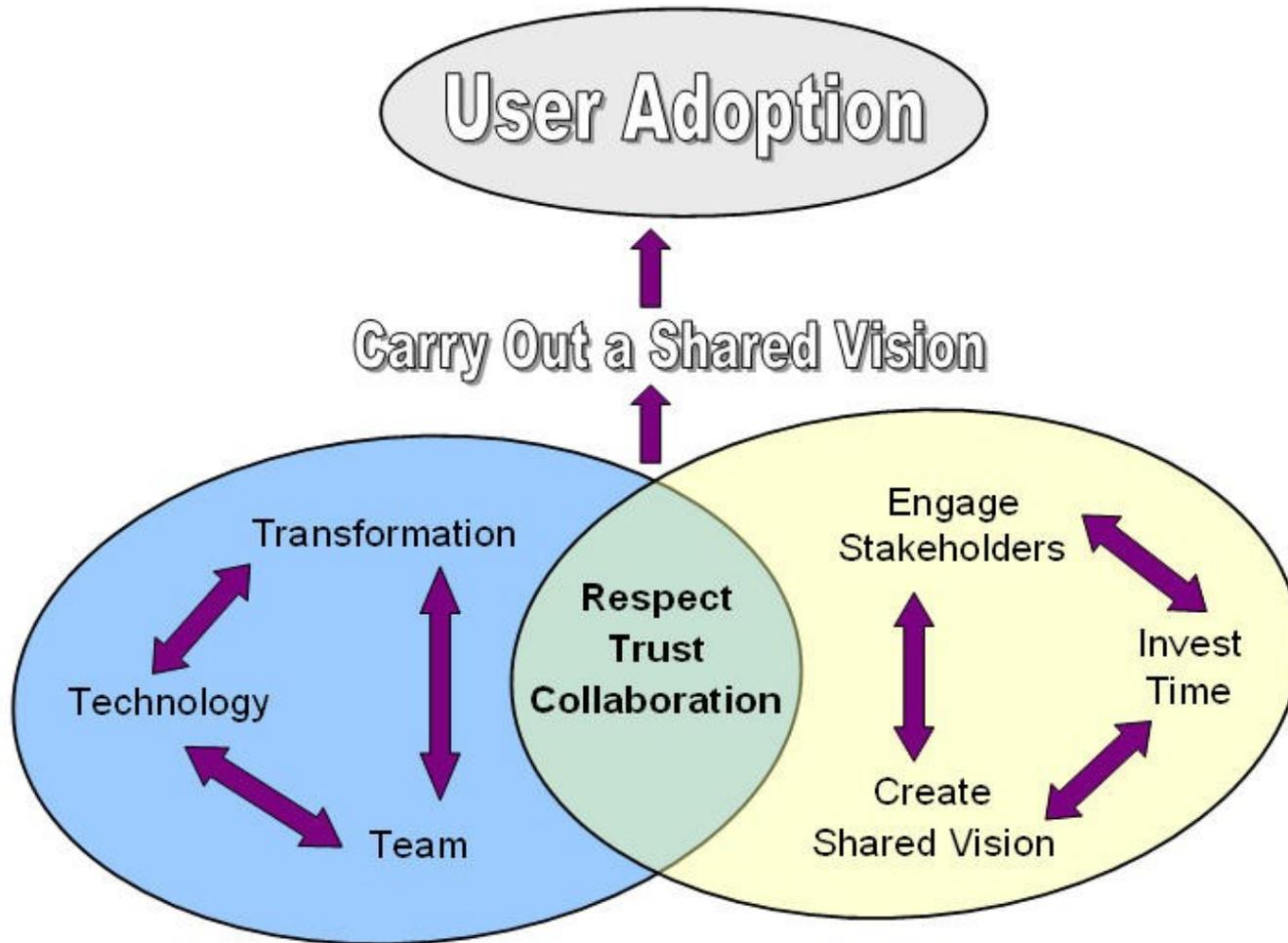
# SMH's EPR Implementation Plan



Adopted from Frank, Martineau & Pascal (2005b)



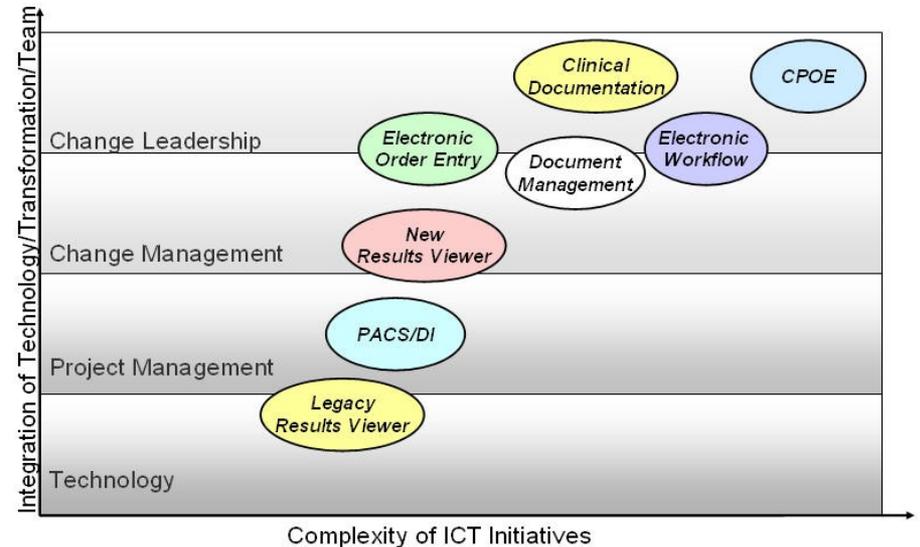
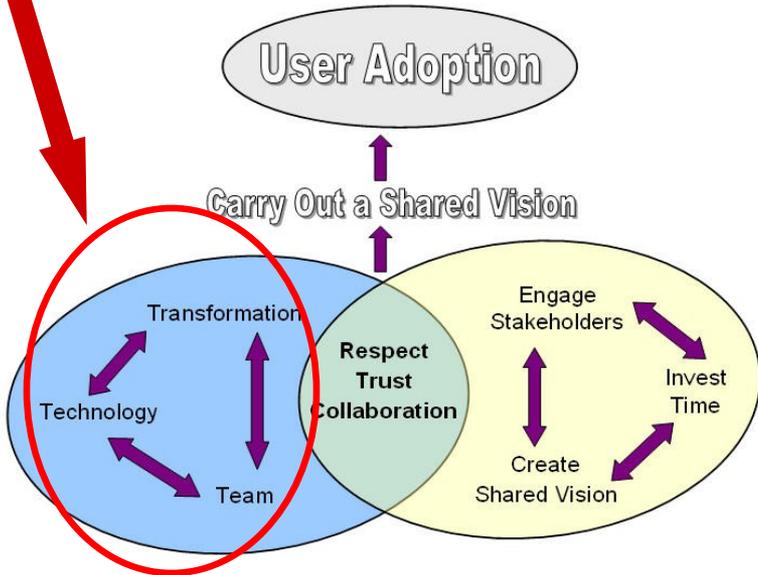
# SMH's User Engagement Strategy





# Engagement Strategy Activities

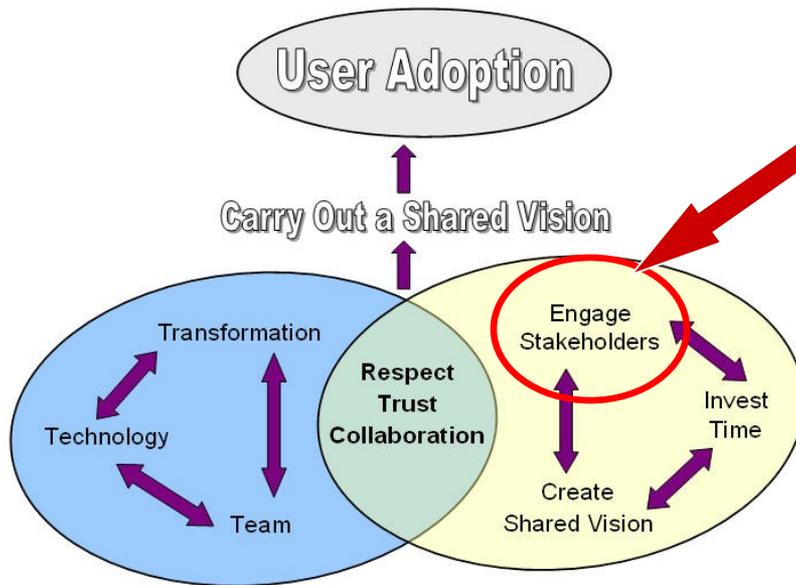
- Determine the level of integration of technology/ transformation/ team



Adopted from Frank, Martineau & Pascal (2005b)



# Engagement Strategy Activities

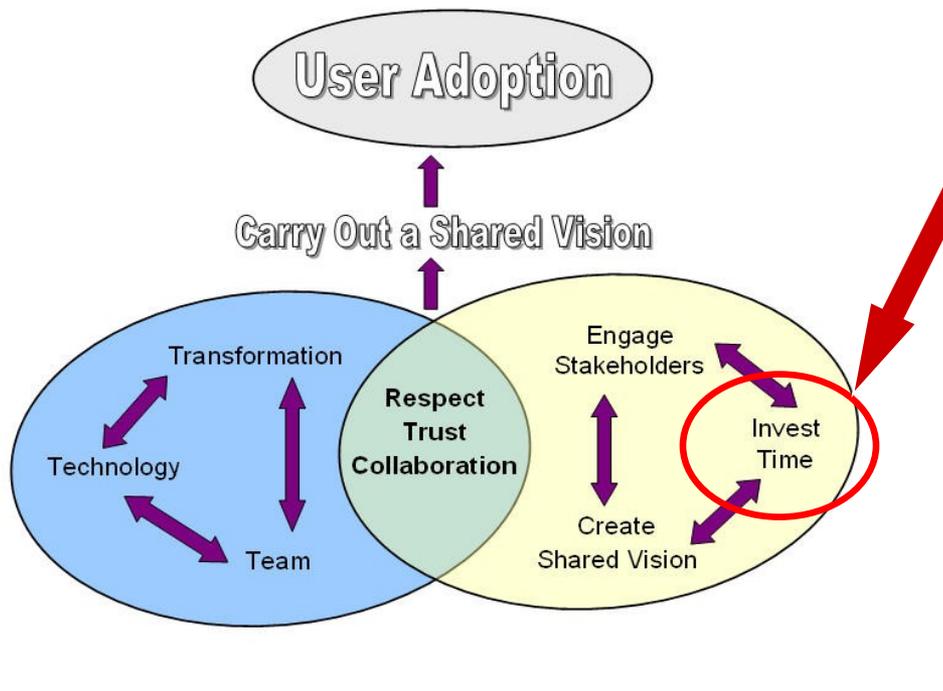


## 2. Engage Stakeholders

- “Give work back to the people” (O’Toole, 1996)
- Created shared accountabilities



# Engagement Strategy Activities



## 3. Invest Time

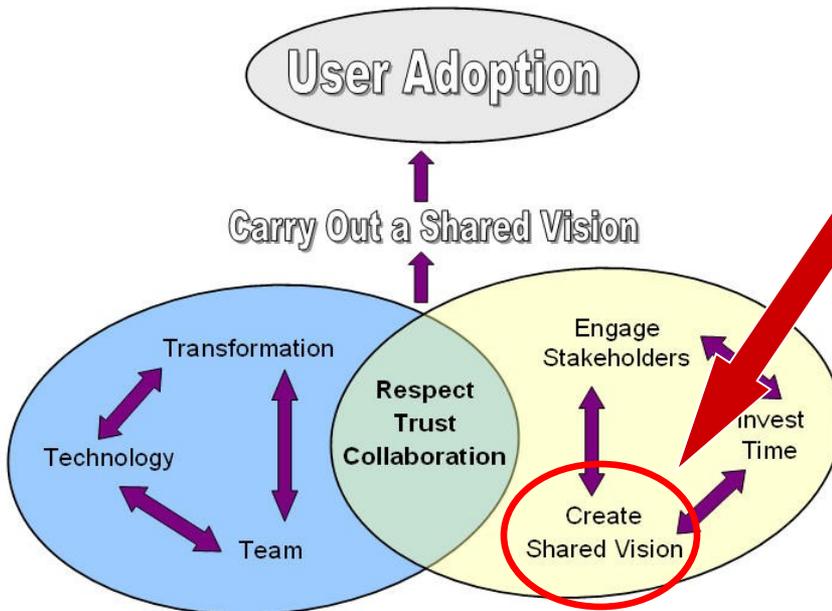
- Commit working with stakeholders
- Set initial project expectations with stakeholders



# Engagement Strategy Activities

## 4. Create a Shared Vision

- Clarify the direction of change
- Align the needs of the stakeholders with the project objectives





# SMH Lessons Learned

1. No such thing as “too much communication”
2. Challenge “sacred cows”
3. Set realistic expectations



# Questions?

# Thank You