

# Accelerating clinical adoption and benefits realization



Presentation by Maureen Charlebois Chief Nursing Executive & Group Director and Cassie Frazer Benefits Realization & Quality Improvement, Clinical Adoption, Canada Health Infoway to the CNIA 2009 Conference November 23, 2009

# Presentation objectives

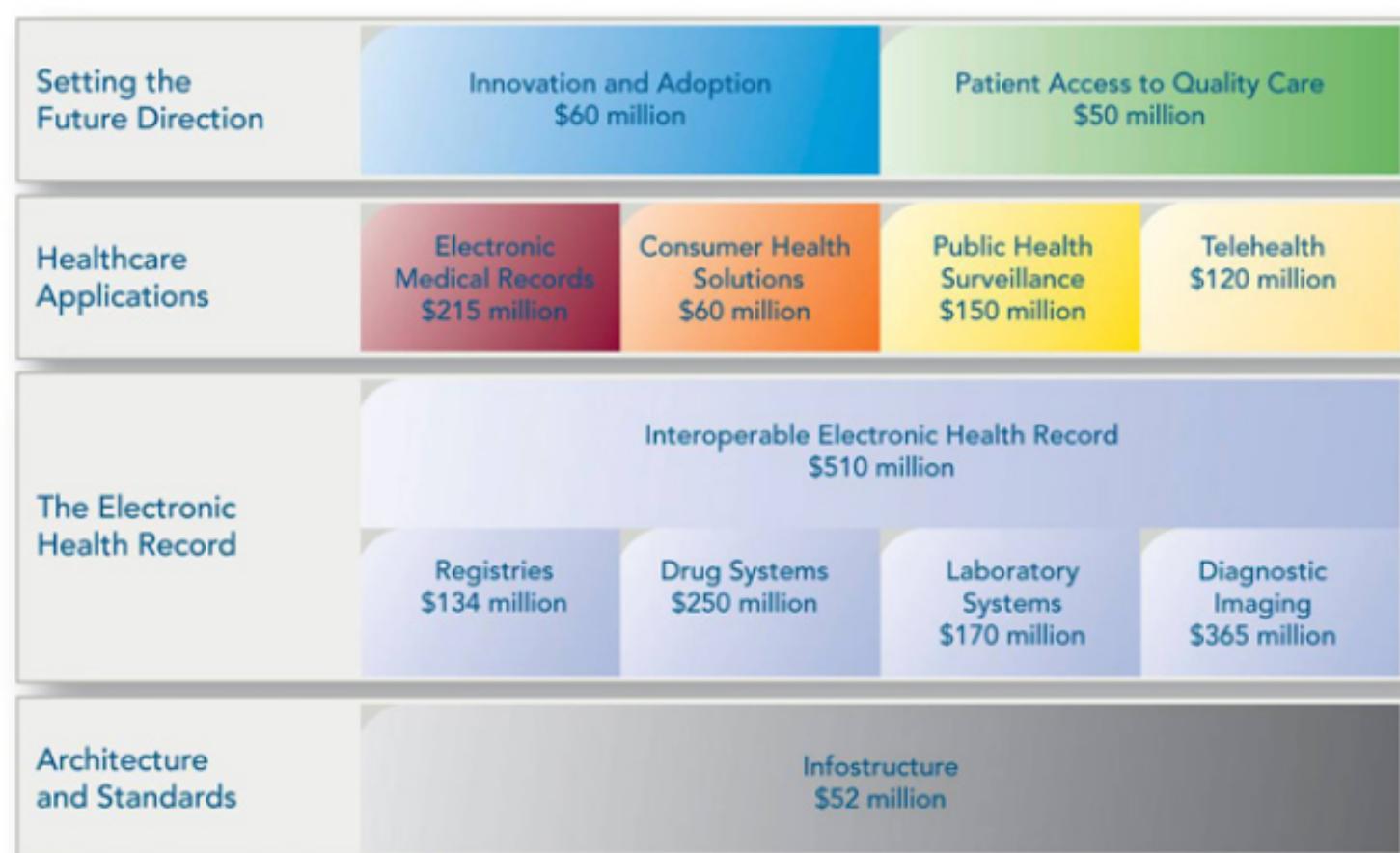
- *Infoway* Strategy Overview
- Benefits Realization Approach
  - Adoption
  - Change Management
  - Benefits Evaluation
  - Knowledge Management

# Canada Health Infoway

- Created in 2001
- \$1.6 billion in federal funding
  - An additional \$500 million allocated in 2009 Federal Budget
- Independent, not-for-profit corporation
- Accountable to 14 federal/provincial/territorial governments
- Goal by 2010
  - Every Canadian will benefit from modern health information systems; and, 50 per cent of Canadians will have an electronic health record accessible by authorized health care providers.

# Investment model

Upon ratification of the Federal Funding Agreement, Infoway's commitment will total more than \$2.1 billion in 12 targeted investment programs.



## Infoway business strategies

- Participate in health care renewal
- Collaborate with our partners
- Target the investments
- Support solution deployment
- Promote solution adoption and benefits realization

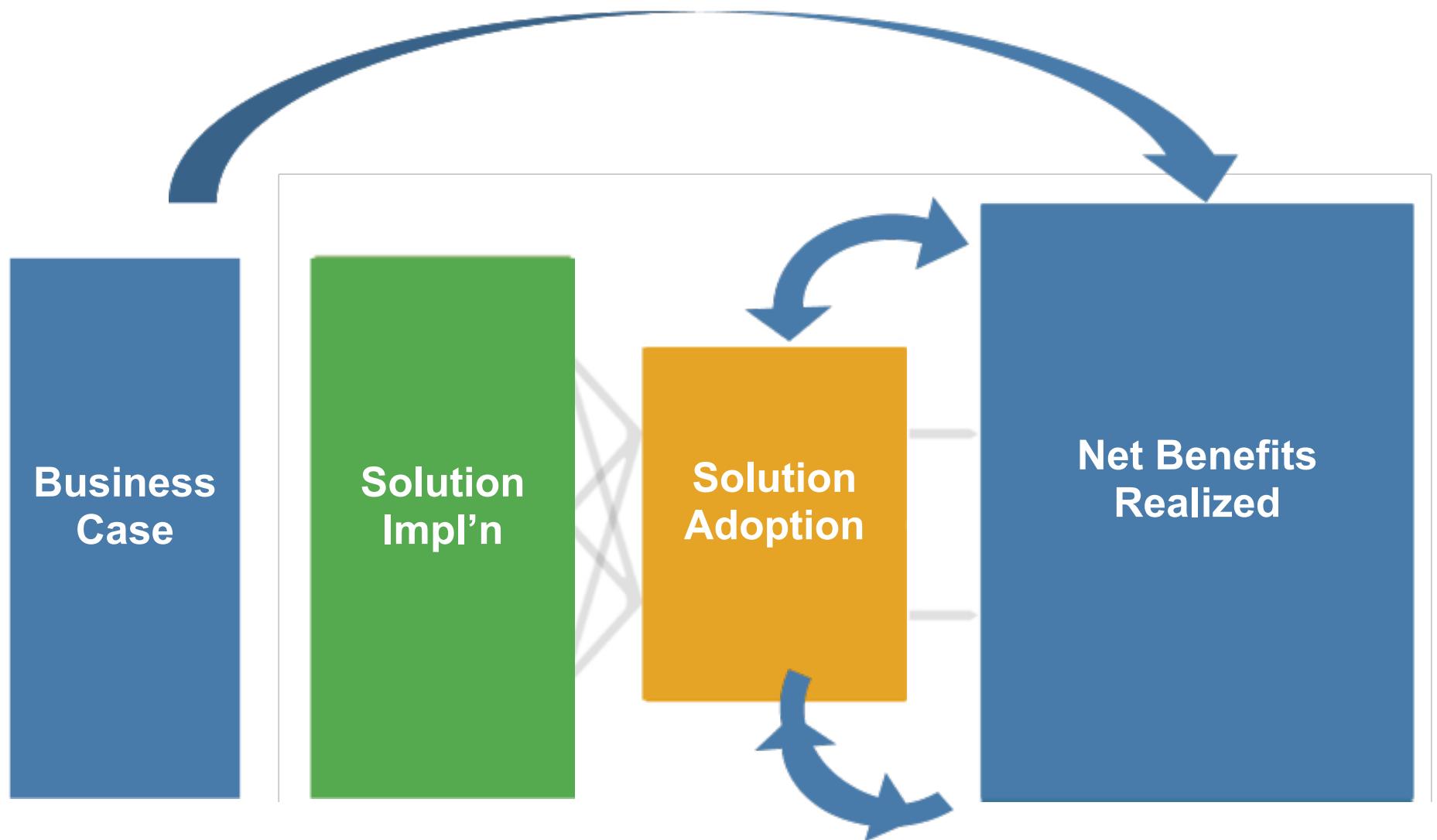


## Infoway approach

- Strategic investor - gated funding approach
- Clinical adoption
  - Emphasis on benefits realization, quality improvement, professional practice & clinical informatics
    - Integrated approach to change management, adoption & benefits evaluation

Knowledge management is core to our business

# Evolution towards benefits realization



## 4 critical questions

1. Are clinicians using the health information systems (HIS)?
2. Are they using it effectively?
3. Are they better able to provide quality patient care on the account of it?
4. Are the systems of benefit?

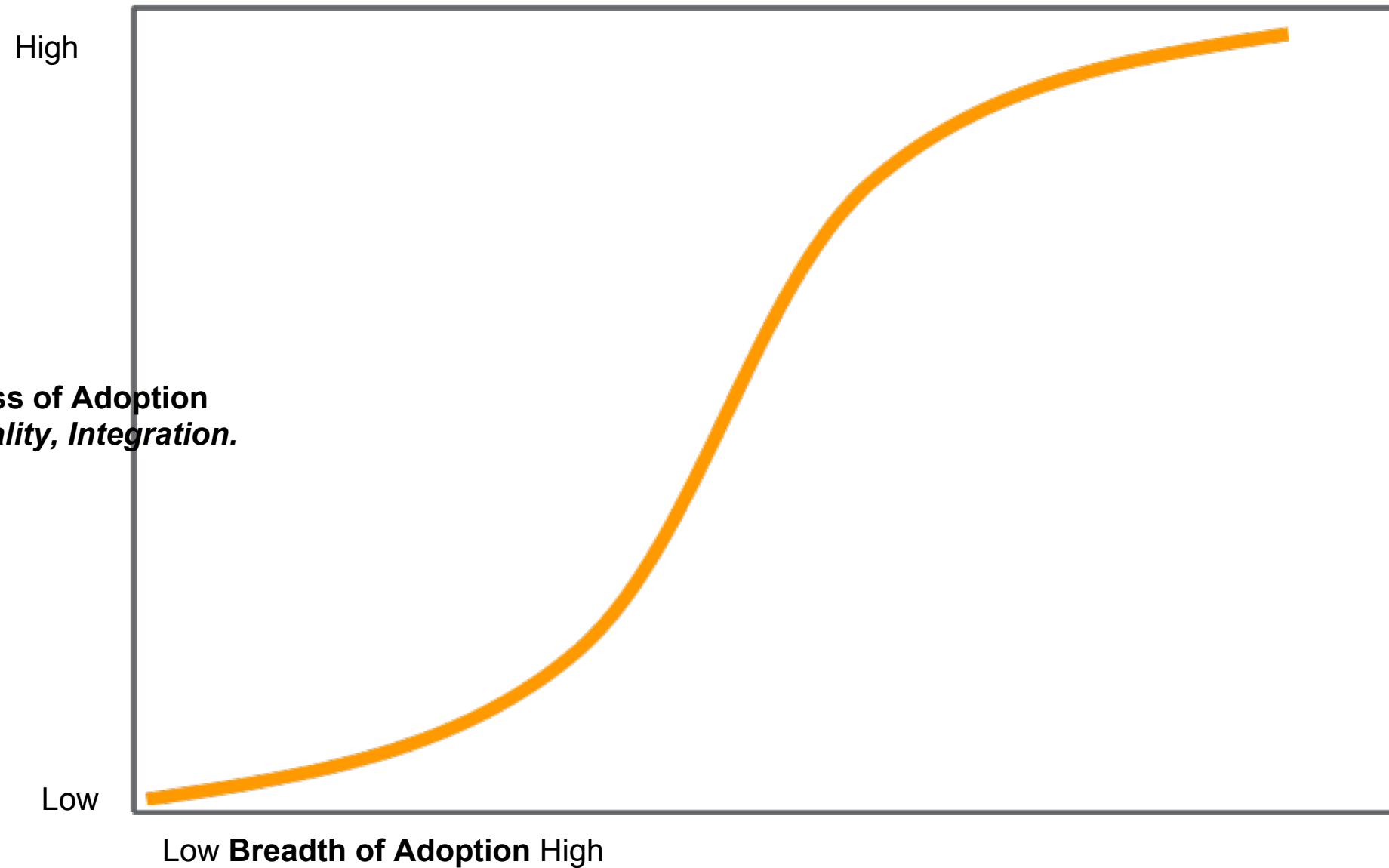
## Accelerating adoption & benefits realization

- Adoption is a process, not an end state
- Benefits realization activities involve three core activities:
  - Articulation of the benefits;
  - Identification of key assumptions or conditions, and the development of action plans to address these; and
  - Measurement against objectives

“Whatever the mind of man  
can conceive and believe  
it can achieve”

Napolean Hill Quote

## Maturity model – adoption & benefits curve

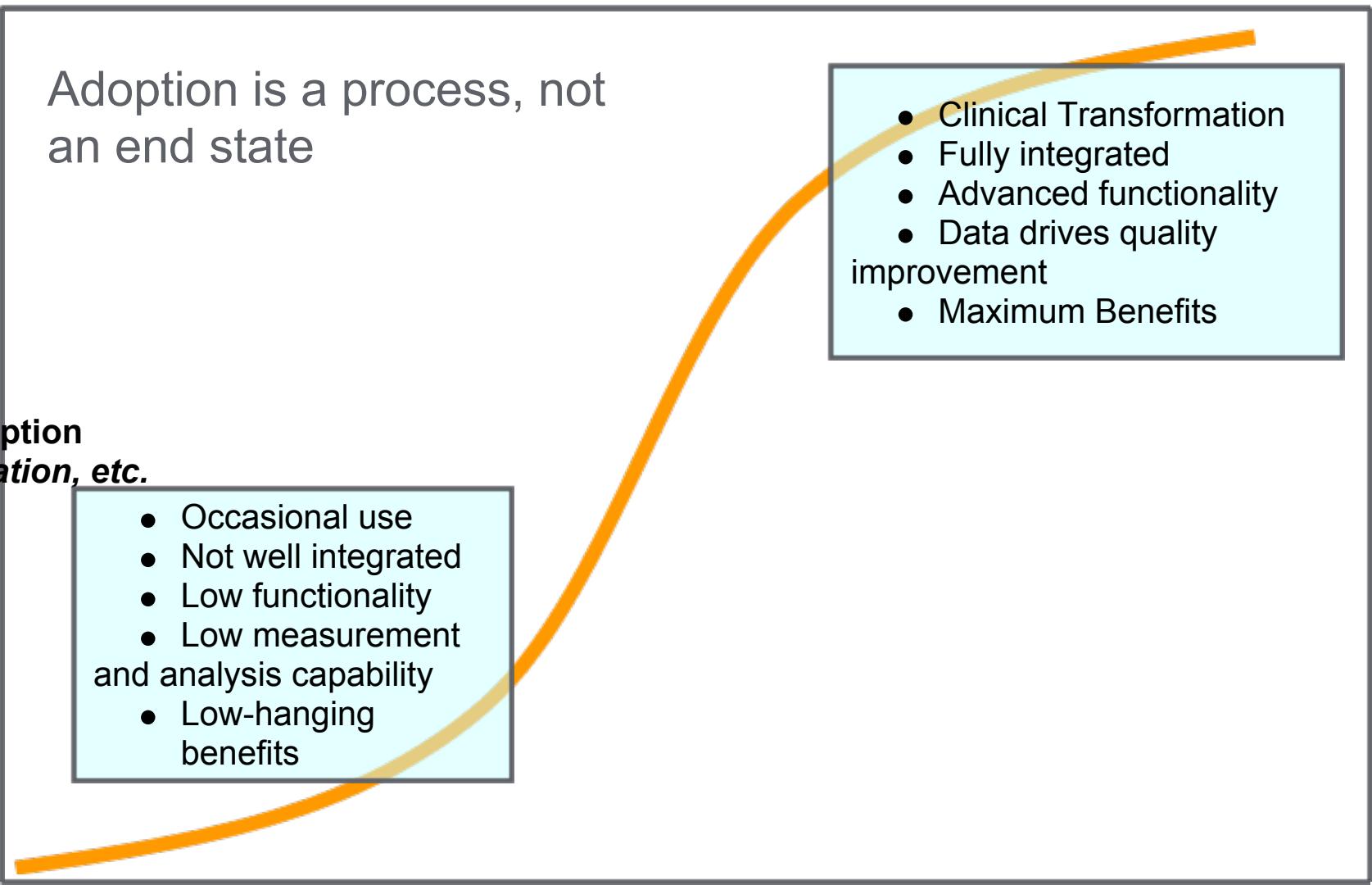


# Maturity model – the journey

High

Adoption is a process, not an end state

Breadth of Adoption  
*Adoption, Functionality, Integration, etc.*

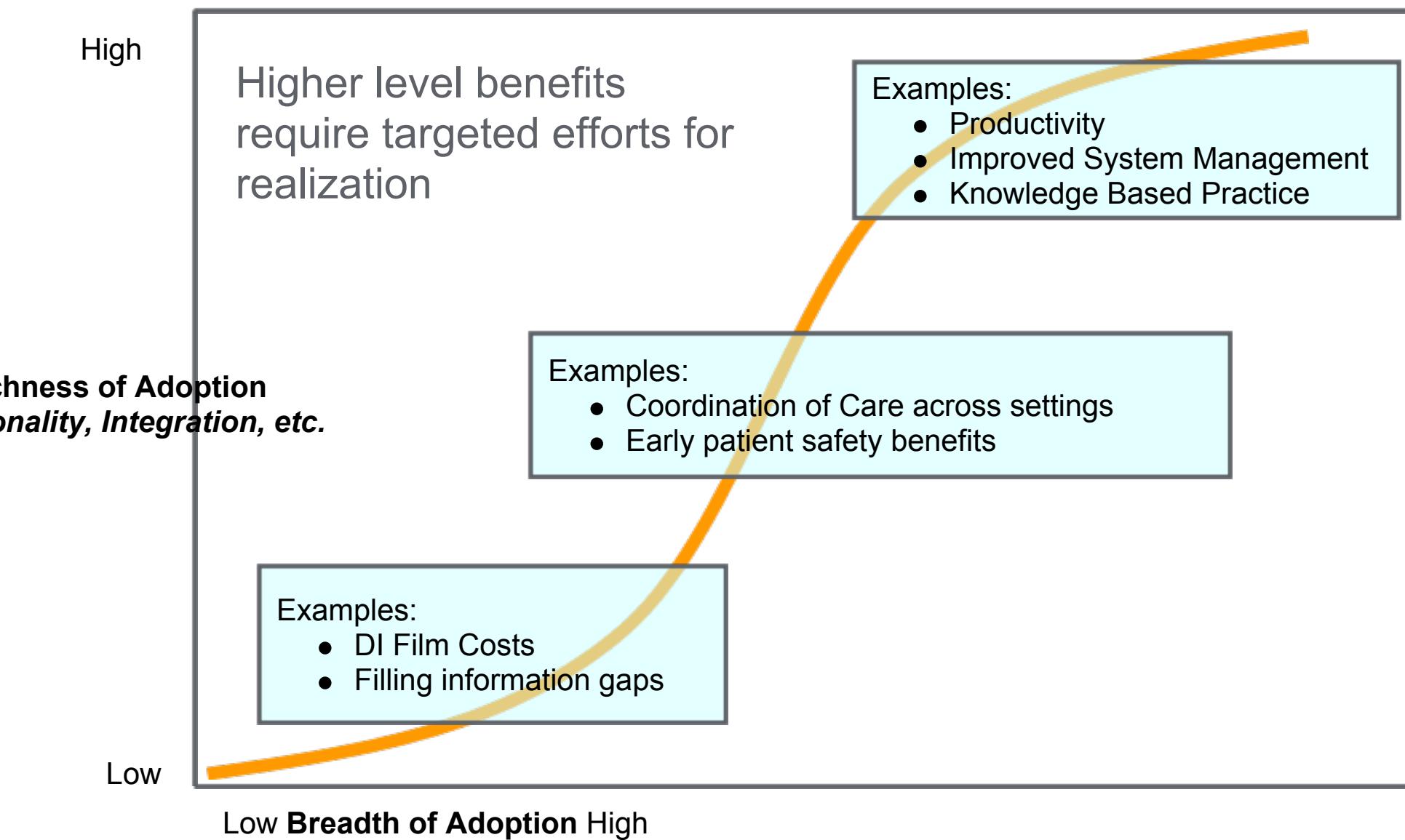
- 
- Clinical Transformation
  - Fully integrated
  - Advanced functionality
  - Data drives quality improvement
  - Maximum Benefits

Low

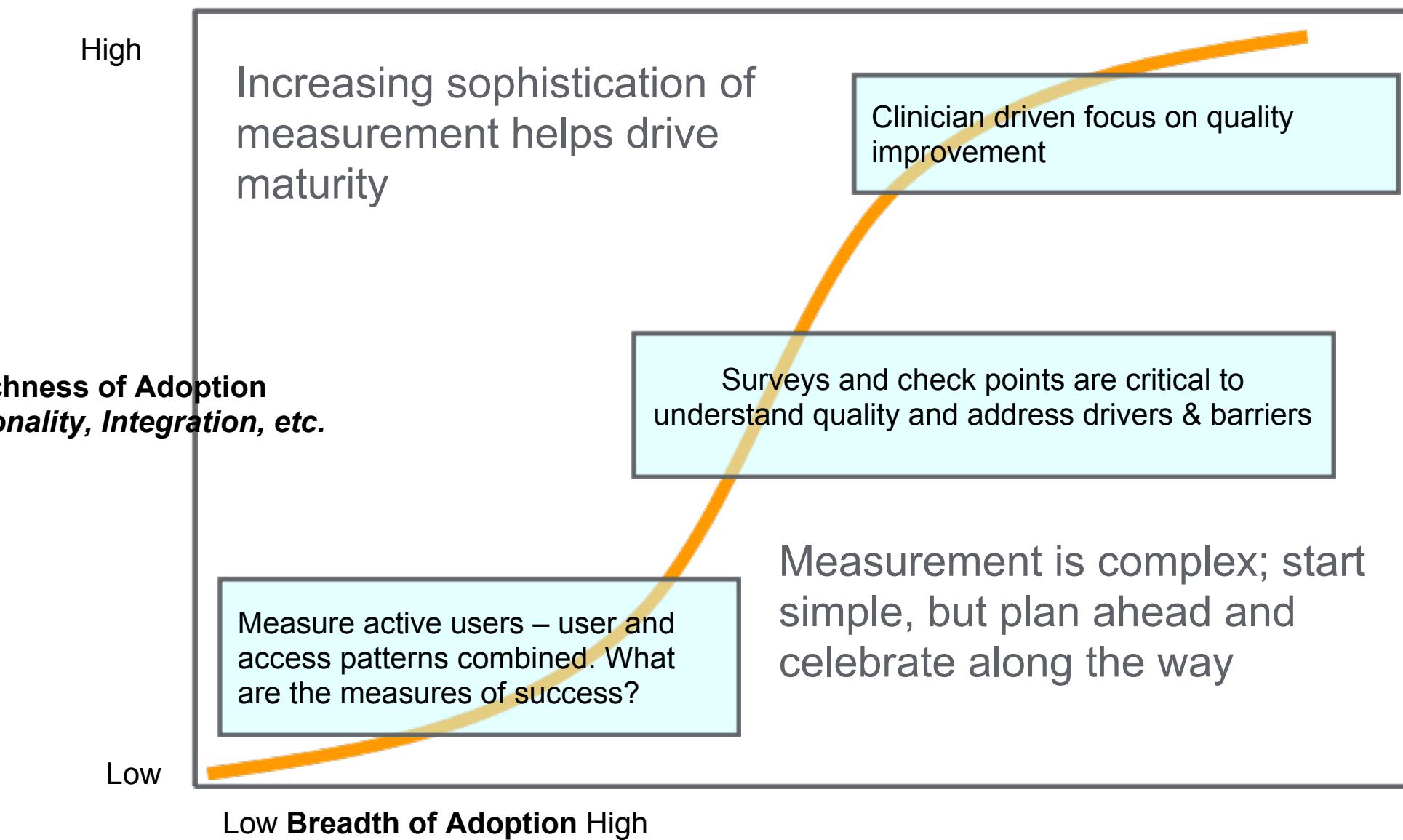
- Occasional use
- Not well integrated
- Low functionality
- Low measurement and analysis capability
- Low-hanging benefits

Low Breadth of Adoption High

# Maturity model – Stages of EHR adoption & expected benefits



# Maturity model – adoption measurement



# Clinical Adoption: Benefits realization approach

# Infoway benefits realization approach

## Change Management

Stakeholder Engagement  
Workflow Analysis  
Communication Planning & Delivery  
Education & Training

## Adoption

Adoption Targets  
System & Use survey  
End User Strategy  
Research

## Benefits Evaluation

Pan-Canadian studies  
Benefits evaluation projects  
Outcomes

## Knowledge Management

## Project Timeline

## Go-Live

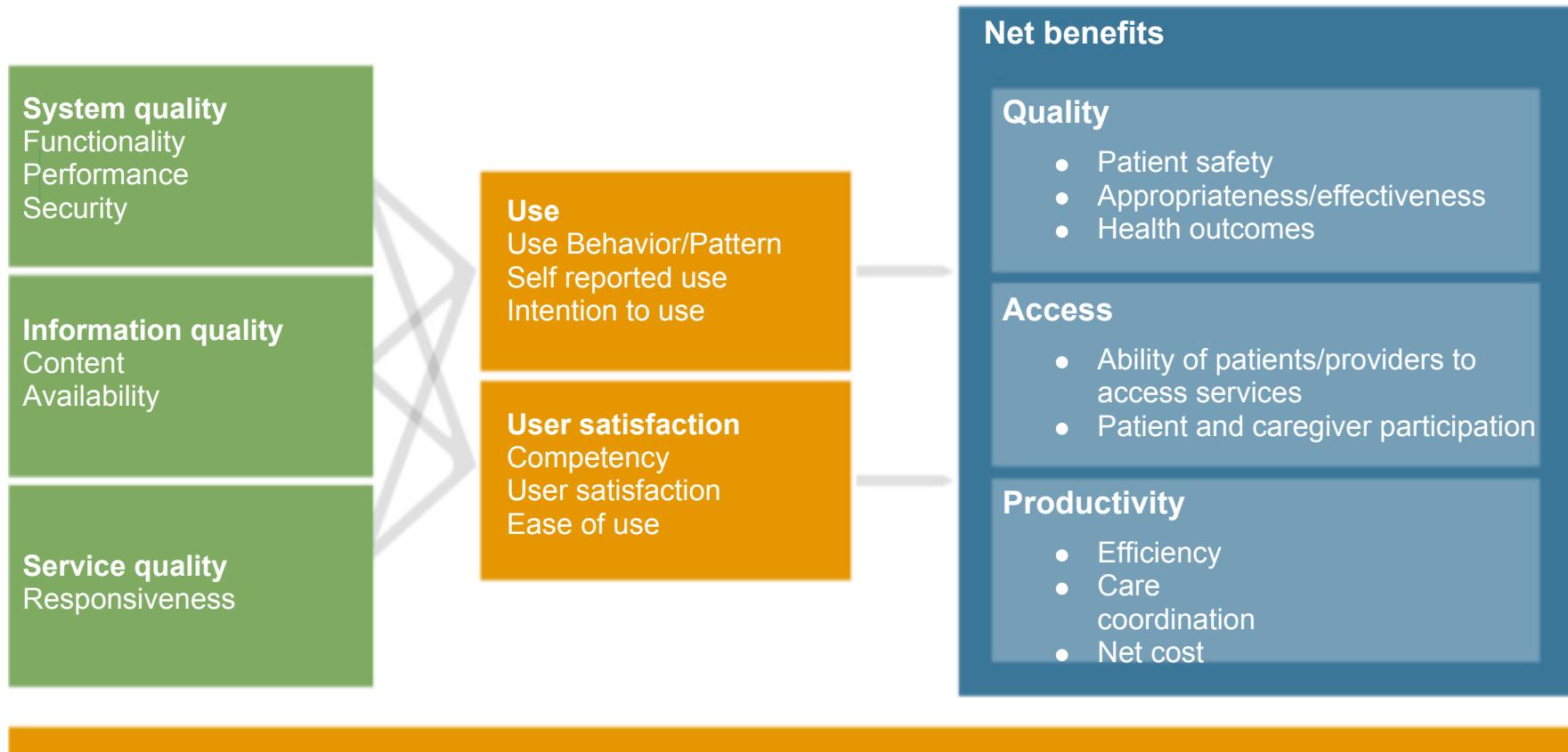
Planning

Implementation

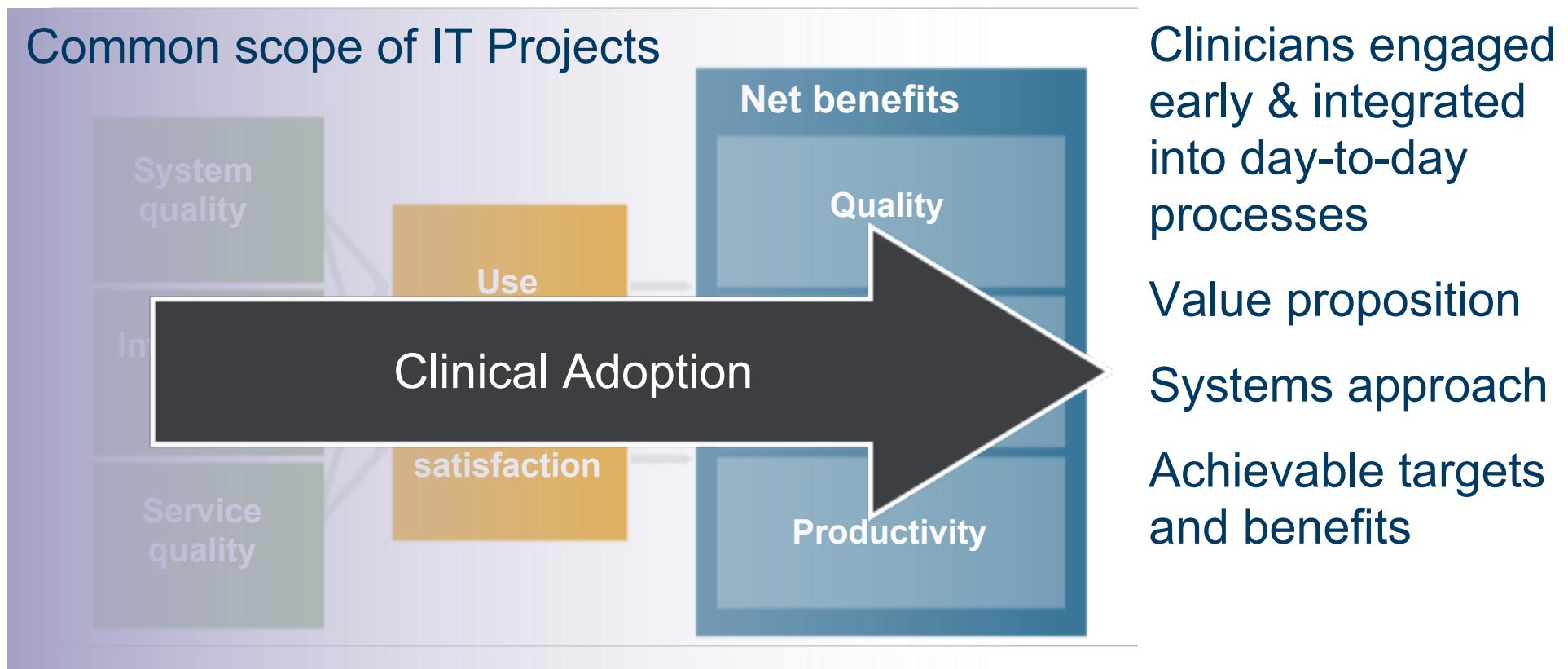
Active Use

# Applying these concepts

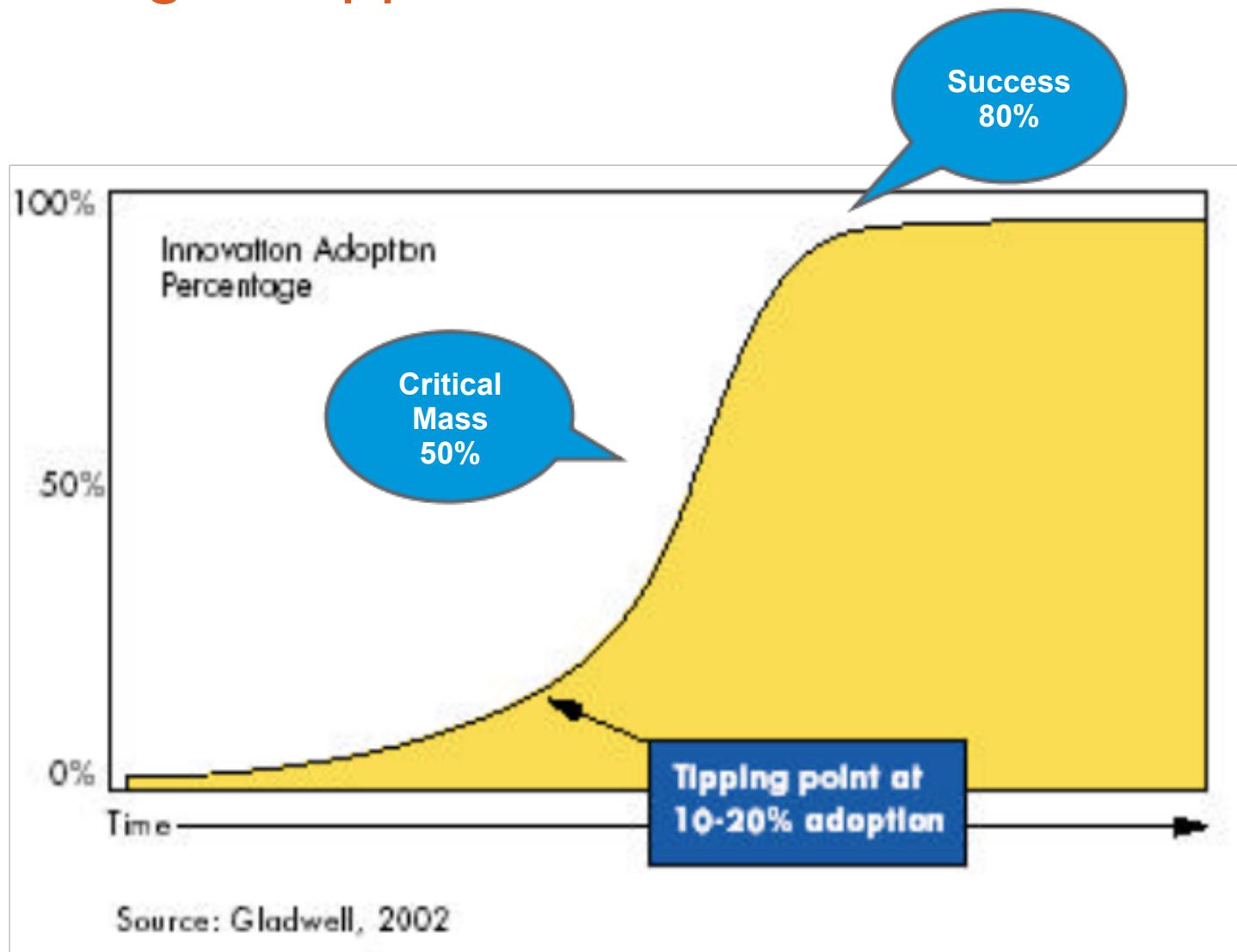
# Infoway benefit evaluation framework



# Focus on adoption and benefits



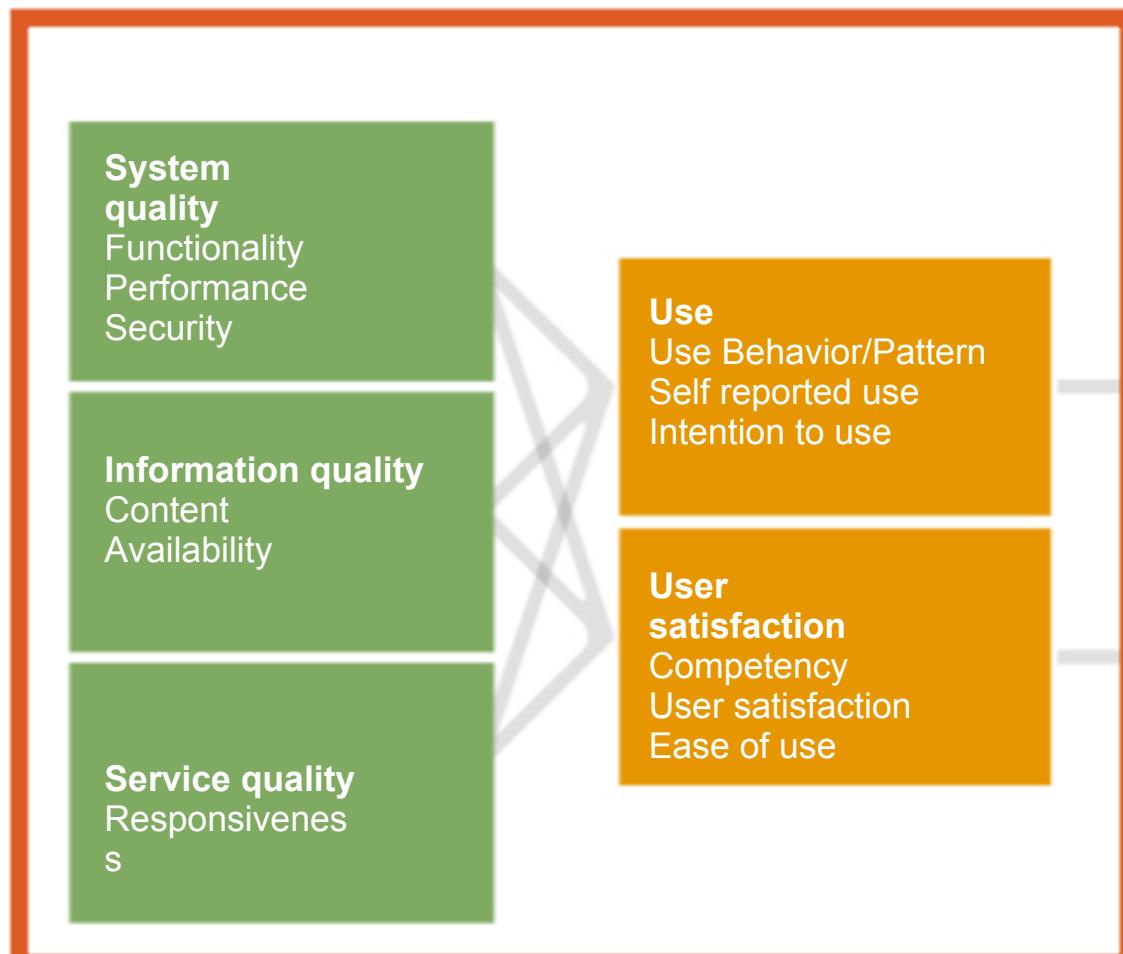
## Adoption targets approach



# Adoption target setting principles

- Milestones based on adoption curve
- Clearly articulated metrics
- Comparable targets
- Ongoing review and monitoring
- Clear and consistent reimbursement structure

# System use survey



## Net benefits

### Quality

Assessment of user perceptions, drivers & barriers to change:

### Access

- Diagnose and address adoption and benefits realization issues
- Demonstrate early evidence of benefits
  - Care coordination
  - Net cost

ORGANIZATIONAL & CONTEXT FACTORS: STRATEGY, CULTURE & BUSINESS PROCESS – OUT OF SCOPE

# Impact of change management on adoption

## Stakeholder Engagement

- Sense of ownership of finished ‘product’ by users
- Product that meets the needs of target users
- Champions at all level

## Workflow Analysis

- System employs efficient practices and eliminates wasteful ones
- Opportunity to optimize patchwork processes that accumulated over time
- Don’t automate bad processes!

## Impact of change management on adoption (2)

### Communication Planning & Delivery

- Build excitement and anticipation
- Set realistic expectations
- Keep organization informed of progress
- Reduce anxiety about change

### Education & Training

- Prepare users for new system
- Support users during transition & ongoing
- Obtain feedback of system use and functionality

## Continuous quality improvement

- Feedback loop – ensures continuous quality improvement
  - Lessons learned (process built into each project)
  - Project milestones and test points
- Revise deliverables as projects evolve in order to accommodate internal/external changes
  - Technology
  - Data capture/data quality
  - Jurisdictional strategies

## Reference guide and checklist

- Guide ensures that three components of Clinical Adoption strategy (Change Management, Adoption, Benefits Evaluation) are addressed throughout stages of project life cycle
- Project checklist outlines key steps in the process and provides project teams with guidance and quality assurance

# Example

PROJECT CHARTER CHECKLIST		
Quality Indicator	Evidence	Completed
<ul style="list-style-type: none"><li>○ Project governance is described with respect to structure, inter-committee relations, contact persons and end-users.</li></ul>		<input type="checkbox"/>
<ul style="list-style-type: none"><li>○ All appropriate stakeholders are identified and are adequately represented.</li></ul>		<input type="checkbox"/>
<ul style="list-style-type: none"><li>○ Team member roles and responsibilities are well defined, as well as the accountability for leading change management activities.</li></ul>	<ul style="list-style-type: none"><li>○ A Project Charter containing clear evidence of the noted indicators</li></ul>	<input type="checkbox"/>
<ul style="list-style-type: none"><li>○ Mechanisms are in place to enable project teams and final end users to collaborate on planning, implementation and evaluation.</li></ul>		<input type="checkbox"/>

## In summary...points to note

- Methodical planning up front and every step of the way.
- Users and organizations progress along the adoption course in stages that require incremental change leadership and support.
- Clear benefits and adoption targets must be aligned to each stage to allow users to understand the benefits.
- Importance of having effective techniques to measure adoption and user satisfaction against the objectives.

**Celebrate!!**

"Many of life's failures are people  
who did not realize  
how close they were to success  
when they gave up."

Thomas A. Edison

# Contact Information

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Thank you