

CASE STUDY YUMA REGIONAL MEDICAL CENTER

Encore Teams with Yuma Regional Medical Center to Achieve EHR Implementation Success

CHALLENGE

As with most healthcare organizations, YRMC recognized the inefficiencies and challenges that paper medical record can cause. After a \$73 million investment and more than seven years of careful planning, extensive research, system education, and a strong commitment to patient quality, YRMC implemented YRMCCare. YRMCCare included an Epic Implementation for inpatient and outpatient/ambulatory care areas. This system went live in May 2012. As a result, information that had previously resided in a patient's paper chart was now included in YRMCCare and accessible in one place electronically.

Initially, as part of the system implementation, YRMC managed its physicians' training. However, once the system went live, YRMC recognized that the medical staff needed specific and targeted training. YRMC wanted as little disruption to the physician "day to day" activities as possible and needed to ensure that the physician community was comfortable with not only how to access to the system and its valuable information, but also to ensure that the training and rollout to the physicians was not burdensome. YRMC knew that the clinical staff could provide some physician support but didn't want to put all the responsibility on the nursing staff.

YRMC was looking for a consulting firm to assist with physician education and Go-Live support. Because YRMC had partnered with Encore on several projects previously, including an interim Chief Medical Officer, Willow Order Set and Ambulatory Orders Build and Laboratory Order Interface Support, YRMC was familiar with Encore's partnership approach to projects. The health system knew this type of approach was needed while working with the physicians. Additionally, YRMC engaged Encore based on its implementation and project management experience, physician readiness strategy, and ability to provide peer-to-peer implementation support.

SOLUTION

Encore developed a communications strategy and plan to keep the entire medical staff fully informed of the program underway, provide medical staff education on the YRMCCare initiative, and help prepare the medical staff for the organizational change. The physician-oriented communications plan was integrated into the overall YRMCCare project communications plan to ensure consistency and coordination. Encore called up a team of its physician consultants to provide "At the Elbow" (ATE) support for the YRMCCare project. Encore was able to provide peer-to-peer (or, in this case, physician-to-physician) training at the elbow and assisted the medical staff in all aspects of the Go-Live. Physician ATE resources were contracted to provide physicians with immediate support throughout the course of their clinical day, identifying opportunities for further training and assisting with clinical documentation and order set personalization. Responsibilities included:

- Creation of the overall ATE staffing requirements, including candidate selection, onboarding, management, performance evaluation, support schedule, and logistics
- Support plan development, scheduling, staff placement, and overall delivery of post-deployment support
- Screening of approximately 25 resources and made arrangements with Encore and other staffing agencies to bring selected candidates to Yuma within approximately 48 hours
- Active participation in Go-Live planning sessions ("huddles"), including providing valuable feedback from the physician community and offering perspectives and suggestions on specific issues



ABOUT YUMA REGIONAL MEDICAL CENTER

Yuma Regional Medical Center (YRMC) is a 369-bed, not-for-profit hospital dedicated to providing outstanding medical care to the residents of Yuma and the surrounding communities in southwestern Arizona. YRMC provides a full range of inpatient and outpatient services, including one of the busiest Emergency Medical Departments in the state. The YRMC team includes more than 2,000 employees, 300 doctors, and hundreds of volunteers who work closely together to create a welcoming, caring, and compassionate environment for patients and their families.

