

DESIGNING YOUR EMR TRAINING PROGRAM



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Even the best-planned, financed, and resourced electronic medical record (EMR) implementation projects have unexpected issues; however, one thing should be expected and planned for in every EMR implementation – system training. It is critical that all personnel – from administrative staff, to physicians, to clinicians – be trained efficiently, effectively, and in a timely manner on the new system. Lack of proper and effective training can sabotage even the best of EMR implementation projects.

At DIVURGENT, we understand how important a well-designed and implemented training program is to an EMR's implementation success. Our comprehensive Training Program Methodology is based on years of experience, takes into consideration the unique requirements of each client, and has proven effective regardless of organizational size or implementation complexity. *In all cases, the key to creating a successful training program begins by asking the right questions* at each stage in the development process. This white paper explores the 6 D's of *DIVURGENT's Training Program Methodology*:



For each stage, we have included a few example questions for your organization to consider. These questions, and their answers, will help your organization pinpoint where you are in the development of your EMR training program today, and help you begin to define the remainder of your journey.

DEFINE the Training Program



In all organizations – regardless of size – but especially those with multiple facilities, remote team members, or large numbers of employees and physicians - training for a an implementation can be costly and difficult to deliver. Therefore, a critical first step in creating a successful Training Program is to **Define** your training program. A few of the questions your organization should considering when **Defining** a program unique to your organization include:

- Is there a clear vision for the training audience, and what their needs are for adopting the new system quickly and effectively?

Redefining our EMR training program to more closely reflect the daily events our clinicians face allowed Baylor to significantly reduce our post-Go-Live support costs.

*~ Melinda Costin
Vice President of Applications
Baylor Health Care System*

- Is there a clearly defined strategy (e.g., applications, presentation methods, classroom schedules/location, metrics, and staffing)?
- Are there defined metrics for success (e.g., CPOE utilization rates)?
- Has a needs assessment been conducted that compares the organizations current training resources to the project goals? Have resources necessary to carry out your training program been documented? These resources might include, but not be limited to, the role of a Learning Management System (LMS), logistics, classrooms, number of students, and mix of trainers.

An experienced training partner can offer critical support in **Defining** a Training Program that is unique to your organization’s needs.

DESIGN the Training Program



With the information gathered in the **Define** stage as a guide, you can then begin to **Design** training course content, create production schedules, build training environments, and prepare training materials. To be fully effective at this stage, you should be prepared to answer questions such as:

- Has the organizations developed course curricula and relevant schedules/timelines?
- Have content outlines, lesson plans, lessons, companion products, etc. been created?
- Has content design been integrated with training and playground systems to support the courseware?

Implementing just-in-time training is challenging at best; yet failure is not an option.

~ Bert Reese
Chief Information Officer
Sentara Healthcare

Many factors affect how well a health system is positioned to support a large-scale training project, but the fact is that few are ready to tackle all necessary steps in the **Design** phase alone. An experienced training partner can offer organizations the flexibility to meet all of the requirements of the **Design** phase through the addition of experience resources.

DIRECT the Training Program



To create a practical, effective, and efficient training program, your training project team must work closely with both your customers and your EMR vendor. During the **Direct** stage, trainers and super users should earn “credentials” in their assigned area of expertise and practice their presentation skills. In **Directing** your training program, you should consider questions such as:

- Have there been course walk-throughs and evaluations conducted with the training team and super users?

- Have pilot sessions been held with targeted groups of end users?
- Have the trainers and super users shown proficiency?
- Have content upgrades been applied to curricula?

DELIVER the Training Program



The logistics of **Delivering** the training to large numbers of people on a strict timetable can be enormously complex and expensive. Health systems must educate hundreds, perhaps thousands, of staff members on courses that meet their unique information needs. In addition, coordinating classes for physicians, affiliates, medical students, residents, etc., adds exponentially to the complexities of training. Trainers must be ready and competent. Content must be exciting and intriguing.

The stakes are high at this point, as the corporation’s investment of time and money at last meets the end-user. The first attendees often assess the project based on their classroom experience. Further, staff throughout the organization will share and repeat “opening day reviews” of the training “performance.” It is critical that the **Deliver** stage be extraordinarily successful and includes a positive response to questions such as:

- Have you created a training environment conducive to learning?
- Do you have the logistical capabilities and space required to deliver training to your organization?
- What can you do to ensure that trainers are enthusiastic and excited about training content?
- Are your training products convenient to use both in class and later as reference guides?

Creating a plan, and identifying the space, to deliver education for 13,000 team members across 10 sites was difficult; but the cost of not planning would have ruined our implementation.

~ Marcy Stoots
EMR Director
BayCare Health System

DISTILL the Training Program



The goal of classroom training is to ensure all trainees have the wherewithal to start a self-directed, role-specific practice plan post Go-Live. During the **Distill** phase, demonstrations, site visits, and job shadowing can all be effective complements to the classroom experience. During this phase, end-users should be encouraged to work with their super-users on specific workflows, so that the trainee is well prepared to apply their new skills before Go-Live.

DIVURGENT’s experience has shown that the most effective training programs extend across all phases of an EMR implementation project and training does not stop after all end-users are “live.” Your organization’s EMR training program should quickly transition into a standing Human Resources orientation program during which training content, context, process, and outcomes should be revisited in consideration of any new leadership and resources available post Go-Live.

Successfully **Distilling** your EMR education program means that your training team must be able to respond in the affirmative to questions such as:

- Was participant feedback documented, reviewed, and evaluated for each class conducted and then shared with trainers and management? Has the program education content been refined based on feedback?
- Were the trainers enthusiastic and excited about the training content?
- Based on feedback collected during classes, were participants satisfied with the class curricula and delivery?
- Are there defined processes and timelines to review content regularly in terms of workflow with the intended audience groups and then make necessary adjustments?

During the **Distill** phase, an experienced training consulting partner can help meet the training maintenance needs of your organization by offering assistance in transforming your training program, activities and curriculum into a system-sustaining educational effort that will serve the organization for years.

DISPLAY the Training Program



As the EMR implementation ends, **Display** your organization’s transformation, and celebrate how it positively affects your patients. DIVURGENT has found that such celebrations reinforce the importance of the EMR and recognize the hard work it takes to successfully implement a system of this size and complexity. In this final stage of EMR training program development, consider the following questions:

- Are there plans in place to organize and host a festive procession of public events?
- Are our celebration activities created to ensure the empowerment of our next generation of change agents and thereby ensure that training programs will remain “cutting edge”?
- Do our celebration materials and **Displays** reinforce the habits of a Learning Organization?

How DIVURGENT Can Help

Designing a training program for an EMR implementation is challenging, yet essential to your EMR project’s success. Whether you have just begun planning for an EMR, or are partway through the implementation process, DIVURGENT can help. A commitment to the client, a unique combination of healthcare experience, and a flexible, scalable, and proven Training Program Methodology, differentiates DIVURGENT in our ability to provide our clients with the expertise necessary to plan, manage, implement, and integrate a training program that meets the unique needs of your organization.

DIVURGENT’S TRAINING PROGRAM METHODOLOGY
From pre-planning to execution and through optimization,
DIVURGENT provides the experience, tools and methodologies
to maximize your organization’s EMR investment.

About DIVURGENT:

Founded by a team of consulting veterans, DIVURGENT is a national health care consulting firm focused solely on the business of hospitals and other healthcare providers. DIVURGENT provides advisory, interim management, revenue cycle management, project management, and modeling and simulation services to help improve patients' lives.

We are committed to:

Providing Thought Leadership • Providing Exceptional Value for our Services •
Facilitating Knowledge Transfer • Ensuring Client Satisfaction



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Dr. Larry Mercer, Ph.D., has 36 years of healthcare management experience. As the Training Director at Sentara Healthcare, a nationally acclaimed integrated healthcare system in southeastern Virginia, he has enjoyed a high degree of success in implementing EMRs in one teaching hospital, three community hospitals, and over 60 community physician practices. Dr. Mercer holds both an MBA and MS from The Ohio State University, and an Ed.D. from Vanderbilt University. He is a Fellow in the American College of Healthcare Executives.