

Clinical System Roulette

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PART I: BEST PRACTICES

Rule #1

Products don't matter.

What Does Matter?

						
Question	Epic EpicCare Inpatient (Large - Over 200 Beds)	Cerner Millennium PowerChart/PowerOrders /CareNet (Large - Over 200 Beds)	GE Centricity Enterprise Clinicals (Large - Over 200 Beds)	Meditech MAGIC Patient Care Inquiry (Large - Over 200 Beds)	Market Segment Average Acute Care EMR (Large)	All Products
Lived up to expectations	7.86 	6.75 	5.74 	7.01 	6.75 	7.14
Money's worth	7.72 	6.57 	5.94 	7.55 	6.84 	7.28
Vendor is improving	7.66 	6.70 	6.29 	6.47 	6.71 	6.91
Delivery of new technology	7.77 	6.81 	5.59 	6.45 	6.71 	7.04
Vendor executive involvement	8.02 	7.01 	6.48 	6.60 	6.96 	6.92
Contracting experience	7.45 	6.61 	5.89 	6.79 	6.68 	7.07
Product works as promoted	7.78 	6.67 	5.57 	7.19 	6.78 	7.27
Quality of implementation	7.66 	6.50 	6.03 	6.51 	6.64 	7.11
Quality of training	7.67 	6.51 	5.38 	6.66 	6.68 	7.13
Quality of telephone/web support	7.94 	6.73 	6.13 	6.92 	6.87 	7.22
Proactive service	7.67 	6.05 	5.43 	6.08 	6.25 	6.80
Quality and timeliness of interfaces	7.87 	6.99 	6.00 	7.15 	7.10 	7.28
Helps your job performance	7.89 	6.58 	5.28 	6.82 	6.71 	7.24
Overall satisfaction with vendor/product	7.91 	6.77 	5.76 	6.77 	6.82 	7.22

All of these
EMR
systems
are
certified by
CCHIT

What Does Matter?

“[Company] is very customer centered, and they make a really good effort to reach out to senior executives and be sure that the executives are comfortable with what is happening. If there are any issues, [company] is more than willing to help.”

Vendor Marketing

...world's fastest object database.

...empowers you with smart tools...

...develop composite applications.

...superior security, scalability and performance...

...the most advanced power system in the industry.

...DICOM standards, and HL7 connectivity.

...improve the viewing and management of archived clinical images...

...enhanced wireless coverage...

PACS Market

“These vendors would argue with us saying the data must be wrong, even though KLAS researchers spoke with senior executives at literally dozens of their biggest customers. They would point to their technology, citing the fact that their PACS has 100+ features, while some better-scoring vendors offered fewer bells and whistles. Yet these vendors’ customers were providing a very different story. In many cases they would acknowledge the wealth of features available in the vendors’ products, but then concede that they really only used a handful of them to do their jobs. Instead, many providers pointed to other aspects of their interaction with vendors that they deemed a much better gauge of performance: this company returns my calls faster, they don’t nickel-and-dime me, and when they say they’re going to do something, they do it, and rarely make excuses.”

Customer Service vs. R&D



"Please listen carefully as some of our menu options have changed. For customer service, go fly a kite. For technical support, whistle in the wind until the cows come home. For repair service, wait for you-know-what to freeze over..."

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ACTION PLAN – Rule #1

Assess the vendor-customer relationship, not just the feature set.

- Customer referrals
 - Professional associations
 - Research companies like KLAS
-
- [RFP and RIP]

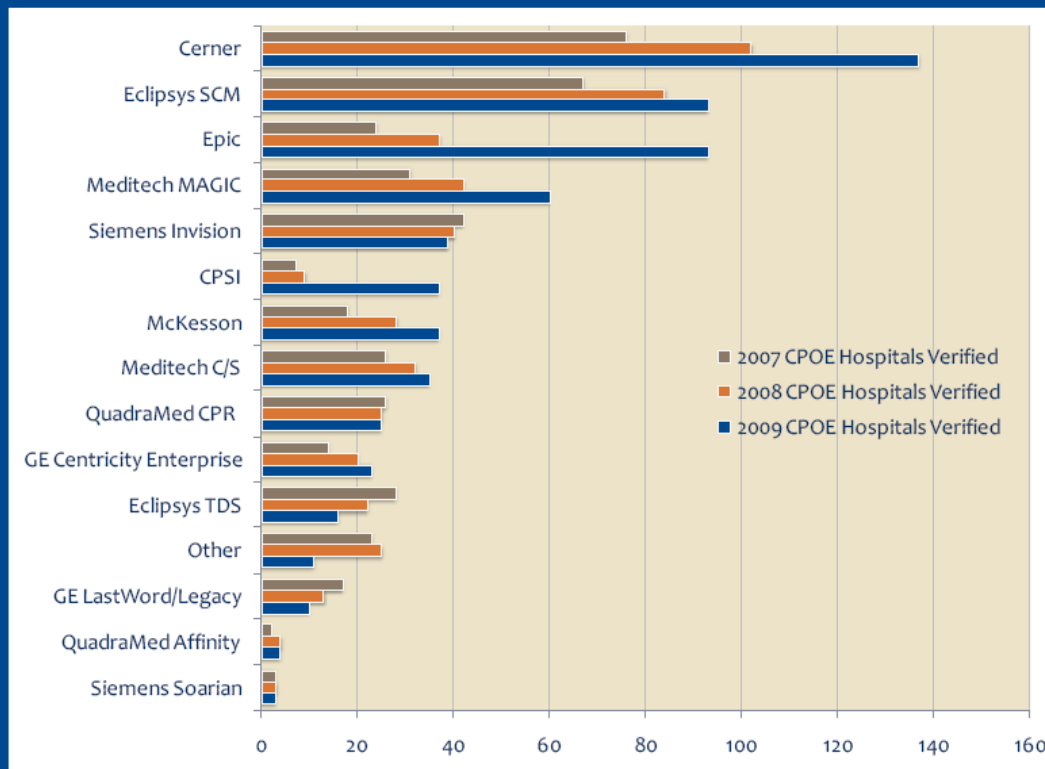
Rule #2

**Don't underestimate the need
for adoption.**

CPOE of Meaningful Use

[Chart of CPOE adoption 1

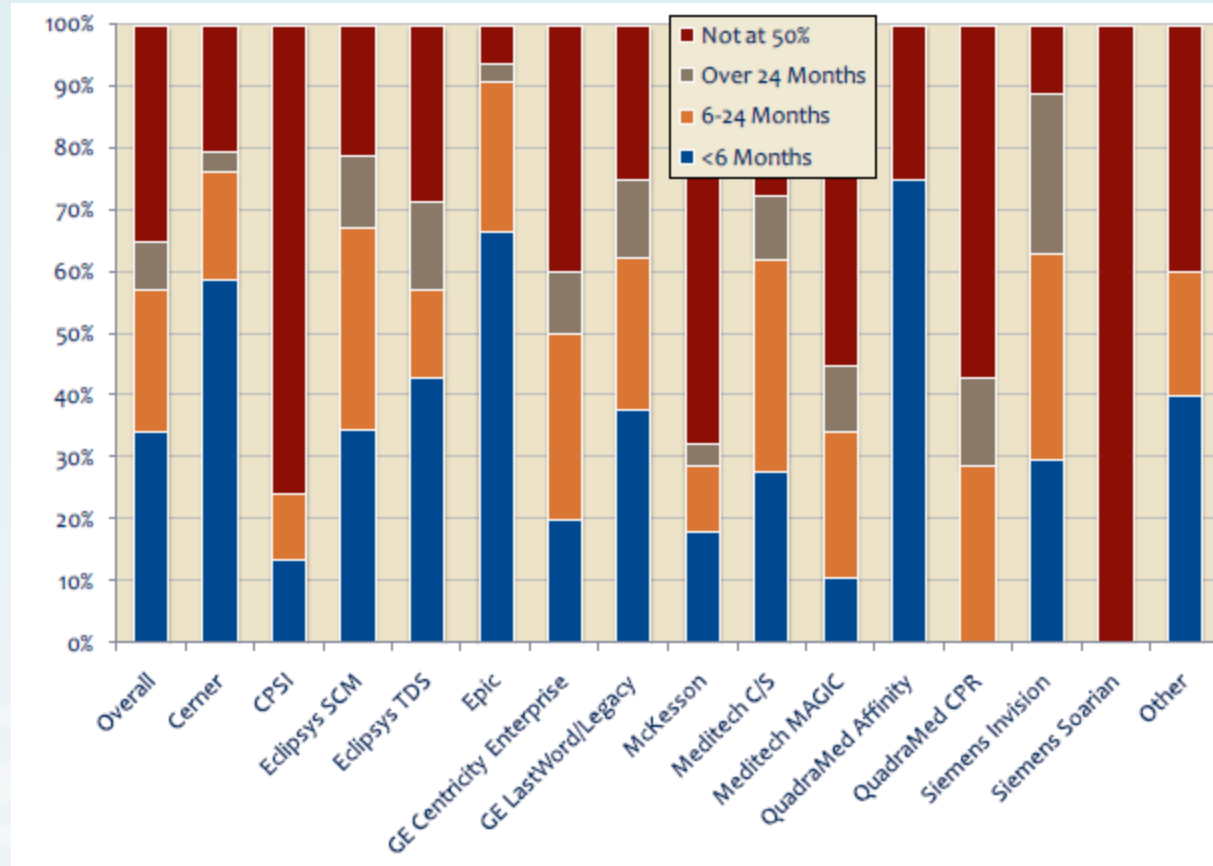
Inpatient CPOE
Hospital
Growth – 2007
to 2009



What Works?

How Long Does it Take?

Number of Months to Reach 50% CPOE



n = 356

ACTION PLAN – Rule #2

Know at the outset how adoption will be achieved.

Rule #3

Match your culture.

Where Do You Fall?

Culture Shift

Mergers and Acquisitions

Culture is king.

- 1) Will the relationship we have built with our current vendor be radically altered due to the change in ownership
- 2) What will happen with the thought leaders at the vendor who have created the current culture?

Excerpt from the 2009 *For Better or Worse: A Report for Providers on Healthcare IT Mergers & Acquisitions* KLAS report.

Mergers and Acquisitions

It's about the people.

Excerpt from the 2009 *For Better or Worse: A Report for Providers on Healthcare IT Mergers & Acquisitions* KLAS report.



ACTION PLAN – Rule #3

**Understand Your Corporate Culture
and the Culture of the Vendor.**

PART II: MEANINGFUL USE

Eclipsys: Meaningful Use – Risk Models

<u>Risk Scale</u>					
	Low	Low +	Medium	Medium +	High
Eclipsys	Risk that the technology and software relative to reliability, functionality, and ease of use won't facilitate physician/clinician adoption	Risk that the vendor does not have a proven methodology with knowledgeable resources to aid organizations in meeting immovable timelines	Risk of a high cost variance associated with this vendor's product and delivery		
CDR	Low	Low	Medium		
Nursing Documentation, including BPOC	Medium	Medium	Medium		
BMDI Downloads	Low +	Low +	Medium		
CPOE	Low	Low	Low +		
Physician Documentation (Notes/Charting)	Medium	Medium	High		
Community Hospitals	Medium	High	Medium +		

Cerner: Meaningful Use – Risk Models

<u>Risk Scale</u>					
	Low	Low +	Medium	Medium +	High
Cerner	Risk that the technology and software relative to reliability, functionality, and ease of use won't facilitate physician/clinician adoption	Risk that the vendor does not have a proven methodology with knowledgeable resources to aid organizations in meeting immovable timelines	Risk of a high cost variance associated with this vendor's product and delivery		
CDR	Low	Low	Medium		
Nursing Documentation, including BPOC	Low +	Low +	Medium		
BMDI Downloads	Low +	Low +	Medium		
CPOE	Low	Low +	Medium		
Physician Documentation (Notes/Charting)	Low +	Low +	High		
Community Hospitals	Medium	Medium	High		

CPSI: Meaningful Use – Risk Models

Risk Scale				
Low	Low +	Medium	Medium +	High
CPSI	Risk that the technology and software relative to reliability, functionality, and ease of use won't facilitate physician/clinician adoption	Risk that the vendor does not have a proven methodology with knowledgeable resources to aid organizations in meeting immovable timelines	Risk of a high cost variance associated with this vendor's product and delivery	
CDR	Low	Low	Low	
Nursing Documentation, including BPOC	Low +	Low +	Low	
BMDI Downloads	NA	NA	NA	
CPOE	High	High	Medium +	
Physician Documentation (Notes/Charting)	High	High	High	
Community Hospitals	Low	Low +	Low	

Epic: Meaningful Use – Risk Models


Risk Scale					
	Low	Low +	Medium	Medium +	High
Epic	Risk that the technology and software relative to reliability, functionality, and ease of use won't facilitate physician/clinician adoption	Risk that the vendor does not have a proven methodology with knowledgeable resources to aid organizations in meeting immovable timelines	Risk of a high cost variance associated with this vendor's product and delivery		
CDR	Low	Low	Low +		
Nursing Documentation, including BPOC	Low	Low	Low +		
BMDI Downloads	Low	Low	Low +		
CPOE	Low	Low	Medium		
Physician Documentation (Notes/Charting)	Low	Low	Medium		
Community Hospitals	NA	NA	NA		

McKesson: Meaningful Use – Risk Models

<u>Risk Scale</u>				
Low	Low +	Medium	Medium +	High
McKesson	Risk that the technology and software relative to reliability, functionality, and ease of use won't facilitate physician/clinician adoption	Risk that the vendor does not have a proven methodology with knowledgeable resources to aid organizations in meeting immovable timelines	Risk of a high cost variance associated with this vendor's product and delivery	
CDR	Low	Low	Medium	
Nursing Documentation, including BPOC	Low	Low	Medium	
BMDI Downloads	Low	Low	Medium	
CPOE	High	Medium +	High	
Physician Documentation (Notes/Charting)	High	High	High	
Community Hospitals	Medium	Medium	High	

Meditech: Meaningful Use – Risk Models

Risk Scale



Meditech C/S	Risk that the technology and software relative to reliability, functionality, and ease of use won't facilitate physician/clinician adoption	Risk that the vendor does not have a proven methodology with knowledgeable resources to aid organizations in meeting immovable timelines	Risk of a high cost variance associated with this vendor's product and delivery
CDR	Medium	Low	Low
Nursing Documentation, including BPOC	Medium	Medium	Low +
BMDI Downloads	Medium	Medium +	Low +
CPOE	High	High	Medium
Physician Documentation (Notes/Charting)	Medium	High	Medium
Community Hospitals	Low +	Low +	Low

Siemens: Meaningful Use – Risk Models

Risk Scale					
	Low	Low +	Medium	Medium +	High
Siemens Soarian	Risk that the technology and software relative to reliability, functionality, and ease of use won't facilitate physician/clinician adoption	Risk that the vendor does not have a proven methodology with knowledgeable resources to aid organizations in meeting immovable timelines	Risk of a high cost variance associated with this vendor's product and delivery		
CDR	Low	Low +	Medium		
Nursing Documentation, including BPOC	Medium	Medium	Medium		
BMDI Downloads	Medium	Medium	Medium		
CPOE	High	High	High		
Physician Documentation (Notes/Charting)	High	High	High		
Community Hospitals	High	High	High		