



18 BARRINGTON LANE
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News & Events

Cerner

- 10/7—10/1 CHC.
 Kansas City, MO

Eclipsys

- 10/7—10/10 User
 Network Conference
 Orlando, FL

Epic

- 9/17—9/21 Epic User
 Group. Verona, WI

Meditech

- 5.6 / 6.0 early adopt-
 ers continue testing

NextGen

- 11/5-11/7 Orlando, FL

Siemens

-

HIMSS

- NJ - Annual Event
 October 2 -3, 2007
- NY - Annual Event
 April 3 -4, 2008

“Long lasting information for a few minutes investment”

September | 2007

Form Follows Structure When Implementing An EMR

Organizations are rapidly learning that in order to successfully deploy an Electronic Medical Record system, it takes more than just good software and a good implementation team. With millions of dollars often invested in an EMR implementation, the governance structure associated with the EMR implementation can make or break such a project.



Several levels of governance are often required for such a complex project. Each level addresses a particular need associated with the project and is staffed with appropriate level dedicated leadership in order to sustain the progress of the project. Our experience has identified several different governance structures that have been incorporated, but generally speaking the structure fits the following model:

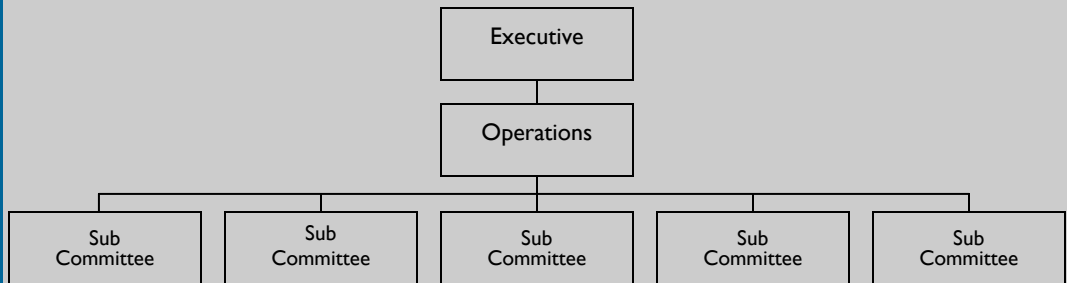
Executive Committee – Responsible for general direction, pace, activities and policies associated with the project. Generally consists of senior level members of the organization (including physicians) and meets consistently (perhaps monthly) in order to review progress and suggest adjustments if necessary.

Operations Committee – Addresses specific plans and issues associated with the rollout of the EMR. This committee is often empowered to set policy, rules of engagement and address specific issues associated with the rollout of the EMR. The Operations Committee is staffed with mid-level personnel and is most effective when led by a physician along with significant level of clinical and departmental/specialty participation.

Sub-Committees - Focus on specific areas of the implementation that require discovery, guidance and direction. Sub-Committees tend to be formed in response to specific areas of the installation that require review; such as “policies and procedures”, “prioritization of activities”, “security and privacy”.... The sub-committees are often chaired by a member of the Operations Committee and will have representatives of the Operations Committee as well as departmental representatives.

The cost to an organization to properly govern a complex project like an EMR rollout can be significant, but the benefits associated with the effort cannot be minimized. Such benefits include:

1. Creates a decision making process/structure that covers the project and is recognized and supported by all.
2. Saves money by bringing closure to outstanding issues in a timely manner and minimizes extraneous efforts.
3. Eliminates one-off special requests for individuals that seek to circumvent the proper process.
4. Reduces ambiguity for decisions and provides an estimated timeline for these decisions to be made.
5. Supports a forum in which difficult issues can be discussed and debated in order to develop a resolution.
6. Reduces the need for a single individual to continually serve as the project decision maker.



A well organized governance structure to support the rollout of an EMR is a major part of the infrastructure required to a successful implementation.

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