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 CHESTER SPRINGS, PA  
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## News & Events

### Cerner

- Health Care Conference - 2008  
 Kansas City, MO

### Eclipsys

- User Network Conference Orlando, FL

### Epic

### Meditech

- Chief Nurse Executive Symposium 11/8- 11/9

### NextGen

- 11/5-11/7 Orlando, FL

### Siemens

- 11/27 Web Cast Document Management

### HIMSS

- Virtual Conference Nov 6-7 2007
- National - Annual Event - Orlando, FL Feb 2008
- NY - Annual Event April 2008

### TEPR

- Ft. Lauderdale, FL - May 17 to 21st.

## Implementation Deployment is Key To A Successful EMR Rollout

As a health system executive, you may think convincing your organization of the merits of an Electronic Medical Record (EMR) and then writing the associated big check is one of the toughest things you will experience as an executive. Such thinking is common, but far from accurate. Most executives have learned that procuring the selected software is actually one of the easier tasks associated with an EMR with the ultimate success or failure of the EMR rollout determined by the leadership that is selected to implement the system.



Implementation of an EMR is one of the most complex endeavors that a health system will embark upon. For a variety of reasons, the implementation will take an organization into new territories that have yet to be explored. Associated with this new arena is the need for a fresh and perhaps different type of leadership style to assist the organization in navigating its way through the winding path that an EMR implementation tends to forge. As a result, the leadership must be prepared to address items such as:

1. Gaining consensus among the multi-disciplinary groups that will participate and utilize the EMR software.
  2. Managing the technical complexities associated with stabilizing the software and required interfaces into the EMR.
  3. Changing the culture of an organization from a financial application focus to a clinical application perspective.
  4. Communicating across the enterprise the successes, failures and steps that are being taken to address the implementation shortcomings.
  5. Dealing with powerful and vocal constituents that see the EMR as an intrusion into their practice of medicine.
  6. Shepherding and managing a complex budget that can evaporate in the blink of an eye due to unforeseen circumstances in the original budgeting process.
- Maintaining respect of all constituents (Administration, Physicians, Clinicians, Department Representatives, Information Systems and Vendor) through all of these activities.

As one may surmise, the type of leader required is unlike that of any previous Information Systems efforts. The wide variety of responsibilities and skills required necessitates a unique type of individual to lead this charge. We have identified some of the core competencies and qualities such a person must have:

1. Strong Communicator - Consistency, clarity and quality of the communication to all levels of the organization is key.
2. Translator - Ability to translate complex operational or technical challenges into an understandable message that can be understood by project sponsors and administration.
3. Diverse Aptitude - Comprehend and devise solutions for technology, operational, administrative and clinical challenges.
4. Unbiased - Lead without a prior agenda and treating all items with equal consistency and interest.
5. Organized - Ability to manage large and small groups with limited timeframes on varying topics.
6. Energetic - Meetings early, late and in-between with solutions to issues devised even earlier and later.
7. Thick Skin - Attacks will come from all directions with the ability to absorb and continue on with the organization's mission.

Given the complexity associated with the implementation of an EMR, it is evident that a critical success factor is ensuring the right person is selected for this complicated role. The ideal leader is revered by the medical and administrative staff, who see the same passion for success in the actions of the leader that they possess when treating their patients. You know you have the right leader when in the end, the user community supports the leader throughout the new beginning providing suggestions for improvements and ultimately using the system to the fullest.

MedMatica Consulting Associates is a healthcare information technology consulting firm that specializes in the implementation of Electronic Medical Record software and technology solutions within the healthcare industry. To learn more about MedMatica Consulting Associates, please contact [mrestuccia@medmatica.com](mailto:mrestuccia@medmatica.com)

