ELECTRONIC MEDICAL RECORD (EMR) IMPLEMENTATION AS CHANGE MANAGEMENT: PATIENT SAFETY



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Situation

Sense of Urgency

- Third leading cause of deaths is preventable medical errors
- Over 1,000 patients die daily from preventable deaths

Background

Team Strategies and Tools to Enhance Performance and Patient Safety – Team STEPPS

- Increased nursing satisfaction scores with teamwork from
 70 percent (pre-survey) to 95 percent at three and six months
- Improved physician nursing communication scores from 80 percent to 99 percent at six months
- Outcome measures of zero bloodstream infections
- Marked decline in other nosocomial infections for nine months

EMR technology has not shown the promised patient safety improvements.

• Patient safety risks remain the same since 1999



Situation Monitoring

EMR:

Multiple people access chart at same time

Team STEPPS:

Awareness of self and surroundings

Mutual Support

Communication

Leadership

EMR:

RN Acknowledge order, Pharmacists I-vent

Team STEPPS:

CUS, Two

Challenge Rule

EMR:

CPOE, Med Reconciliation

Team STEPPS:

SBAR

EMR: Reports

Team STEPPS:

Huddles, Brief,
Debriefs

Assessment

EMR alone cannot correct the patient safety risks that exist in healthcare today. Root cause analysis guides us to consider the equipment, the process, the management, the people, the environment and the materials as causative factors.

Recommendation

Integration of Team STEPPS and EMR Implementation

Team STEPPS provides a master trainer certification and provides the quality/patient safety professional with all the resources and lesson plans to institute the program at the master trainer's institution. One quality or patient safety professional trained in safety culture tools (master trainer) could train the EMR contracted trainers (CT). The additional safety culture training of the CT could be accomplished by restructuring the current training model to utilize some of the time allotted for team building or self-study, so that there would be no additional cost to the EMR implementation project. The master trainer in collaboration with the CTs lead a coach style training lasting approximately two days for the identified Super Users of the EMR. Throughout training the CTs will incorporate tools and skills from Team STEPPS into the existing lesson plans for the EMR, so that the delivery of the information to the end-user will be integrated. This will require approximately two hours of additional in-class time for end users. The super users act as a resource for the EMR and a coach for the patient safety culture.

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