

# Demonstration of the HRSA Health IT Toolbox for Health Centers

October 16, 2007

Department of Health and Human Services



Health Resources and Services Administration



*U.S. Department of Health & Human Services*

**AHRQ** *National Resource Center for Health Information Technology*

*Agency for Healthcare Research and Quality*

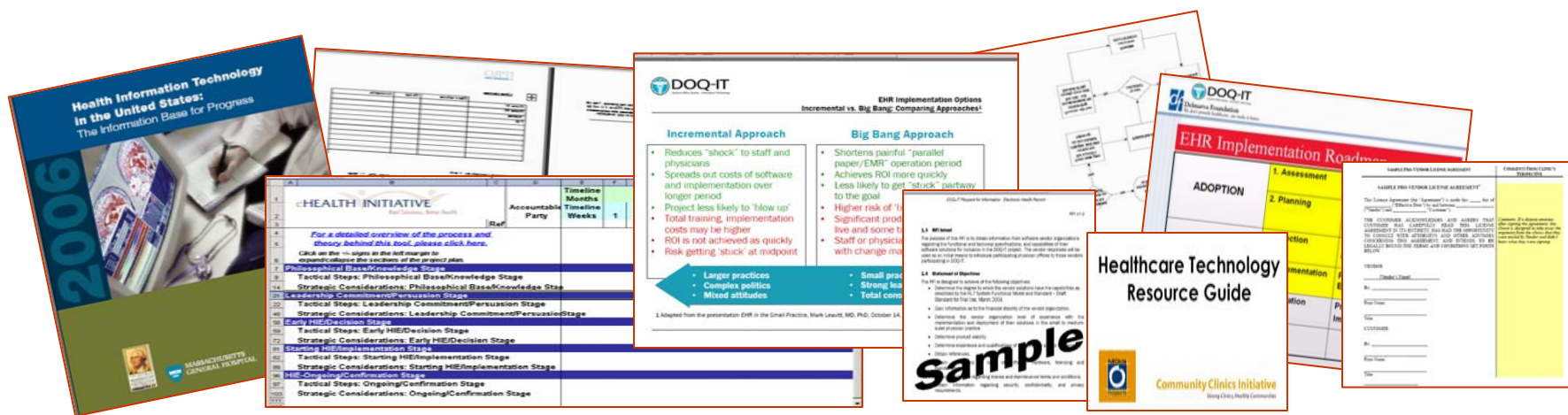
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# Today's Agenda

- Introduce the HRSA health IT toolbox
  - Present project timeline and approach
  - Provide an overview of the toolbox modules and resources
  - Gain additional feedback on the organization of modules
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# What is the HRSA Health IT Toolbox?

- A compilation of health IT planning, implementation and evaluation resources to support HRSA's Section 330 federally funded Community Health Center grantees.
- Designed to serve the needs of a broad audience within health centers and Health Center Controlled Networks.



# HRSA Toolbox: Initial Concept

*Problem: Information Overload, Lack of Trustworthy, Comprehensive Set of Resources to Support Health IT in CHCs*

## **Toolbox Objectives:**

- Organize available resources online
  - Use Q&A format to seed thinking
  - Promote network formation, expansion
  - Walk grantees through an implementation lifecycle
  - Be useful to grantees at different levels of knowledge/stages of implementation
  - Integrate toolbox with the HRSA portal for sharing and exchange among grantees in a “safe” environment
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# Where Is the HRSA Toolbox Located?

Upon completion, the toolbox will be located on the HRSA portal of the AHRQ National Resource Center for Health IT website at: [www.healthit.ahrq.gov](http://www.healthit.ahrq.gov)

AHRQ National Resource Center  
for Health Information Technology



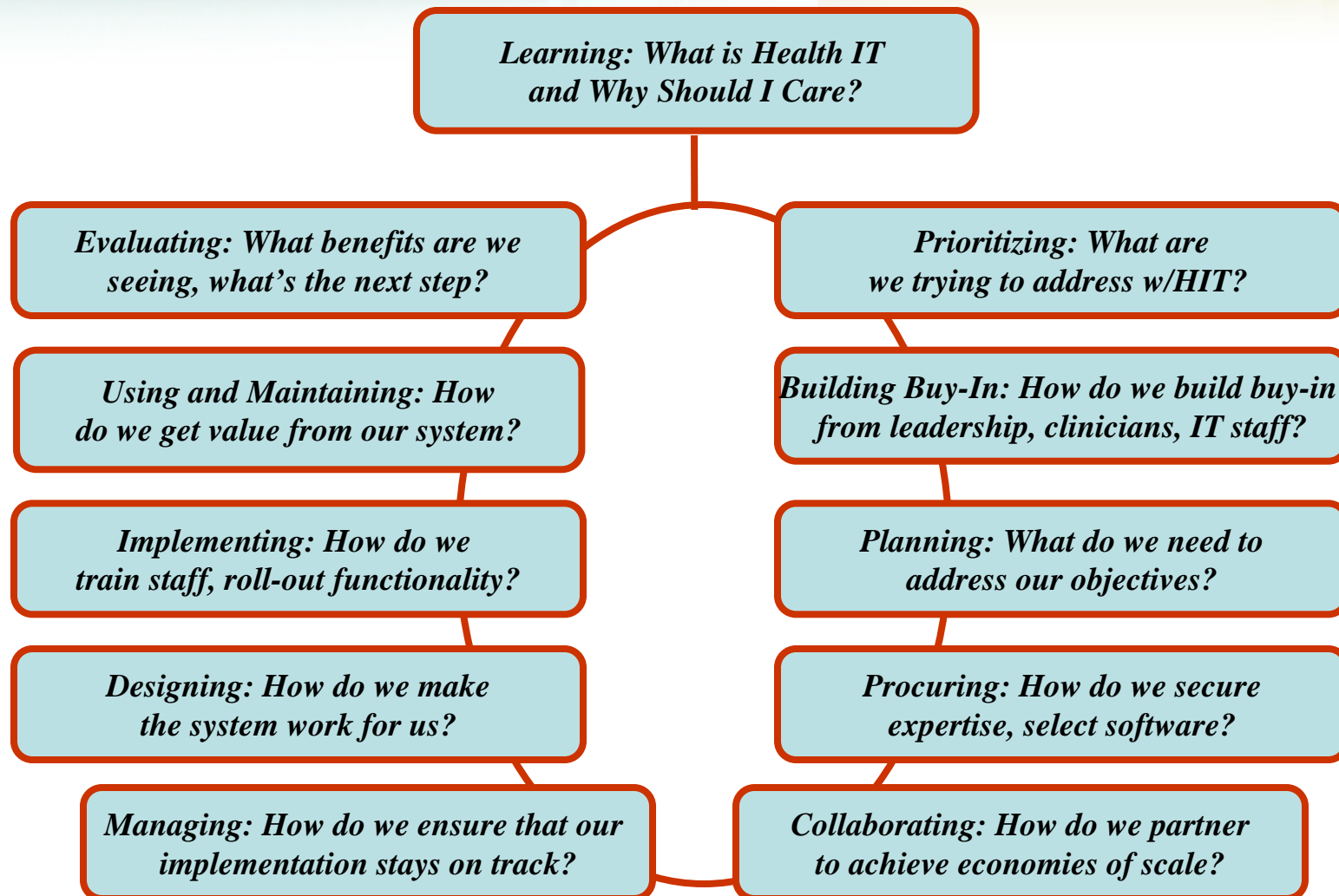
## HRSA Health IT Adoption Toolbox

Welcome to the HRSA Health IT toolbox developed by the HRSA's Office of Health Information Technology (OHIT). This resource is meant to serve safety net health care providers seeking to implement health IT to improve the overall effectiveness of their institutions. We have organized this resource in a question and answer format and have attempted to compile a range of resources relevant to all stages of considering, planning, executing and evaluating the implementation of health IT. We have included publicly available resources as well as resources developed by HRSA explicitly for this Toolbox.

# Project Timeline and Approach

- Initial concept developed – Fall 06
  - Developed “starting framework” for Toolbox – Fall 06
  - Engaged with grantees and stakeholders – Winter 06-07
    - Sentinel Centers Network Super User Group
    - Health Disparities Collaborative Integration and Alignment Group
    - Health Center Controlled Networks
    - NACHC Feedback Session
    - Ambulatory Community Health Organizations Task Force
    - HRSA Senior Staff
  - Developed toolbox – Winter through Summer 07
    - Gathered appropriate links and resources
    - Designed online representation and features
    - Drafted appropriate test
    - ▪ Implement draft versions (in process)
    - Revise as appropriate (in process)
  - Phased deployment to the community – Fall 07
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# How Will the Toolbox Be Used?



Key Audience: CHC stakeholders – clinicians, administrative staff, IT staff, board members

# Organization of Modules

- Module 1: Introduction to Health IT
- Module 2: Getting Started
- Module 3: Opportunities for Collaboration
- Module 4: Project Management and Oversight
- Module 5: Planning for Technology Implementation
- Module 6: Organizational Change Management & Training
- Module 7: System Implementation
- Module 8: Evaluating, Optimizing, Sustaining
- Module 9: Advanced Innovation Topics

*The resources are useful for grantees with different levels of knowledge and at various stages of implementation.*



# 1 - Introduction to Health IT

Objective: To introduce grantees and stakeholders to health IT and provide background on federal health IT projects and vision.

<u>Questions</u>	<u>Key Resources</u>
<ul style="list-style-type: none"><li>• What is health IT?</li><li>• Why implement health IT?</li><li>• What is HRSA's vision for health IT?</li><li>• What is the federal vision for health IT?</li><li>• How much does health IT cost?</li></ul>	<ul style="list-style-type: none"><li>• Resources on value of health IT</li><li>• Research on health IT adoption</li><li>• Links to federal websites</li><li>• Glossary of terms/ acronyms</li><li>• HRSA HIT mission, goals, objectives</li><li>• Leadership speeches/ testimony</li><li>• Press releases</li></ul>

# 2 – Getting Started

Objective: To identify the overall HIT strategy, project goals and objectives, organizational readiness and overall feasibility.

<u>Questions</u>	<u>Example Resources</u>
<b><i>Goals and Objectives</i></b> <ul style="list-style-type: none"><li>• What business needs does this project accomplish?</li><li>• What specific problems are we trying to solve as an institution?</li></ul>	<ul style="list-style-type: none"><li>• Institutional strategic plans</li><li>• Rubric for prioritizing objectives</li><li>• Resources related to barrier analysis</li><li>• Quality improvement using health IT</li><li>• Readiness assessment tools</li><li>• Links to HIPAA, state, federal regs</li><li>• Resources on requirements analysis</li><li>• Information systems evaluation</li><li>• Health care technology resources guide</li><li>• Job descriptions/ guide to consultants</li><li>• Sample consultant agreement</li><li>• Models for assessing ROI</li><li>• Links to funding opportunities</li><li>• Summary of grant opportunities</li><li>• Tools related to reporting requirements</li></ul>
<b><i>Requirements Analysis</i></b> <ul style="list-style-type: none"><li>• Are we ready to install a new clinical system?</li><li>• How will our project relate and comply with regulatory requirements?</li><li>• Who are the stakeholders for the project?</li></ul>	
<b><i>Staffing and Expertise</i></b> <ul style="list-style-type: none"><li>• What specific expertise do we need (e.g., resources, consultants)?</li></ul>	
<b><i>Feasibility Analysis</i></b> <ul style="list-style-type: none"><li>• What do I need to do before I search for money? What ROI models can I use?</li></ul>	
<b><i>Financing Health IT Strategies</i></b>	

# 3 - Opportunities for Collaboration

Objective: To help grantees consider the benefits of collaborations with networks and health information exchange organizations.

## Questions

- What are health center networks?
- How do we choose a network that is right for us?
- How do we learn about networks in our area?
- How do we start an HCCN?
- What are HIEs?
- How do we choose an HIE that is right for us?
- How do we learn about HIEs in our area?
- How do we help start an HIE?

## Key Resources

- Project plan tools
- Resources on emerging issues for HIEs
- Strategy documents
- Evaluation tools for HIE projects
- Organizational readiness questionnaire
- Links to state, federal, and private HIT and HIE initiatives
- Resources on managing successful collaborations

# 4 – Project Management & Oversight

Objective: To introduce grantees and stakeholders to health IT and provide background on federal health IT projects and vision.

## Questions

- How do I set up my plan?
- How do I set up my project team?
- How can I identify, track, and resolve issues that arise?
- What type of management does my project need?
- What project management tools might be helpful?
- Why focus on communications?

## Key Resources

- Resources on building a project team
- Job description for project manager
- Links to open source tools to identify, track, and resolve problems
- Project management handbook
- EHR communication plan
- EHR implementation checklist
- Sample implementation plan
- Resources on implementation process and tools
- Process tool for running effective meetings

# 5 – Planning for Technology Implementation

Objective: To help grantees choose a system, establish a contract with a vendor, choose a procurement model, and conduct a technology infrastructure assessment.

<u>Questions</u>	<u>Key Resources</u>
<p><b><i>Functional Requirements</i></b></p> <ul style="list-style-type: none"><li>• What is my current workflow?</li><li>• What procurement model should we use?</li><li>• How do we draft an RFP/RFI?</li></ul> <p><b><i>System Selection</i></b></p> <ul style="list-style-type: none"><li>• How do we conduct a vendor assessment?</li><li>• How do we establish a contract with a vendor?</li><li>• What are my interface requirements?</li><li>• Who will write/ negotiate the contract?</li></ul> <p><b><i>Open Source Software</i></b></p> <ul style="list-style-type: none"><li>• Should I consider a public domain EHR?</li></ul> <p><b><i>Infrastructure Assessment</i></b></p> <ul style="list-style-type: none"><li>• How do I conduct a technology infrastructure assessment?</li><li>• What are our hardware needs?</li><li>• Do I need any special devices?</li></ul>	<ul style="list-style-type: none"><li>• Resources on workflow</li><li>• Guide to process redesign</li><li>• Sample vendor RFI template</li><li>• Vendor comparison worksheet</li><li>• EHR vendor selection tool</li><li>• Tips for working with vendors</li><li>• List of certified EHRs by product name, company name</li><li>• Buyer's guide for EMRs</li><li>• Personal goals list for vendor selection</li><li>• Resource on EMR functional requirements</li><li>• Sample license agreements</li><li>• Contracting guidelines</li><li>• Fundamentals of negotiating with vendors</li><li>• Open source tutorials and white paper</li><li>• Hardware inventory form</li></ul>

## 6 – Organizational Change Management & Training

Objective: To help grantees execute effective organizational change management and training programs.

<u>Questions</u>	<u>Key Resources</u>
<p data-bbox="212 643 642 683"><b><i>Change Management</i></b></p> <ul data-bbox="212 699 999 1003" style="list-style-type: none"><li>• How do I get support from senior management?</li><li>• How do I get buy-in from the various stakeholders?</li><li>• How do I promote adoption of the new system?</li></ul> <p data-bbox="212 1019 380 1060"><b><i>Training</i></b></p> <ul data-bbox="212 1076 1020 1336" style="list-style-type: none"><li>• How do I develop a training plan?</li><li>• What is my training plan for go-live?</li><li>• What competencies are required to use the system?</li><li>• What is my ongoing training strategy?</li></ul>	<ul data-bbox="1060 643 1850 1287" style="list-style-type: none"><li>• Provider buy-in strategies</li><li>• Key messages for stakeholder recruitment</li><li>• Organizational change management strategies and approaches</li><li>• EHR barriers analysis</li><li>• Barrier profile tool for physicians and their practice</li><li>• Transition readiness assessment</li><li>• Computer knowledge evaluation tool</li><li>• Sample EHR user training guides</li><li>• Research documenting the benefits of collaboration</li></ul>

# 7 – System Implementation

Objective: To help grantees roll out a new system, including testing, deployment, maintenance, and user support.

## Questions

- How do I perform a detailed workflow analysis?
- What is the planned workflow post system implementation?
- What processes will the new technology support?
- What policies and procedures will need to be changed?
- What downtime policies and procedures will need to be changed/ developed?
- What is our testing approach?
- What is the best way to deploy a new system?
- What should I accomplish in a pilot?
- What Go-Live support would be required?
- What do I need for disaster recovery?

## Key Resources

- Successful implementation strategies
- Common implementation problems
- A systems approach to organizational redesign workbook
- Methodologies for workflow mapping
- Workflow resources
- Sample EHR implementation plan
- EHR implementation timeline template
- Go-live readiness assessment
- Pros and cons of phased vs. big-bang approach
- Contingency planning guide
- Disaster planning brief
- Sample technology troubleshooting guide
- Sample downtime procedures



# 8 - Evaluating, Optimizing, and Sustaining

Objective: To help grantees evaluate, sustain and improve upon their implementation.

## Questions

- How do we evaluate our implementation?
- What measures do we use for evaluation?
- How do we make sure that the evaluation is relevant?
- How do we measure and improve clinical processes and outcomes?

## Key Resources

- Health IT evaluation resources
- AHRQ NRC evaluation toolkit
- Health IT quality improvement resources that leverage health IT
- Case studies on how health IT can improve quality over time
- EHR post-live evaluation tool
- Post EHR implementation assessment
- Ambulatory time and motion tool
- Comparison of traditional and new practices
- Provider and staff satisfaction survey



# 9 – Advanced Topics

Objective: To help grantees learn about advanced topics in health IT, such as health IT standards.

## Questions

### *Standards*

- What are the relevant standards for health IT?
- What are the key standards organizations?

## Key Resources

- Links to widely adopted syntaxes and semantics
- Overviews of health IT standards
- Links to the key standards organizations

# What Does the Toolbox Look Like?

The screenshot displays the AHRQ National Resource Center for Health Information Technology website. At the top, the United States Department of Health & Human Services logo is on the left, and the AHRQ logo with the tagline "Advancing Excellence in Health Care" and the website URL "www.ahrq.gov" is in the center. On the right, there are navigation links: "HHS Home", "Questions?", "Contact Us", and "Site Map". Below the header is a search bar with a "Go" button.

The main content area features a blue banner for the "AHRQ National Resource Center for Health Information Technology" with a series of colored circles. Below this is the "HRSA Health IT Adoption Toolbox" section. It includes a welcome message: "Welcome to the HRSA Health IT toolbox developed by the HRSA's Office of Health Information Technology (OHIT). This resource is meant to serve safety net health care providers seeking to implement health IT to improve the overall effectiveness of their institutions. We have organized this resource in a question and answer format and have attempted to compile a range of resources relevant to all stages of considering, planning, executing and evaluating the implementation of health IT. We have included publicly available resources as well as resources developed by HRSA explicitly for this Toolbox."

On the left side of the page, there is a vertical navigation menu with the following items: HOME, ABOUT, EVENTS, AHRQ-FUNDED PROJECTS, KNOWLEDGE LIBRARY, FUNDING OPPORTUNITIES, FAQs, PRESS ROOM, CONTACT US, HRSA HEALTH IT, HRSA TOOLKIT, DISCUSSION FORUMS, MY ACCOUNT, LOGOUT, and Key Topics. The "Key Topics" section includes "Background information and the latest evidence on..."

On the right side, there is a section titled "About HRSA Toolkit" with a list of links: "What is the HRSA health IT toolbox?", "How are we defining health IT?", "Who should use the toolbox?", "What will I find in each module?", "What is the best way to use the toolbox?", "How can I learn about how others are using this toolbox?", and "How can I learn about how others are using this toolbox?". Below this is a search bar for the HRSA Toolkit with a "GO" button.

At the bottom of the main content area, there is a section titled "9 Topic-Specific modules of HRSA Health IT ToolKit" with two columns of links:

- Introduction to Health IT**
  - [What is health IT?](#)
  - [Why implement health IT?](#)
  - [What is HRSA's vision for health IT?](#)
  - [What is the federal vision for health IT?](#)
  - [How much does health IT cost?](#)
- Organizational Change Management and Training**
  - [How do I get support from senior management?](#)
  - [How do I get buy-in from the various stakeholders?](#)

# How Do We Navigate the Toolbox?

## 9 Topic-Specific modules of HRSA Health IT ToolKit

### → Introduction to Health IT

- [What is health IT?](#)
- [Why implement health IT?](#)
- [What is HRSA's vision for health IT?](#)
- [What is the federal vision for health IT?](#)
- [How much does health IT cost?](#)

### → Getting Started

- [What business need does this project accomplish?](#)
- [Who are the key stakeholders for the project?](#)
- [What are my functional requirements/ \(High level\)](#)
- [What specific expertise do we need? Feasibility Analysis](#)
- [How feasible is this project?](#)
- [Have you completed your readiness assessment?](#)

### → Opportunities for Collaboration

- [What are health center networks?](#)
- [What are health information exchange networks and Regional Health Information Organizations?](#)
- [How do we choose a health center network that is right for us?](#)
- [How do we learn about networks and HIE's in my area?](#)
- [How do I help start a network or HIE?](#)
- [Project Management and Oversight](#)

### → Organizational Change Management and Training

- [How do I get support from senior management?](#)
- [How do I get buy-in from the various stakeholders?](#)
- [How do I select a physician champion?](#)
- [How do I promote adoption of the new system?](#)
- [How do I develop a training plan?](#)

### → System Implementation

- [How to perform a workflow analysis](#)
- [What is the planned workflow?](#)
- [What is our testing approach?](#)
- [What is the best model for deployment i.e. phased vs. big-bang?](#)
- [What should I accomplish in a pilot before going live?](#)
- [What go-live support will be required?](#)
- [What is my system maintenance plan?](#)
- [What is my user support strategy short term?](#)
- [What is my user support strategy long term?](#)
- [What is my downtime plan?](#)

### → Evaluating, Optimizing and Sustaining

- [Why do we evaluate our implementation?](#)
- [What measures do we use for evaluation?](#)
- [How do we make sure that the evaluation](#)

Each module topic is listed in addition to several key questions.

Click on a question to access helpful resources.

# How Do We Navigate the Toolbox?

View resources and information about system implementation.



**HRSA Health IT Adoption Toolbox**

## SYSTEM IMPLEMENTATION

System implementation covers a broad spectrum of activities from a detailed workflow analysis to the formal go-live of the new system. During system implementation organizations may refine the initial workflow analysis that had been completed as part of the requirements analysis phase. With the aid of the vendor they may also start mapping out the proposed new workflow.

The system implementation phase requires the vendor to play a very prominent role. In addition to the workflow analysis it is during this phase that full system testing is completed. Other key activities that would occur during this phase include piloting of the new system, formal go-live and the immediate post implementation period during which any application issues are resolved.

- [Managing the Implementation](#)
- [Sample EHR Implementation Plan](#)
- [Implementation Plan Template](#)

*Additional resources:*

- [Successful Implementation Strategies](#)
- [Common Implementation Problems](#) [See: Stage 4, Number 6, Common Implementation Problems.]

### System Implementation

- » [How do I perform a detailed workflow analysis?](#)
- » [What is the planned workflow post system implementation?](#)
- » [What policies and procedures will need to be changed?](#)
- » [What downtime policies and procedures need to be developed?](#)

# Questions for Discussion

1. Are we hitting the right topics?
    - Is there anything missing?
  2. Does this organization make sense?
  3. Are there other types of resources and information that would be useful?
  4. How can you help us?
    - Resources you can share
    - Resources you can point us to
    - Review and comment as we move forward
-