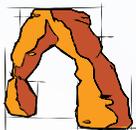




**BETTER  
CARE  
HEALTH**



The Arch  
**Collaborative**  
a KLAS initiative

FEBRUARY 2018 | EMR BENCHMARK REPORT

# EMR BENCHMARK REPORT

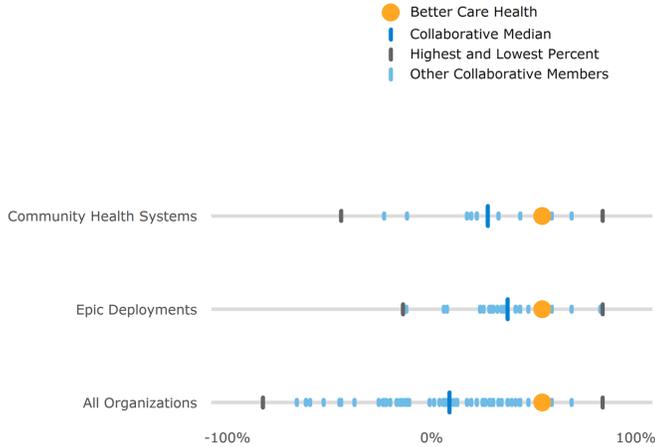


## ABOUT THE ARCH COLLABORATIVE

Focused on improving the clinician EMR experience through measurement, benchmarking, and collaboration, the Arch Collaborative is a direct outgrowth of KLAS' belief that the path to improvement begins with measurement. All provider organizations are invited to participate, and all participating organizations are encouraged to use the resulting data to better align their stakeholders in unlocking the potential of EMR solutions to revolutionize healthcare efficiency and quality. As organizations share with each other their hard-learned keys to EMR success, their efforts can help improve patient care everywhere.

## Net EMR Experience

All clinicians



## OVERALL PERFORMANCE

Better Care Health has achieved one of the top Net EMR Experience scores<sup>1</sup> in the Collaborative at this time. KLAS has found that across the Collaborative, both initial and follow-up EMR education are among the most important factors in clinicians' EMR experience. Better Care Health does well in this area, which provides a solid foundation for improving EMR satisfaction. Higher adoption of personalization tools also contributes to Better Care Health's high Net EMR Experience score. Better Care Health can further enhance training and increase adoption of personalization tools by using approaches that take specialty-specific workflows into account.

Net EMR Experience Score: <b>47%</b>	Collaborative 93rd Percentile
<b>18%</b> Frustrated	<b>17%</b> Indifferent
<b>65%</b> Pleased	

## KEYS TO SUCCESS

Feedback from organizations across the Collaborative indicates that organizations can improve their EMR success by focusing on three key areas.

### Organization Rank Against the Overall Arch Collaborative

● Below Average ● Average ● Above Average

### TRAINING/EDUCATION

#### ● Initial Training

Better Care Health ranks above the Collaborative average for initial training. This provides a good foundation for improving EMR satisfaction.

#### ● Yearly Hours of Follow Up Education

With an average Collaborative ranking for yearly hours of follow-up education, Better Care Health has an opportunity to focus on providing more and enhanced EMR education. Collaborative findings show that EMR education sessions as part of departmental meetings are very effective for improving satisfaction.

### PERSONALIZATION

#### ● Overall Level of EMR Personalization

Better Care Health has a good foundation of adoption of personalization tools but needs to focus on increasing the adoption of some tools such as order sets.

### CULTURE

#### ● Has Organization's IT Group Implemented and Supported the EMR Well?

60% of clinicians agree that organizational leadership/IT has implemented and supports the EMR well.

#### ● Has the EMR Vendor Designed a High-Quality EMR?

Clinical end users score above the Collaborative average in their stakeholder performance, and they are the highest-rated stakeholder at Better Care Health. Clinicians who have learned the system well feel a sense of responsibility for improving their EMR satisfaction.

#### ● Have Users Learned EMR Well to Be Successful?

Better Care Health clinicians' rating of the EMR vendor is above the Collaborative average. This indicates that the EMR vendor is providing the support and enhancements clinicians need.

<sup>1</sup> The Net EMR Experience score is a snapshot of your clinicians' overall satisfaction with the EMR environment(s) at your organization. The survey asks respondents to rate factors such as the EMR's efficiency, functionality, impact on care, etc., and the Net EMR Experience score is the percent of negative user feedback subtracted from the percent of positive user feedback. Net EMR Experience scores can range from -100% (all negative feedback) to +100% (all positive feedback).

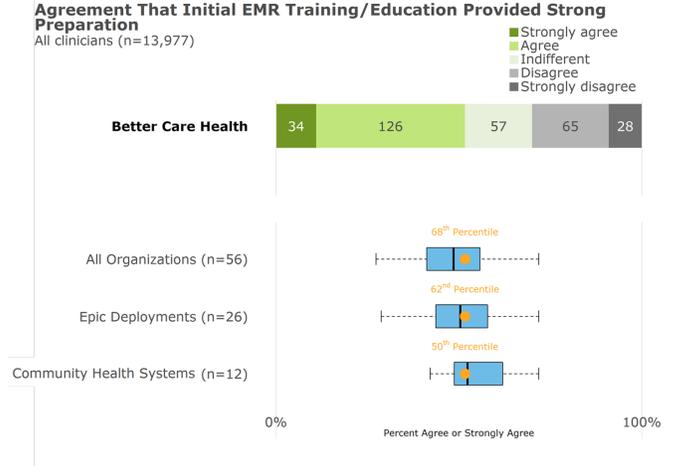
# KEY #1: EDUCATION

Successful organizations recognize the incredible impact of (1) initial training and (2) ongoing EMR education. They require newly hired physicians to spend six or more hours in onboarding training classes taught by other clinicians, rather than training taught by non-clinicians. Across organizations, few clinicians get any yearly follow-up EMR training at all. The good news is that just three hours of such training each year can double the likelihood that clinicians will be highly satisfied with their EMR.

## Better Care Health's Opportunities for Improvement

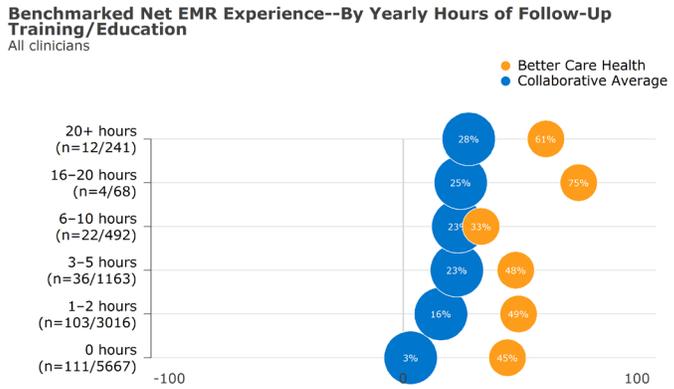
### Initial EMR Training

Despite the above-average score for initial training that Better Care Health receives in comparison to the Collaborative, their ranking against EMR A organizations and community health systems is lower. Designing initial training that better supports clinicians' specialty-specific workflows will likely improve clinician satisfaction. Even when it has been years since clinicians received their initial training, Collaborative research shows that clinicians who agree initial training prepared them well are still more satisfied years after they received initial training. At Better Care Health, clinicians who strongly agree that initial training prepared them well have a Net EMR Experience score of 86%, which far exceeds the 5% score of clinicians who strongly disagree. This finding demonstrates the power of effective initial EMR training in driving clinician EMR satisfaction.



### Ongoing EMR Education

Annually, 39% of Better Care Health clinicians are receiving no follow-up education on the EMR, while approximately 36% are receiving 1-2 hours of EMR education. Collaborative research shows that incorporating EMR training into departmental meetings is one of the most effective training methods. Organizations that always incorporate EMR education into departmental meetings have an average Net EMR Experience score of 26.8%, compared to a score of -9.1% for those who never involve EMR training in departmental meetings. Better Care Health can improve follow-up EMR education by holding departmental, specialty-specific education sessions that focus on best practices of EMR workflows and the use of personalization tools. Clinicians may also appreciate EMR training sessions or at-the-elbow clinician support with each EMR A system upgrade.



## KEY #2: PERSONALIZATION

Successful organizations understand that personalization settings are the key to making a one-size-fits-all EMR work for everyone. Personalizations that allow clinicians to quickly retrieve data or review a chart—meaning personalizations that help them get data *out* of the EMR—are the most powerful in improving clinician satisfaction.

### Better Care Health’s Opportunities for Improvement

#### *Getting Data Out of the EMR: Report Views, Sort Orders, and Filters*

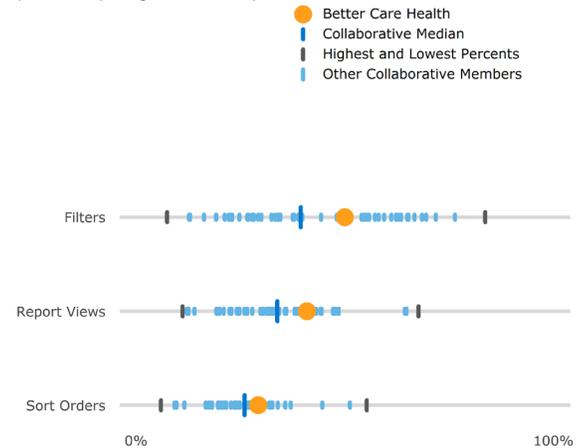
At Better Care Health, the use of personalization tools related to data output exceeds the Collaborative median for all tools, but by small margins. Collaborative research shows that EMR training tends to focus on how to get data into the EMR instead of how to retrieve data from the EMR. Better Care Health should be able to improve EMR satisfaction by spending more time teaching clinicians how to get data out of the EMR more efficiently by using personalized filters, report views, and sort orders. Clinicians at Better Care Health who have high to moderate use of personalization tools have a weighted average Net EMR Experience score of 69%, while those clinicians with low or low or no personalization have a weighted average score of 34%.

#### *Getting Data Into the EMR: Templates, Order Sets, Macros, and Order Lists*

Better Care Health clinicians exceed the Collaborative median for use of personalization tools that aid in data input. However, the use of order sets at Better Care Health is only slightly higher than the Collaborative average (and lower than the averages for EMR A organizations and community health systems), and 45% of Better Care Health clinicians don’t use the tool at all. So this may be an area for Better Care Health to devote additional attention to. Training and education programs that help clinicians create order sets that are tailored to meet their own specialty-specific needs are likely to improve the adoption of order sets and increase the number of clinicians who enter their own orders. According to Collaborative research, clinicians who enter their own orders are generally more satisfied than those who don’t.

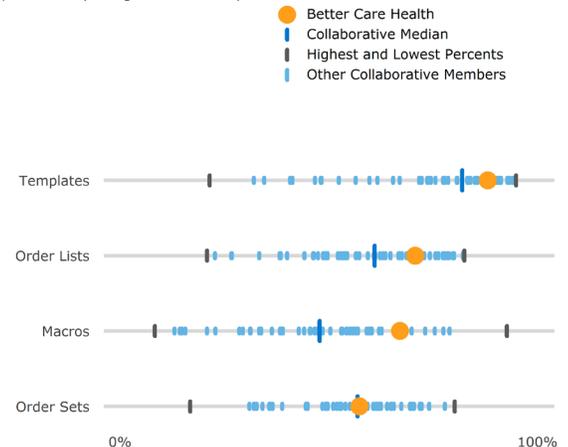
#### EMR Personalization of Data Outputs Comparison

Percent of respondents reporting some effort in personalization



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Percent of respondents reporting some effort in personalization

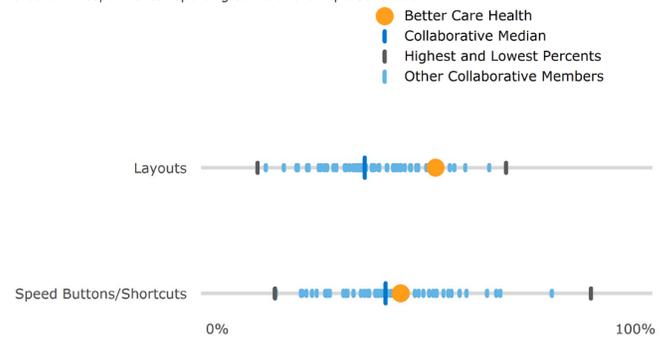


## EMR Workflows: Layouts and Speed Buttons/Shortcuts

Workflow-related personalization tools can help streamline clinicians' EMR navigation, which improves EMR efficiency. Better Care Health should focus on improving the adoption of speed buttons and shortcuts to help clinicians more effectively navigate the EMR. The use of speed buttons and shortcuts may also eliminate clinician workflow confusion; when multiple workflow processes have been developed to achieve the same outcome, EMR workflows can be confusing and frustrating.

### EMR Workflows Personalization Comparison

Percent of respondents reporting some effort in personalization



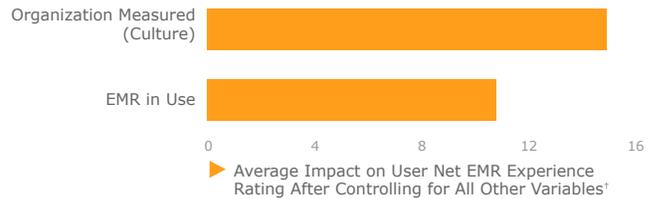
## KEY #3: CULTURE

While culture is the most difficult key to replicate, it is clear that successful organizations have built a culture of IT service and user empowerment. In fact, organization culture is a better predictor of EMR success than which EMR solution is in use. Successful organizations show the deep care they have for clinician success through their sincere efforts to listen and resolve clinician challenges. They also empower problem solving by not blaming all problems on the EMR vendor.

Three stakeholders can have an impact on an organization's EMR culture and environment: the EMR vendor, the provider organization's leadership and IT personnel, and the clinician end users. The Collaborative survey asks respondents to rate the performance of each stakeholder group in terms of how well they have developed/supported the EMR. Examining how the ratings differ across the three groups can provide organizational leadership with insights into ways to improve clinician EMR satisfaction.

### Organization Culture Matters More Than the EMR Implemented

In an analysis of variance in which 15 other factors were controlled for (e.g., user personalization level, user charting efficiency, user specialty, etc.), organization culture is a better predictor of EMR success than the EMR in use.



† Due to high data volume, all measured variables are statistically significant in a multiple regression ( $p < 0.01$ ). Values are the average weighted impact on predicted values from this multiple regression.

## Better Care Health's Opportunities for Improvement

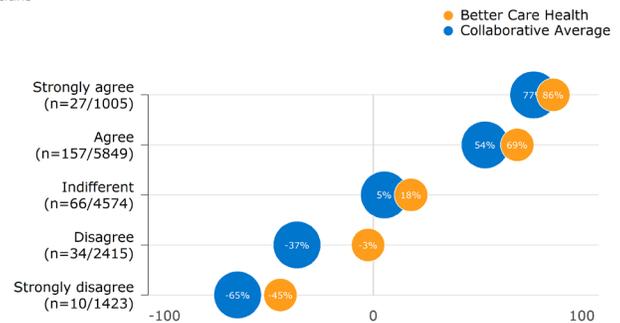
### EMR Vendor

The stakeholder performance of the vendor is measured by agreement with the statement "Our EMR vendor has designed a high-quality EMR." The level of clinician agreement with this statement establishes the organization's satisfaction with the vendor's (or vendors') performance in supporting and upgrading the EMR.

Clinicians at Better Care Health see EMR A as a high-performing stakeholder; the majority agree that EMR A has designed a high-quality EMR. Better Care Health can help drive improved clinician satisfaction by working with EMR A to simplify EMR workflows and functions via modifications to the current system or future upgrades.

### Benchmarked Net EMR Experience--By Agreement That EMR Vendor Has Designed a High-Quality EMR

All clinicians

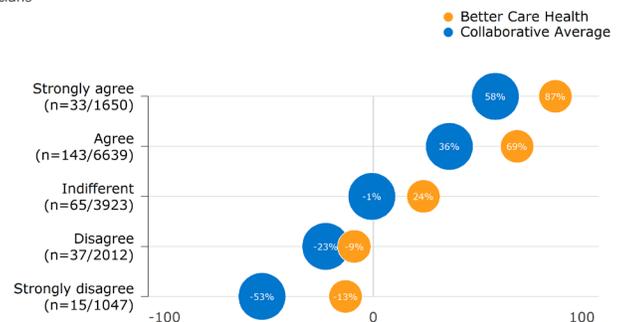


### Organization Leadership/IT

The stakeholder performance of the organization leadership/IT is measured by agreement with the statement "Our organization has done a good job in implementing and supporting the EMR." The level of agreement with this statement provides insights into how well the organization leadership/IT is supporting the EMR and delivering EMR policies, procedures, and enhancements that meet clinicians' needs.

### Benchmarked Net EMR Experience--By Agreement That Organization Leadership/IT Has Implemented and Supports EMR Well

All clinicians



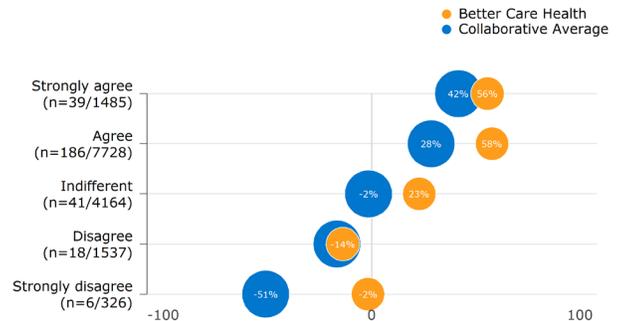
60% of Better Care Health clinicians strongly agree or agree that the organization leadership/IT has implemented and supports the EMR well. Respondent comments reveal that Better Care Health’s organization leadership/IT can improve by reducing the time it takes to implement requested EMR changes, providing timely training for EMR updates, including more departmental and specialty input in EMR design, and providing more support for clinics.

### Clinical End Users

Clinical end users rate their own individual performance as a stakeholder by sharing their level of agreement with the statement “I have personally done a great job of learning the EMR so that I can be successful.” In aggregate, end users’ ratings of themselves give an overall view of how well an organization’s clinicians take ownership for their own EMR success.

Clinical end users at Better Care Health rate themselves the highest-performing stakeholder. Clinicians who are experienced with the EMR should be involved in training and follow-up education programs to ensure that clinicians’ needs are met and to retain current trust in the organization leadership/IT’s support of the EMR.

**Benchmarked Net EMR Experience--By Agreement That User Has Learned EMR Well**  
All clinicians



# OTHER CONSIDERATIONS

## Other Key Findings: Nurses' Time Spent Documenting

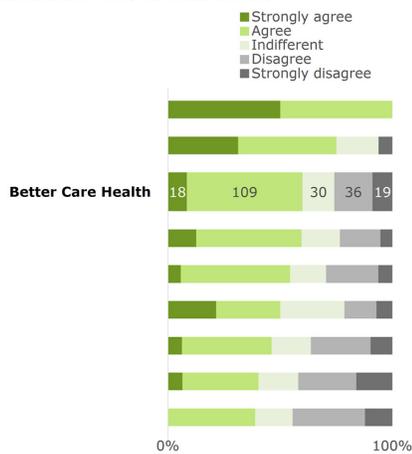
Nurses were asked whether the time they spend doing EMR documentation is reasonable. 60% of the nurses at Better Care Health agree with this statement.

### Better Care Health'S Opportunities for Improvement

While nurses at Better Care Health appear to have high satisfaction with the time they spend documenting, improvements can be made. As previously discussed, Better Care Health can improve charting efficiency with higher adoption of order sets that are designed for the documentation-workflow needs of clinicians.

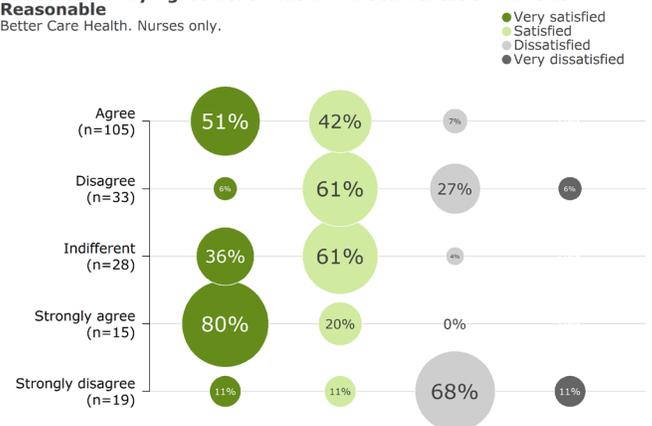
#### Agreement That EMR Documentation Time Is Reasonable

Nurses only (n=651)



#### Satisfaction—By Agreement That EMR Documentation Time Is Reasonable

Better Care Health. Nurses only.



## Other Key Findings: External Integration

Compared to other Collaborative organizations, Better Care Health scores well for external integration; however, they score lower among EMR A organizations and community health systems.

### Better Care Health'S Opportunities for Improvement

Improvements to external integration should improve care quality for patients who receive care across various providers in the same market. External integration can be achieved if other providers have EMRs that can share data.

#### Agreement That EMR Has Needed External Integration

All clinicians (n=12,997)

