

Citizens Memorial Healthcare

Organization Name:

Citizens Memorial Healthcare

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Schema Archetype

Regional/National Health Systems/Networks

Schema Factors

Inpatient, Outpatient, Rural, Long-term Care, Hospital Setting, Office Setting

Organization Summary

Citizens Memorial Healthcare (CMH) is an integrated rural health care delivery system with 1,550 employees and 125 affiliated physicians. The system includes one hospital (74 beds), five long term care facilities, home care services, and 25 physician clinics (10 rural health; 15 specialty). CMH also provides their EHR for three independent physician practices in the community.

IT Environment

The CDS project at CMH, known as Project Infocare, utilizes computerized provider order entry (CPOE) and related alerts and order sets. Decision support includes allergy and interaction checking, presentation of pertinent lab results, order-specific rules, order sets and knowledge bases.

CMH uses Meditech EMRs as the platform for CPOE. In 2010, CMH was awarded a Level 7 rating on the HIMSS EMR adoption model, meaning the system is fully paperless.

CDS Achievement

CMH engaged in multifaceted training effort in order to achieve a fully paperless order entry process. First, CMH arranged for a team of trainers to receive instruction from the EMR company's training facilities. The trainers returned to CMH and developed training sessions for the CMH staff. These trainings were originally designed as 4-hour classroom sessions, but this approach was abandoned due to the large number of staff, the varying level experience with computers among the staff, and the magnitude of the process change being expected. After refining the training process, CMH achieved success using one-on-one training in short sessions provided by a CPOE team member. Training was conducted whenever and wherever physicians requested in 30-minute sessions. Follow-up was done during rounds at the hospital. Team members staffed the Physician Resource Room (a room with computers for physician use only on the Medical/Surgical floor) full time during the implementation to answer questions and make system changes immediately upon request. Key to the success of physician training was the use of qualified staff members that had both clinical and communication skills. For ongoing training, CMH deployed an online learning system. CMH has developed courses to provide training in use of the computer system, including Introduction to the EMR and Nursing & Ancillary Orientation courses.

Lessons Learned

CMH was able to improve its training process over time. The lessons learned included:

- One-on-one training in 30-minute sessions whenever and wherever physicians wanted worked better than classroom training for physicians
- Continued support in a "physician resource room" during rounds worked better than ending physician support upon go-live
- Online training that users can access at their convenience worked better than training hundred of users for each change in functionality or upgrade

Awards, Recognitions, and Citations

2005 HIMSS Davies Organization Award Recipient. Award Application available at: http://www.himss.org/content/files/davies/2005/CMH_FULL_APPLICATION.pdf