

# Clinical Systems news

An integral part of HealthSMART, Victoria's Whole-of-Health ICT Strategy

September 2008 – Issue ten

## Health service implementation

### Progress update

Lead agencies, Eastern Health and Royal Victorian Eye and Ear Hospital have signed on to implement HealthSMART's Clinical System solution. Pre-implementation activities are underway at both agencies in preparation for commencement of the full project.

### Statebuild

#### Release One - clinical workbench and ePrescribing

The design and build of the statebuild discharge summary functionality has been completed following the Office of Health Information Systems (OHIS) and Cerner design workshop. The workshop was attended by representatives from across the Victorian Public Health Sector, including members of General Practitioners Victoria. Previous design workshop participants were also invited for continuity purposes.

Proposed designs for the discharge summary process were presented to participants for review and input. The discharge summary functionality generates a patient's discharge summary for timely distribution to general practitioners and associated care providers.

The next step towards finalising the discharge summary functionality is user acceptance testing by agencies.

#### Release 2 – orders entry and medications management

The Clinical Systems team in collaboration with Cerner convened workshops in April to examine current and future-state workflow models. Attended by representatives from the Victorian Public Health Sector, the workshops examined common workflow models such as:

- clinical ordering
- transfusion services
- medication management
- medication administration.

Documentation for lead health services' change management processes and training were also developed.

The system design workshops for Release Two are due to commence in October 2008. To express interest in attending a workshop, please email Kim Bonett (kim.bonett@dhs.vic.gov.au) for orders and Jason Sun (Jason.sun@dhs.vic.gov.au) for medication management.

### Integration

The Clinical Systems Integration Working Group has reconvened to focus on design specifications for orders and medications interfaces in Release Two. Work on the design specification is near completion and will be presented to vendor working groups as the Clinical Systems Integration Standard.

The Release Two enterprise implementation planning study analysis will identify the current capability that vendors have to meet the Clinical Systems Integration Standard. Vendor roadmaps will also be assessed as part of this process. It is anticipated that product enhancements will be necessary for some of the pathology, imaging and pharmacy systems.

The Clinical Systems team in collaboration with Cerner and the pharmacy vendors have convened workshops to define high level pharmacy integration model in order to achieve a closed-looped medication management model.

### Area of interest

#### Business process modelling

OHIS is committed to building a culture of service delivery excellence and to assisting all health services to take up and successfully implement HealthSMART solutions, particularly the Cerner Clinical Systems.

We understand that the implementation of a Clinical Systems will change the way work will be done by clinicians. Therefore, to implement a Clinical Systems successfully we need to deliver on the 'people aspects' of the project by developing the skills and building the knowledge of those who will use the system and sustain the changes that will deliver benefits.

## Why model processes?

Underestimating the complexity of healthcare processes has been identified as one reason for failure in implementing computerised health information systems<sup>1</sup>.

Modelling existing clinical processes that will be impacted by the introduction of Clinical Systems will provide a more complete understanding of these often complex tasks. It will identify all those involved in each process in addition to the major stakeholders and will also assist in capturing and defining current issues with the various workflows.

Through modelling we will be able to determine who and what will be impacted by the Clinical Systems and provide guidance on where key change support activities should be focused during all implementation stages.

Business process modelling of the current and future state environments will also assist to inform the system design, functional needs analysis, change impacts and training material development. Through Business process modelling workshops the current environment is documented and stakeholders are provided the information and knowledge to assist them to understand the future environment, that is 'where they need to go' with implementation of the Clinical Systems.

Likewise, failing to integrate clinical workflow into such systems can contribute to lack of uptake by clinicians in using Clinical Systems<sup>2,3</sup>. Understanding clinician and clinical workflow is therefore critical to the success of Clinical Systems implementation<sup>4</sup>. Workflow modelling can assist to focus on areas such as:

- the automation of processes
- assisting with collaboration between employees
- improving communication within the organisation<sup>3</sup>.

Additionally, modelling workflows provides health services with the opportunity to identify any existing deficiencies and improve processes prior to and during system implementation.

*1. Littlejohns P, Wyatt JC and Garvican L. Evaluating computerised health information systems: hard lessons still to be learnt. British Medical Journal 2003: 326; 860-863*

*2. Maviglia SM, Zielstorff RD, Paterno M, Teich JM, Bates DW and Kuperman GJ.*

*Automating Complex Guidelines for Chronic Disease: Lessons Learned Journal of the American Medical Informatics Association 2003: 10; 154-165*

*3. Pradhan M, Edmonds M and Runciman B. Quality in Healthcare: process. Best Practice & Research Clinical Anaesthesiology 2001: 15(4); 555-571*

*4. Bates DW, Kuperman GJ, Wang S, Gandhi T, Kittler A, Volk L, Spurr C, Khorasani R, Tanasijevic M and Middleton B Ten Commandments for Effective Clinical Decision Support: Making the Practice of Evidence-based Medicine a Reality. Journal of the American Medical Informatics Association 2003: 10; 523-530*

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