

Clinical transformation update

In the last few years, Baylor Health Care System has committed significant resources to its clinical transformation efforts in the form of patient safety goals, core measures, participation in the 5 Million Lives Campaign, ABC Baylor, and evidence-based order set development, to name only a few. Another major system initiative is the design and deployment of Baylor's electronic health record (EHR). Over the past 3 years, hundreds of caregivers from across the system have contributed to the design of the EHR. The EHR design will need to support each of the clinical transformation initiatives, "hardwiring" best practices for everyday clinical workflow as much as possible.

To coordinate and adequately represent the input of each caregiver group, the Best Care Executive Committee has approved a model for EHR clinical governance that will ensure optimal collaboration (*Figure*). This model provides a diverse focus across multiple stakeholder groups. Each group on the diagram provides input to EHR design and strategic direction.

Beginning at the bottom of the diagram, all hospitals will institute an *EHR facility implementation team* to oversee the work specific to their hospital. Baylor Plano and Baylor Grapevine, the first two hospitals scheduled to "go live" with an EHR, are already using these teams to effectively manage the implementation process.

Systemwide councils play a critical role in how the EHR will support a particular specialty. For instance, the Critical Care Council, led by cochairs Linda Harrington, PhD, RN, vice president for advancing nursing practice, and Robert Baird, MD, system medical director for critical care services, will participate in the development of EHR content to meet the needs of critical care processes. Likewise, other councils will participate in components of the EHR to ensure that EHR design supports clinical workflow.

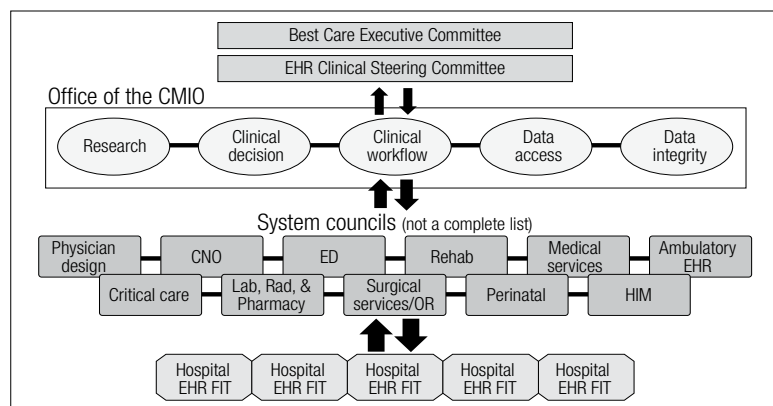


Figure. EHR governance. EHR indicates electronic health record; CNO, chief nursing officer; ED, emergency department; rehab, rehabilitation; rad, radiology; OR, operating room; HIM, health information management; FIT, facility implementation team.

The ovals represent new strategic roles created by Chief Medical Information Officer Dr. Joseph Schneider to oversee integrated elements of a new EHR. Physicians serving in these capacities will work to coordinate and maintain key EHR design elements. For example, Dr. Andrew Masica leads an executive committee to ensure that clinical decision supports, such as alerts, are integrated into appropriate aspects of EHR design.

At the top are the governing bodies for a systemwide EHR. The Best Care Committee and the Best Care EHR Clinical Steering Committee will continue to provide strategic direction to EHR development efforts to ensure achievement of overall Best Care goals. In our next installment, we will describe the progress of these groups. In the meantime, if you have an interest in participating in an EHR-focused team, please send an e-mail to ehr.feedback@BaylorHealth.edu.

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