Lessons Learned From the Greatest System Implementation That Never Was

Julian Wong, Project Manager, University Health Network
eHealth Conference - *June 6, 2016*

A Story

Outline

- Background

- 3 Key Lessons

- So What?

About UHN

- **University Health Network** - Downtown, Toronto

- 4 Sites: *Toronto General, Toronto Western, Princess Margaret & Toronto Rehab*

- 1,200+ beds and 15,000+ staff

- $2B Revenue

- One of the largest Academic Institutions in Canada

The ACD Project - Overview

ACD: Advanced Clinical Documentation

Purpose: Procure and implement an integrated enterprise-wide electronic medical record system to support ambulatory and inpatient areas

Vision: "Enable a clinical, education and research transformation for our patients and our people to put UHN at the forefront of care"

Procurement process spanned multiple years (2011-2014)

The ACD Project – Quick Facts

Scope Summary:

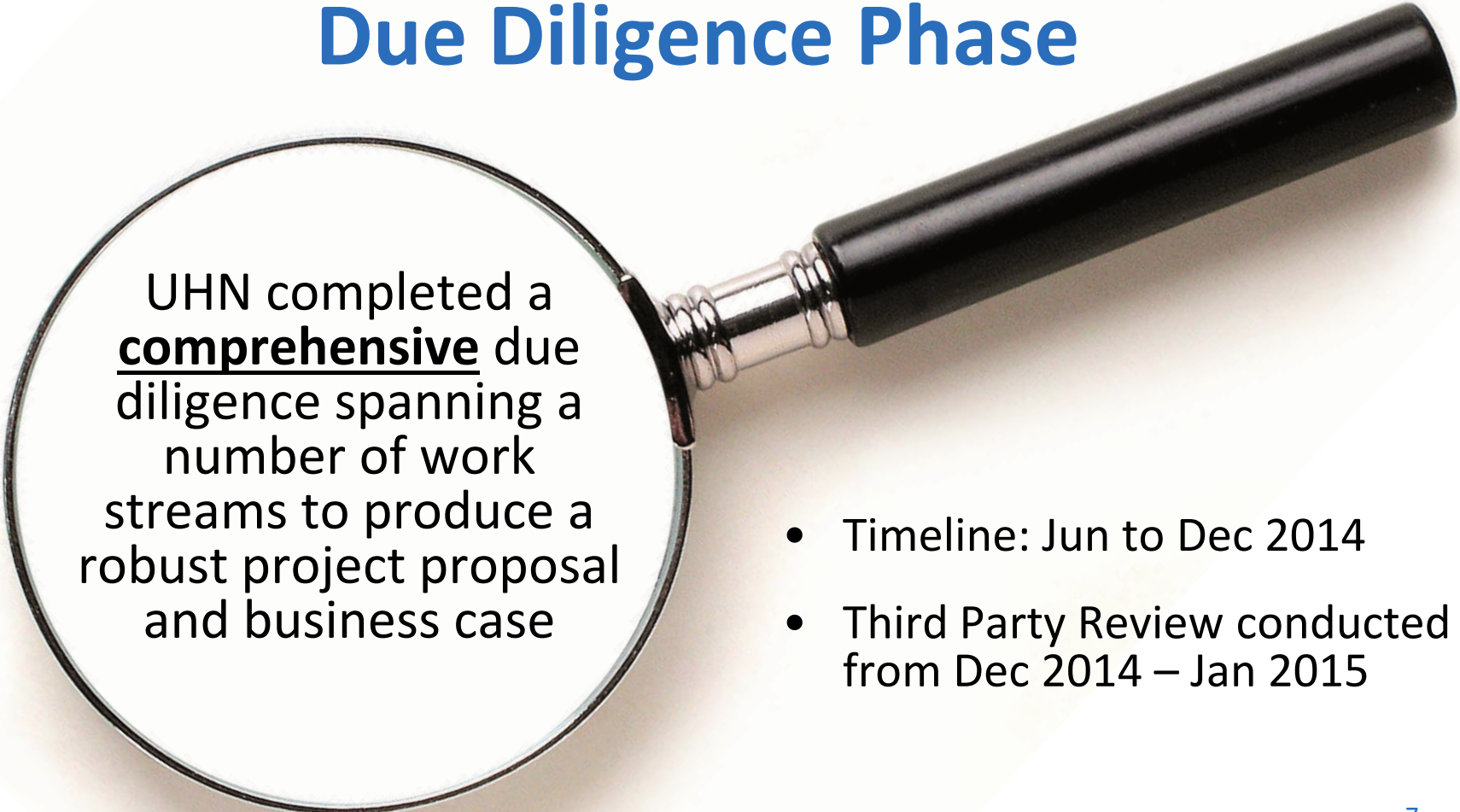| 200+ inpatient and outpatient units	38 months of build and rollout	14,000 impacted users	17 new vendor modules	700+ new workstations and 3,400 new monitors

Project Team:

1 Senior Project Executive	2 Physician Leads & 1 Clinical Lead	200+ FTEs	1,000 Super Users

Due Diligence Phase

UHN completed a **comprehensive** due diligence spanning a number of work streams to produce a robust project proposal and business case

- Timeline: Jun to Dec 2014

- Third Party Review conducted from Dec 2014 – Jan 2015

The Team

The Decision

- **February 2015** – UHN CEO, Peter Pisters informed the organization of the decision to not move forward with the implementation of the EMR

- Framework for decision:
  - Significant capital and operating investment required
  - Significant amount of change management needed
  - Guidance from the Ministry of Health
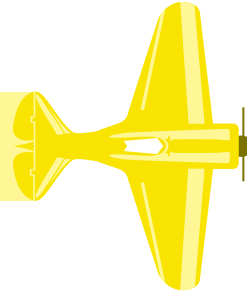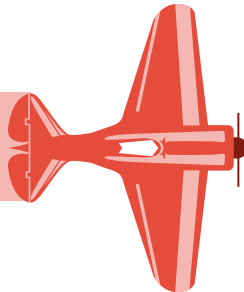 - Commitment to long term investment

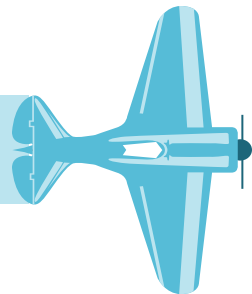# 3 Key Takeaways

TAKEAWAY #1
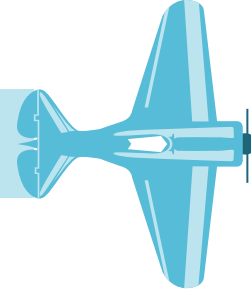
TAKEAWAY #2

TAKEAWAY #3

It's Okay To Say No

- 28% of large IT projects ($1M+) were considered failures (Gartner, 2012)

- Saying no is sometimes the right thing to do, even if the benefits are there

- Given the circumstances, our CEO demonstrated courage to put a stop to the implementation
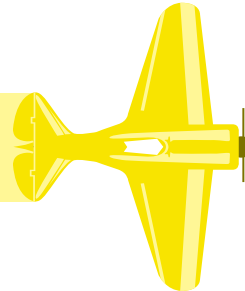
TAKEAWAY #1

Don't Waste Work

- Significant amount of learning, documentation and information gathering contributed to the output of the due diligence process

- We re-purposed our work:
  - **Knowledge Sharing Workshop**
  - **IT Transformation**
 - **Standardizing Medication Management**

TAKEAWAY #2

Communicate (& Repeat)

- "Project communications is important to the ultimate success of any project. Inadequate communications may lead to problems such as delay in message delivery, communication of information to the wrong audience or insufficient communication to the stakeholders" (PMBOK, 5th Edition)

- Recommendations:
  - **Be clear and concise**
  - **Explain the rationale and framework for the decision**
  - **Articulate next steps, and continue to update**

TAKEAWAY #3
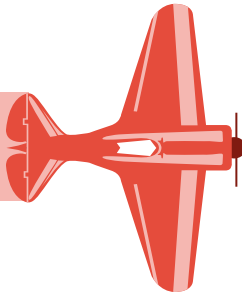
So What?

- Share this story – to **help** manage your way through cancelled projects

- We normally only hear about **successful** project implementations

- Use this example as a **case study** for continued learning

Summary

- UHN embarked on a <u>journey</u> to implement a brand new EMR system that would transform the organization

- A decision was made <u>not to move forward</u> and I shared 3 key lessons learned from that experience:
  - ☑ **It's okay to say no**
  - ☑ **Don't waste work**
  - ☑ **Communicate, communicate and communicate**
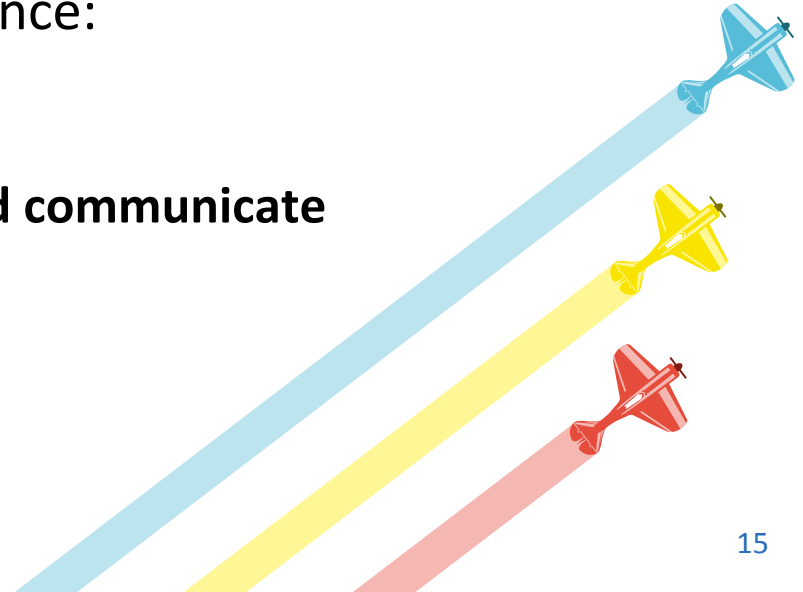
UHN has moved **forward**

THANK YOU

julian.wong@uhn.ca