

Advancing Clinical Excellence through Information Technology



Atos

At a glance

Market segment

Integrated Delivery Network (IDN)

Client

Encompass Health

Scenario

Atos provided education to Encompass Health hospitals implementing the ACE IT system, a custom Cerner application

Project description

Provide end-user adoption of Cerner to Encompass Health hospitals over a 6-year implementation schedule across the United States

Project objective

- Create standardized, universal documentation across Encompass Health hospitals
- Lower training costs by shifting focus to simulation-based education
- Increase end-user retention and confidence in the ACE IT system
- Decrease the time for EHR adoption

Solutions

- Leadership engagement of CEOs at each hospital
- Branded adoption solution to capture the theme and mission of ACE IT
- Leadership communication strategy, social media plans, and focus groups
- Simulation-based education to ensure proficiency for all roles
- Workflow recommendations and development
- Quick Reference Guides (QRGs) for end-user support
- Practicums—workflow-based final exams
- ACE IT coach training and support

The client

Atos Digital Health Solutions delivered a successful adoption solution to 114 of the scheduled 116 Encompass Health hospitals implementing ACE IT, a customized Cerner application.

The challenge

In 2011, Encompass Health, one of the largest Integrated Delivery Networks (IDN) and the largest provider of inpatient rehabilitation services, attempted to implement Cerner for its electronic health record (EHR) application. The organization soon discovered major challenges that were characteristic of a singular focus on the go-live event. Resistance to change, low end-user engagement in the project, workflow discrepancies, and barriers to effective education ultimately impacted Encompass Health's overall adoption of the application and the outcomes expected from Cerner. After regrouping and planning a second wave of implementations, Encompass Health wanted a new focus—not merely on passing the go-live event, but optimizing their EHR to improve clinical outcomes, efficiencies, and cost savings.

To ensure successful adoption, Encompass Health partnered with Atos Digital Health Solutions, a company specialized in bridging the gap between EHR implementation and adoption. With Atos guidance and support, Encompass Health embraced a new methodology centered on four necessary drivers of adoption: leadership engagement, speed to proficiency, performance metrics, and sustainment. Together, Atos and Encompass Health would deliver a comprehensive adoption solution, ensuring all end users could proficiently complete essential, role-specific tasks in the system. Encompass Health, confident in the success of this second round initiative, branded their education ACE IT—Advancing Clinical Excellence through Information Technology. Atos provided customized communication and branding, engaged leadership and adoption surveys, education tools, and performance analysis to ensure the success of the project.

The solution

To ensure all Encompass Health users achieve and maintain high levels of adoption of the EHR, Atos provided leadership with communication and social media plans, surveys and focus groups, and metrics reporting to assess their performance to date. Atos also participated (and continues to do so) in Encompass Health's leadership conferences, shaping strategies around maintaining successful EHR adoption. Atos also delivered a solution for targeted, task-based education. The solution included simulations mimicking their live EHR system (similar to flight simulators championed by the aerospace industry), quick reference guides (QRGs) for at-a-glance guidance, final exams testing essential tasks per role (which were delivered but have yet to be released to end users), and ACE IT adoption coaches to provide at-the-elbow support to end users. Ensuring education relevancy, ongoing courseware updates were (and continue to be) provided for changes to workflows and ACE IT functionality. Also, adoption network hosting, maintenance, and end-user support continue to be delivered.

Encompass Health's leadership demonstrated a strong commitment to adopting their EHR utilizing the Atos methodology. "Kickoffs" were arranged for each hospital prior to go live, with banners, food celebrations, ACE IT memorabilia, and course completion contests to excite and incite end-user participation. A governance plan was created to ensure end users completed all assigned courseware prior to attending classroom review sessions and being granted access into the live system. Courseware completion reports were (and continue to be) distributed to each hospital CEO and project leader two weeks prior to classroom review sessions to ensure adherence to Encompass Health policies.

Deliverables	# of Deliverables
Simulated Lessons	102
QRGs	19
Practicums ¹	15

¹ Though all practicums were delivered, Encompass Health has chosen not to deploy them to end users at the current time.

The schedule

In December 2011, Encompass Health and Atos partnered to enhance ACE IT adoption. The agreement set an aggressive development schedule, with 102 lessons, 19 QRGs, and 15 practicums scoped for delivery by April 2012. Atos successfully met this deadline—after kicking off the adoption solution development in January 2012—and delivered its complete solution. The first Encompass Health hospital went live in July 2012, with the final (116) hospital scheduled to go live by 2018. Year to date, 114 Encompass Health hospitals have gone live.



Each year, 25 to 30 Encompass Health hospitals are going live. Each hospital sets a 10 week track to adoption, with the majority of their education provided by the Atos solution.

ACE IT - 10 week track to adoption



Leadership assessment

Below are key responses taken from end-users surveyed on leadership's engagement in the project:

² Responses of Strongly Agree and Agree were combined
³ Responses of Disagree and Strongly Disagree were combined

Additionally, responders were asked to comment on what they found most helpful about the solution. Responses varied, but many discussed the usefulness of pairing simulation education with ACE IT classroom sessions: "It was helpful to have the online courses to complete independently prior to having the course with the therapy team leader." Others noted the simulator's support of visual learning styles.

Assessment Items	Agree ²	Disagree ³
I understand how ACE IT will impact my job	97%	3%
I understand why we implemented ACE IT	98%	2%
Leadership is committed to the success of the project	96%	4%

"What was most effective was being able to have hands on training before having to jump into the new program."

Course completion ratings are another key indicator of users adopting the new system. All users, in order to gain access to the live system, must have completed 100 percent of assigned simulations. This demonstrates a significant commitment from leadership. Additionally, the Atos solution reduced the time and costs

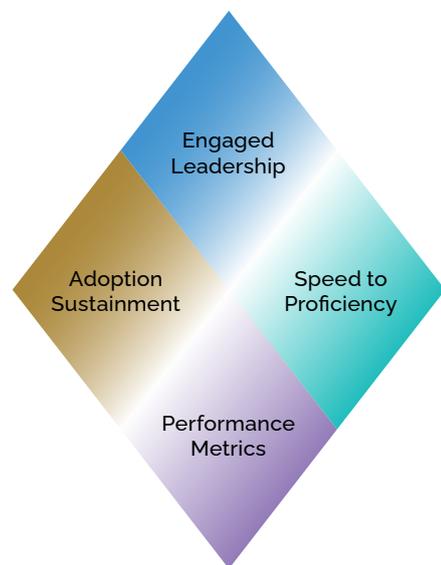
Results

Encompass Health, using the Atos solution, has successfully adopted ACE IT at 114 of 116 sites thus far. High course completion scores and satisfaction ratings indicate effective learning outcomes for end users. In addition, forecasted cost and time savings illustrate the opportunity to reinvest significant resources into patient care. Chief among these is the estimated 50,316 patient care days that that will be saved by 2018.

associated with traditional classroom training. Encompass Health aims to achieve significant benefits using the Atos solution. In addition to the forecasted 50,316 patient care days returned to staff, Encompass Health will save an estimated \$22.5 million.

Compared with classroom training, Atos online simulators cut the cost of training and ensure end users retain learning.

About Atos Digital Health Solutions



Atos Digital Health Solutions specializes in developing custom education solutions to achieve fast, measurable, and sustainable adoption of healthcare software applications. The Breakaway Method™ is based on four distinct, yet interrelated components:

- Engaged Leadership
- Speed to Proficiency
- Performance Metrics
- Adoption Sustainment

The Breakaway Method™ is proven to help healthcare organizations adopt new workflow applications 60% to 80% faster than conventional education. Expert Atos team members provide robust support in each Breakaway Method™ component to dramatically reduce implementation stress, improve proficiency and proper use of new software applications, and ultimately, to maximize return on investment in healthcare IT.

Portfolio

The Atos approach to IT adoption has been refined over more than a decade of successful implementations with nearly one million healthcare professionals now benefitting from the Atos research-based methodology. For more information, visit atos.net/en-na/north-america/breakaway.

The Atos portfolio includes:

3M | Allscripts | Cerner | Epic
 GE Healthcare | ICD-10 | Lawson
 Meditech | NextGen | Siemens |
 McKesson Fuji PACS | AGFA PACS |
 GE RIS/PACS
 Infor | Healthland EMR | Strata Decision
 Technology | ASCOM | Unify

"The Breakaway methodology confirms what many have experienced – that mere implementation often falls short of adoption, and adoption will be essential for meaningful use. Their work describes a clear roadmap for achieving sustained adoption, regardless of where you are on your EHR journey."

Bill Spooner
 CIO, Sharp Health Care

About Atos

Atos is a global leader in digital transformation with 111,000 employees and annual revenue of c. € 11 billion. European number one in cybersecurity, cloud and high performance computing, the Group provides tailored end-to-end solutions for all industries in 71 countries. A pioneer in decarbonization services and products, Atos is committed to a secure and decarbonized digital for its clients. Atos is an SE (Societas Europaea), listed on Euronext Paris and included in the CAC 40 ESG and Next 20 indexes.

The purpose of Atos is to help design the future of the information space. Its expertise and services support the development of knowledge, education and research in a multicultural approach and contribute to the development of scientific and technological excellence. Across the world, the Group enables its customers and employees, and members of societies at large to live, work and develop sustainably, in a safe and secure information space.

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Let's start a discussion together



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About Atos Digital Health Solutions

Atos Digital Health Solutions helps healthcare organizations clarify business objectives while pursuing safer, more effective healthcare that manages costs and engagement across the care continuum. Our leadership team, consultants, and certified project and program managers bring years of practical and operational hospital experience to each engagement. Together, we'll work closely with you to deliver meaningful outcomes that support your organization's goals.

Our team works shoulder-to-shoulder with your staff, sharing what we know openly. The knowledge transfer throughout the process improves skills and expertise among your team as well as ours. We support a full spectrum of products and services across the healthcare enterprise including Population Health, Value-Based Care, Security and Enterprise Business Strategy Advisory Services, Revenue Cycle Expertise, Adoption and Simulation Programs, ERP and Workforce Management, Go-Live Solutions, EHR Application Expertise, as well as Legacy and Technical Expertise. Atos is a proud sponsor of Healthcare Scene.