



CPOE Best Practices Prioritization – A Quantifiable Approach **By J. Paul Rockwell, Senior Project Manager, VCS**

According to KLAS CPOE Digest 2007, only 6.8 % of healthcare organizations have implemented or have begun the implementation of CPOE. Deterrents to this endeavor are many, but one obstacle is identifying where to start and how to get buy-in from the clinicians. Vitalize Consulting Solutions, Inc (VCS) believes that creating identifiable project phases based on client specific priorities will result in incremental successes maintaining momentum and focus throughout the project.

Once a list of CPOE best practices has been defined and agreed upon by your organization, it is necessary to devise a method for prioritizing the implementation of those best practices. An effective approach to addressing this is to evaluate each item against three potential business impact areas vis-à-vis your organization's most pressing business needs.

To illustrate this approach, we recommend a 4-point weighting system for each impact area. The best practices with the highest resulting scores should be targeted. The proposed scoring criteria are:

1. Patient Safety –

How does the best practice impact the safety of the patient?

	RISK	
P R O B.	2	4
	1	3

1 = Low Risk & Low Probability of occurrence

2 = Low Risk & High Probability of occurrence

3 = High Risk & Low Probability of occurrence.

4 = High Risk & High Probability of occurrence.

2. Regulations –

Is the best practice a regulatory or JCAHO requirement?

1 = The practice **is not** a known regulatory or JCAHO requirement

4 = The practice **is** a known regulatory or JCAHO requirement

3. Adoption –

What is the workflow and training effort impact the adoption of the best practice?

	TRAINING	
W	2	1
K		
F		
L.	4	3
O		

1 = High Impact on Training & High Impact on Workflow

2 = Low Impact on Training & High Impact on Workflow

3 = High Impact on Training & Low Impact on Workflow.

4 = Low Impact on Training & Low Impact on Workflow.

Upon completion of this exercise, you will have the basis to objectively determine how to set about the implementation of a CPOE system focused on resource optimization and highest impact to the organization. The benefits of an orderly evaluation of CPOE best practices are invaluable including but not limited to:

- Increased patient safety
- Increased user satisfaction and efficiency
- Minimal disruption of workflow and operations

We use a phased approach to ensure compliance with all CPOE best practices as follows:

Phase 1 tasks –

- Score each best practice points on the 1 – 4 scale against each business impact point.
- Submit scoring organization’s Provider Information System Steering committee, or similar body for review and concurrence
- Facilitate scoring review process with body so empowered

- Adjust scoring based on input from body so empowered
- Obtain sign-off on finalized scoring of best practices.

Phase 1 deliverables –

- Completed best practice grid with all practices scored against business impact points
- Management report / analysis of scoring and discussion of approaches / options available to the client organization with risks and values defined for each approach.

Phase 2 tasks –

- Complete analysis of remaining hospitals, outlying clinics and related organizations to determine level of alignment with defined best practices.
- Determine level of complexity and best approach to maximize alignment of CPOE with defined best practices with minimal disruption.
- Identify options available and resources required to accomplish each option, so that the client organization is able to make an informed business decision as to how to best move forward with alignment and practice improvement.

Phase 2 deliverables –

Best practices grid completed for all facilities (in the case of multi-facility organizations)

Management report which discusses the following:

- Analysis of findings at each facility
- Functional and process oriented considerations for more closely aligning CPOE with best practices
- Available options with potential risk and value for each option
- Resource requirement estimates for available options

Phase 3 and beyond – to be determined based on decisions made by the client organization after Phase 2.

VCS uses this approach in combination with our WebShare Repository and PMO Methodology to ensure that every CPOE project we support is consistent with each of our client's unique mission and goals. If you would like more information about this subject or our Project Management Office Service Line, please contact us at 610-444-1233 or vcs@getvitalized.com .