



RCH Electronic Medical Record (EMR)

Information pack for prospective applicants – application build teams

EMR Program

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A. Introduction

The implementation of an Electronic Medical Record (EMR) for The Royal Children's Hospital (RCH) will be the biggest transformational project since the move to the new facility in 2011.

With a total budget of \$48million, \$23 million of which is pledged by government and the remaining committed by the hospital and RCH Foundation, this project will revolutionise RCH clinical systems and ensure our great hospital leads the way in EMR technology within Australia.

What's more, this project creates a rare opportunity for 50 staff to join the project team to work exclusively on the build and implementation of the RCH EMR over the next two years. More than \$14 million of the total project budget will be spent employing and training these staff to become EMR experts to assist RCH with a successful implementation.

Partnering with EPIC, a US based firm broadly regarded as the world-leaders in EMR systems, the RCH will be the first hospital to bring this technology to Australia.

Interested in joining this once-in-a-lifetime project? Read on to find out if this is the opportunity you've been waiting for.

B. What team members do we require?

Roles within the EMR team are divided into three broad categories:

- a) Leadership and Support – approx. 9.1 EFT
- b) Application Build and Training– approx. 35 EFT
- c) Technical – approx. 8 - 12 EFT

The vast majority of positions exist within the area of Clinical Build and Training and this information pack is tailored toward these roles. There are four key positions available within this area:

- a) Clinical EMR Analyst (Lead)
- b) Clinical EMR Analyst
- c) EMR Analyst
- d) EMR Trainer

Those recruited as Build / Training staff will join one of eight speciality teams: Medications, Results/Ordering, Clinical Documentation, Health Information Systems (HIS), Emergency Department, Scheduling, Ambulatory Care and Portals, OR and Anaesthetics.

Build team members will come from a broad range of backgrounds for example pharmacy, allied health, nursing, administration, IT, medical imaging, scientist, administration to name a few. You do not need to be an IT or EMR expert to be successful in your application to the team. What is crucial is that you have an aptitude to learn, analyse and problem solve, and be a strong advocate of the EMR to improve the experience for both children, families and staff at RCH. The rest can be learned in your training.

The Build teams will spend time understanding RCH work practices, mapping workflows, collecting data, understanding regulatory frameworks. Using this information, they will build and configure the EPIC system to work for the RCH. The EMR will strive to drive best practice with each team being responsible for understanding the changes required for go-live.

Once the system is built all team members will be responsible for testing to ensure the system is safe and ready to implement. Closer to go-live all teams will be involved in the delivery of end user training and preparing the RCH staff go-live. During go-live and for 3-6 months post go-live team members will provide on-floor and telephone support to the RCH staff.

For more information about each of the roles please read the position descriptions on the EMR webpage at www.rch.org.au/emr. The table below provides a snapshot of the team configurations and the skills and expertise that will be recruited to each.

Each team will have milestones and deliverables across the design and go-live phases. A broad outline of the implementation sequence is in Appendix 1.

EMR Clinical Build Teams

Team	EFT	Responsibility	Epic Functionality	Suitable staff
Medications	1 Medication EMR Lead 2.6 Clinical EMR Analysts – Medications/ Oncology 1 EMR Analyst 1 Clinical EMR Trainer Medical Advisor(s)	<ul style="list-style-type: none"> Medication Prescribing Medication Administration Medication Reconciliation Formulary Pharmacy Processes Oncology Order sets Decision Support 	<ul style="list-style-type: none"> EpicCare Inpatient EMR Willow Inpatient Pharmacy & Inventory Management Beacon Oncology Rover mobile 	<ul style="list-style-type: none"> Pharmacist Pharmacy Technician Nursing Medicine Pharmacologist Health informatics
Results/Orders	1 Results/Orders EMR Lead 2 Clinical EMR Analysts 1 EMR Analyst 1 Clinical EMR Trainer Medical Advisor(s)	<ul style="list-style-type: none"> Ordering Pathology, Radiology, Investigations, Allied Health, Diets, Specialist Consults & Other Services Order sets Results display, endorsement and escalation Decision Support 	<ul style="list-style-type: none"> EpicCare Inpatient EMR Care plans 	<ul style="list-style-type: none"> Scientist Medical Imaging Technologist Nursing Pathology Technicians Allied Health Clerical Administrators Medicine Health informatics
Clinical Documentation	1 Clinical Documentation EMR Lead 3 Clinical EMR Analysts 1 EMR Analyst 1 Clinical EMR Analyst – PICU/NICU 1 Clinical EMR Trainer Medical Advisor(s)	<ul style="list-style-type: none"> All clinical documentation across all specialties, disciplines & departments Clinical handover Discharge summaries PICU/NICU specialist functionality Device integration Decision support 	<ul style="list-style-type: none"> EpicCare Inpatient EMR Rover mobile ICU/CCU 	<ul style="list-style-type: none"> Nursing Allied Health Health Information Manager Medicine Health informatics
Health Information System	1 Health Information Lead 0.5 Security Administrator 1.0 EMR Analyst 0.5 Clinical EMR Trainer	<ul style="list-style-type: none"> Configuration wards, beds, users PAS integration Coding Release of information 	<ul style="list-style-type: none"> Identity Embedded Master Person Index Release of Information HIM Deficiency Tracking EpicCare Inpatient EMR 	<ul style="list-style-type: none"> Health Information Manager Clerical IT staff

Team	EFT	Responsibility	Epic Functionality	Suitable staff
Emergency Department	0.5 Medical Officer 0.8 Clinical EMR Analyst 1 EMR Analyst 0.5 Clinical EMR trainer	<ul style="list-style-type: none"> Emergency Department processes VEMD reporting 	<ul style="list-style-type: none"> ASAP Emergency Department 	<ul style="list-style-type: none"> Nursing Clerical Medical
Scheduling	1 Scheduling EMR Lead 1 EMR Analyst 0.5 EMR trainer Medical Advisor	<ul style="list-style-type: none"> Specialist clinics, allied health and other appointments Clinic configuration Clinical workflows VINAH reporting 	<ul style="list-style-type: none"> Cadence Scheduling EpicCare Ambulatory System 	<ul style="list-style-type: none"> Clerical Administration staff IT staff Nursing Allied Health Medical
Ambulatory Care and Portals	1 Team Lead 2 Clinical EMR Analysts 1 EMR Analyst 1 Clinical EMR trainer Medical Advisor	<ul style="list-style-type: none"> Family/patient portal EMR external provider portal Health Information Exchange Mobility solutions – Haiku/Canto 	<ul style="list-style-type: none"> MyChart EpicCare Link for External Providers Care Everywhere – Care Elsewhere Haiku for iPhone/Android Canto for iPad 	<ul style="list-style-type: none"> Patient/families IT staff Nursing Allied Health Medical
OR & Anaesthetics	2 Clinical EMR Analysts 1 EMR Analyst 1 Clinical EMR Trainer Medical Advisors	<ul style="list-style-type: none"> Theatre scheduling OR – pre, intra and post-operative processes Anaesthesia 	<ul style="list-style-type: none"> OpTime OR Management Anaesthesia 	<ul style="list-style-type: none"> Nursing Theatre bookings Medical

Table 1: EMR Build and Training Teams

C. Accountability, structure and support

All staff recruited to the EMR project will be appropriately training and supported to fulfil the diverse and demanding program of work ahead.

Clear team structures will be established (figure 1) to ensure reporting lines and project accountability are understood by all.

There is no doubt this project will be demanding at times with competing deadlines and priorities. Successful applicants will be able to demonstrate they have previously worked as a member of, and positively contributed to, a team, be resilience and have the ability to self-manage through the demands of a fast paced job.

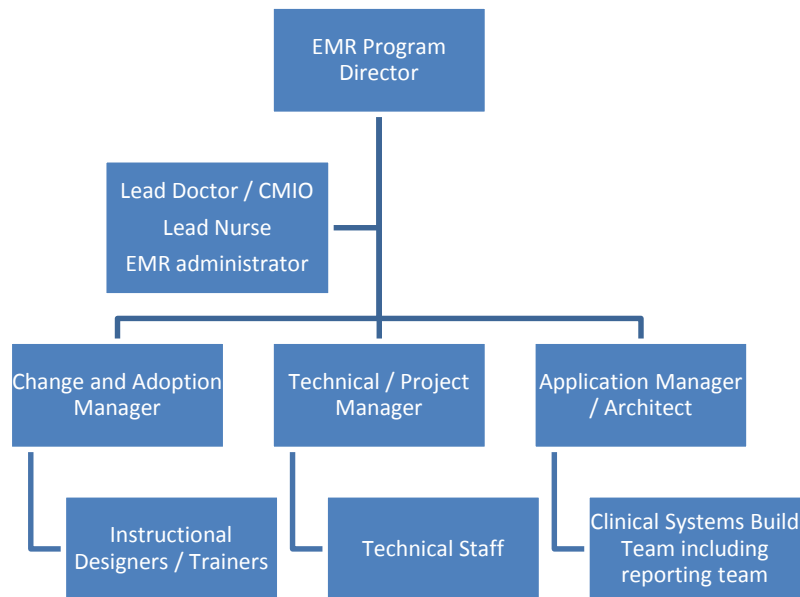


Figure 1: Accountability structure – Implementation Team

The EMR project team will have a close working relationship with Epic throughout the life of the project. This will commence with the majority of members of the RCH EMR project team attending training at Epic headquarters in the US in late 2014.

D. Recruitment process - RCH EMR

The recruitment process for the EMR team is different to what you may have experienced in the past. Many EMR positions will require staff to draw on their previous experience, however the success of this program will rely on many additional attributes. As Epic is very experience in EMR installations, RCH will use their online standardised pre-employment test as part of our recruitment process. This is a standard procedure for all hospitals installing Epic. It forms part of our recruitment process as follows:

1. Please take the time to really understand the positions on the EMR team. We have prepared this information pack to help with some of your questions. Detailed position descriptions can be read at www.rch.org.au/emr. If you have further questions contact Jackie McLeod, EMR Program Director at Jackie.mcleod@rch.org.au or call 9345 4698 / 0432 759 455.
2. Once you have gained an understanding of the roles available and are excited about the opportunity, the next step is to submit an application (including completed preference form, covering letter and resume via the advertisement which will be published on the RCH careers website from Wednesday 7th May 2014). When applying, please remember you must be able to commit to your specified role for 2 years and must be able to attend formal Epic training in the USA and Australia in October 2014.

The preference form with your application will allow you to indicate which position(s) you wish to apply for and what is your preference for a particular team. If you want to apply for multiple positions, you only need to submit **ONE** application against one of the roles only.

3. The next stage of the recruitment process is the online Epic test, which measures attributes candidates require to configure the EMR. There are sections testing problem solving, written communication skills and logic. The test guides you through scenarios that you may encounter in configuring the EMR and asks you to work through the problems presented. The test takes approximately 2 hours however, you work through the test at a pace that feels comfortable to you. The test generates a score based on the accuracy of your response and time taken. The test can only be taken at RCH and specific rooms / computers will be allocated. You will be given more information on this once you have applied.
4. Based on your application, resume and Epic pre-employment test results, a short interview may be offered at the end of June. The interview will attempt to gain a better understanding of how you would manage yourself through the project and how you would assist in managing change for RCH staff.
5. Following interviews, referee checks will be undertaken for preferred candidates. At least one referee should be a current or former line manager.
6. It is expected that the whole process will be finished by the end of July 2014 and successful candidates will be notified around that time. If there are any unexpected delays, we will let all candidates know by email.

Please rest assured that the recruitment process will be kept confidential and your application will be managed by the recruitment team only, led by Jackie McLeod and including Lauren Andrew (EMR Change

Manager) , Tony Duras (HR) and Mark Warner (HR). Your application will be discussed with your manager only after you have provided their details as a reference.

Internal RCH candidates:

Before applying to an EMR position, we would advise you to read the RCH Secondment Policy to gain a full understanding about your employment conditions during and after the completion of the two year role. The policy can be viewed on the RCH Human Resources website http://ww2.rch.org.au/policy_rch/index.cfm?doc_id=13461

Where possible your substantive position will be held open for the 2 year period.

We advise all internal applicants to discuss the conditions of secondment for your current role with your manager and the EMR Project Director at some point through the process.

For seconded RCH staff it is expected that salaries will be commensurate with their current base salaries. Any penalties related to ward and shift work or local work agreements will not be part of the package.

E. Training and certification

Once all positions are recruited the RCH EMR team members must be trained and formally certified in the Epic system. This is a condition of our partnership with Epic and is not negotiable.

To achieve this, all team members will attend training at the Epic offices in Verona, Wisconsin, USA. For most positions, training will be mandatory for three weeks, with 1 week in the USA and the rest in Australia. Depending on your role you may be required to spend longer in the USA. It is anticipated this will occur for the build team in October 2014. Details are currently being finalised with Epic. It is essential that the build team are all trained together.

Training overview

Week 1: Workflow training and general orientation to Epic and software

Week 2: Training in the application at a general level

Week 3: Training in the application to a specialist level

Once training is complete, there will be a period of individual study based on exercises provided by Epic. This will be completed within work hours and, once an individual becomes competent in the Epic system, a final examination will be sat to achieve formal certification. Without this certification, no team member is able to work with the Epic software or in the EMR project.

Certification occurs within six weeks of training. It is anticipated that all members of the RCH EMR team will have achieved formal Epic certification by late December 2014.

F. How long is the project?

It is anticipated that all staff will commence in October 2014 and are expected to be employed in the project team for 2 years.

G. Will there be roles after the project is finished?

Once Epic is live and the project is over RCH will continue to need a team to support and continue improving the system. This team will not be as large as the implementation team however all staff who have been involved in the project team will have the opportunity to apply for these ongoing positions.

H. Working on the RCH EMR will be an incredible career opportunity

For many, working on the RCH EMR will be an incredible career opportunity. If you are still considering if this opportunity is right for you, here are some additional points to consider. Joining the EMR team you will:

- Be involved in shaping and implementing a new system that will transform patient care at the RCH and influence EMR technology within Australia
- Design solutions that improve care and communication for children and their families making our healthcare system safer, more reliable and easier to navigate
- Revolutionise the delivery of patient care and help improved work practices for staff all over the RCH. You will be building a system, in collaboration with all of your colleagues that improves communications, reduces the burden of documentation, increases accuracy and timeliness of information and enhance research across the campus
- Utilise your own experience and expertise to deliver a world-class EMR system for the RCH and have a direct, positive impact on patient care, quality and safety.
- Become expert in Epic technology, a system that already dominates the US healthcare landscape and may have increasing application within Australia in the coming years. With a competitive edge over others within this emerging field, you will have skills and experience transferable to healthcare settings around the country and potentially internationally
- Have a stimulating and rewarding job for the next two years with the potential to remain part of the RCH EMR team ongoing
- Expand your understanding of RCH operations, taking a broader look at how the hospital functions. You will develop an intimate understanding of ways the EMR can support improvements across a variety of areas and work practices

- Have the opportunity and be supported to up skill in a variety of business practices including change management, communications, stakeholder management, training and facilitation.
- Visit the Epic headquarters in the USA to learn directly from the experts
- Become a recognised EMR expert at RCH and part of a small group of RCH staff who have world-class EMR skills
- Have a break from shift-based work and the flexibility to manage your own program of work
- Learn new skills, experience a project environment and join a team of likeminded, enthusiastic, innovative people

APPENDIX 1: Implementation sequence for Electronic Medical Record at Royal Children’s Hospital (To be confirmed with Epic)

