7324MED CASE STUDY

ELECTRONIC HEALTH RECORD NEW RELEASE AND EXPANSION OF FUNCTIONALITY – CHANGE MANAGEMENT AND STRATEGY EXECUTION PROJECT PLAN FOR THE MOUNT PLEASANT HOSPITAL

INTRODUCTION

You are the newly appointed manager of the hospital's clinical redesign and education unit. You have been recently approached by the management of your hospital about the new release of the software for electronic health records. This release will involve significant new functionality to that which is currently provided. There will be new software, hardware required as well as a large change management requirement.

The new functionality in particular addresses requirements for some of the key specialties including cardiology and respiratory. New pathways are also being built into the EMR to aid with the management of stroke, cardiology and hip fracture in line with current guidelines. The new release of software will expand the amount of information currently shared with polyclinics and community based service programs.

In order to ensure that the implementation of the new software release is a success, the hospital executive want to provide funding to your unit for a project. The project funding will assist with preparing staff education, clinical pathways and any other necessary task that you identify as necessary.

CASE STUDY BACKGROUND INFORMATION AND DATA

PROJECT BRIEF

Develop a project plan and necessary budget for this project based on the information provided. The hospital executive present you with some data that will help you to initiate this project plan. You are free to make assumptions but explain this in your Project Plan.

The executive have given you 3 weeks to complete the project plan. The major deliverable from the project when it is completed is a report that outlines how the new release will be implemented and recommendations to ensure its success.

The new release will be implemented from June 2016 over a 6-month period with full installation completed by January 2017.

In order to assist you to develop the scope for the project plan the Tasks that will need to be performed by this project but are not limited to:

- Quantification of the education requirements for the new EMR release

- Size and cost of change management processes for this implementation

- Solutions identification and approaches

- Project team that will be assembled for the project

- Definition of ongoing IT/IS support requirements

- Stages of the project and milestones

- Data that would be needed and sources

BACKGROUND MOUNT PLEASANT HOSPITAL

Acute public hospital providing general surgical and orthopaedic care as well as cancer, cardiac and general medical specialties. This hospital has access to rehabilitation services for patients who need ongoing services after their acute phase.

Data Provided by Hospital Executive

Number of Wards	Beds per ward	Average Length of Stay	Nurse per patient ratio
10	30	4.5	1:5

Mount Pleasant Hospital Allied Health Departments

- Physiotherapy
- Occupational Therapy
- Social work
- Speech pathology

Other

Diagnostic imaging and pathology located on-site

Number of staff

Administration	Information Technology	Nursing	Medical	Hotel services	Allied Health	Clinical Redesign Unit	Management Staff
25	12	1500	250	200	250	4	20

Release2 EMR New costs identified to date

Cost Item	2016 $US	2017 $US
Hardware	$350,000	$80,000

Cost Item	2016 $US	2017 $US
System training from vendor	$500,000	$100,000
Support from vendor	$250,000	$175,000
Total vendor costs	$1,100,000	$325,000

You will need to acknowledge the vendor costs within your project. However, additional resources will be required to ensure the successful implementation of the system and that the expected benefits are realised.