



## EMR DILEMMA

2016 (November) – Day 1, Q2 (Compulsory)

Medical Leader	•
Medical Expert	
Communicator	✓
Advocate	✓
Scholar	
Professional	
Collaborator	✓
Manager	✓

The Clinical Director of the Obstetrics and Gynaecology service in the hospital where you are the Medical Director asks for your advice and assistance. Three weeks ago, the service implemented an electronic maternity clinical record system. The system is one which was chosen by a government-led procurement process and your hospital elected to be an early adopter of what is envisaged to eventually be a state-wide (Australia) or national (New Zealand) rollout of the system.

The Clinical Director (who is a supporter of EMR) says that the O&G specialists are demanding that it be switched off immediately and that the service revert to using traditional paper records. They claim that the electronic record is resulting in slowed work practices and that they find it very hard to find the information they need within the electronic record. They say that this is creating serious clinical risks, especially in the acute obstetric setting, and that sooner or later a mother or baby will suffer serious harm as a result. They are also threatening to go to the media and their union unless the system is taken away. The Clinical Director tells you that the anaesthetists and neonatologists are expressing similar, but not as vocal views. On the other hand, the midwives say the EMR is fine from their perspective and that they want to continue using it because it is making care better and safer. The nurses believe that the doctors are simply not trying to make it work.

### Questions

1. What would be your immediate response to the Clinical Director?
2. How would you manage this situation?



## CENSOR NOTES

### Issues

- Implementation of electronic health records – consequences, risks and benefits
- Inter-professional conflicts
- Patient safety – evaluation and management
- Change management
- Balancing local and national imperatives

### Domains

- Collaborator, Communicator, Medical Expert

### Knowledge

- Common impacts of electronic health record implementations and key success factors
- Roles and relationships of different professional groups in midwifery practice
- Patient safety and outcome measures relevant to electronic health records and to midwifery

### Skills

- Leadership and mentoring
- Conflict resolution
- Risk assessment and mitigation

### Attitudes and behaviour

- Respect and understanding for multiple perspectives
- Patient-first approach



Score:		Knowledge Knows what to do	Skills Knows how to do	Attitude/Behaviour Shows s/he knows the consequences, leadership responsibility
Poor	1	A rambling answer that does not indicate that the candidate understands the main issues that needs to be considered.	Unable to describe and prioritise tasks required to address the scenario.	Gives helicopter or theoretical approach only without putting themselves actually in the scenario.
Limited	2	Attempts to explain a number of the issues involved but does not do it in a logical manner.	May describe one or two possible solutions or measures but does not convince the censors that they could actually do each activity or they understand the implications.	Only minimal appreciation of the underlying issues. Failure to see themselves as managing a solution rather than coordinating others / shifting responsibility.
Marginal	2.5	With, or without prompting, only covers a few of the issues involved and only provides a couple of solutions or observations of what should be attempted.	May understand a number of the issues involved but can't demonstrate more than a couple of solutions that should be tried to improve the situation.	May have described with or without prompting some solutions but does not understand the ramifications for the private hospital or the individuals involved.
Meets standard	3	Demonstrates understanding of the governance, clinical and operational challenges in the Implementation of electronic health records – consequences, risks and benefits. Understands the principles of management of inter-professional conflicts and change management processes. Understanding the role of evaluation and management of clinical systems in the context of patient safety. Balancing local and national imperatives in changing clinical processes.	.Demonstrates that they have skills in leadership and mentoring, conflict resolution, risk assessment and mitigation to manage this scenario. Showing a clear approach in. understanding the clinical risks and critical importance of clinical teamwork in the acute obstetric setting and the inter-professional tensions which may interfere with that teamwork they will consider how they might support the clinical leadership in this situation	Able to model respect and understanding for multiple perspectives, and promoting a patient-first approach. They will consider how they might support the clinical leadership in this situation to produce a resolution.



Good	4	<p>Show deeper understanding that EMR introduction involves clinical process changes and know that they commonly trigger change resistance and be able to list the factors that improve the chances of successful change management. Discusses the ways that electronic records may have both beneficial and detrimental effects on efficiency and patient safety and of the special challenges of being an early adopter of an information technology</p>	<p>Not only outlines the basic activities that can be tried but also demonstrates an appreciation of just how difficult it can be to resolve inter-professional tensions. Ability to contextualise the responses required.</p>	<p>They will consider leadership styles required for different professional groups and approaches to inter-professional conflict resolution.</p>
Outstanding	5	<p>Excellent coverage of all of the issues with a sophisticated exposition including overview of the challenges of EMR introduction, the different value of EMR in different clinical settings and change management and conflict resolution processes.</p>	<p>Excellent presentation with a clear and methodical logic as to how they would manage the scenario. A good understanding of the needs to balance safe patient care with the professional working relationships needed to successfully resolve the impasse.</p>	<p>Clearly demonstrate that they know the full implications of the consequences of both successful and unsuccessful actions</p>