

BEYOND TECHNOLOGY:

# A **people-centered** approach to EHR migration





### The challenge:

## Guiding a massive healthcare system through EHR transition

The health system partnered with Nordic to consolidate its EHR and revenue management systems into a single, integrated Epic platform. The organization, which serves a diverse population from birth to end-of-life care, asked Nordic to partner with them and Epic in leading the changes necessary to achieve the organizational goals of a consolidated EHR platform.

This included providing managers and operational and medical staff across the system with people-centered strategies that would help lead the organization's 49,000 physicians, clinicians, and staff members through each stage of the large-scale digital transformation. Guiding principles of patient centricity, accelerated digital transformation, process optimization, and stakeholder engagement were foundational to success.

### FAST FACTS

- 49K** Physicians, clinicians, and staff
- 260** Care delivery sites
- 17** Hospitals and numerous specialty programs and services

### KEY POINTS

- In partnership with Nordic, a large health system in the South-Central region of the U.S. transitioned its electronic health record (EHR) platform to Epic and committed to a focused, disciplined organizational change management strategy.
- Nordic consultants delivered critical services that enhanced engagement across the health system and helped managers and operational and medical staff sharpen their change leadership skills.
- Key deliverables and outcomes include 48 in-person change leadership workshops for 2,000+ participants, 75 rapid implementation workgroups with 900 multidisciplinary members, 2,000+ workflows prioritized, and improvements in communication, enterprise-wide alignment, education, and change readiness based on feedback from 860+ participants in 80 focus groups.



## The solution:

# A comprehensive approach for seamless change

Nordic experts worked closely with the health system's team to establish a clear vision for the new EHR, enable open and transparent communication, address concerns, remove barriers, inspire buy-in, and provide managers and operational and medical staff with effective change leadership tools for long-term impact.

The project entailed building processes, frameworks, and roadmaps, and providing leadership workshops and monthly change management seminars to over 2,000 leaders across 17 hospitals and more than 250 care delivery sites. In addition, the team established a strong communications strategy that included an intranet site, new channels and methods for communication and feedback loops, and reporting. Engagement from physician leaders was key to the project's success.

“The example [given during the leadership workshop training] of how two different healthcare organizations fared while adopting the same technology due to a vastly different readiness of people and processes was eye-opening. I enjoyed meeting other leaders, hearing about their communication ideas, and seeing how much excitement there is around our shared goal of a great Epic transition.”

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THE HEALTH  
SYSTEM'S  
VICE PRESIDENT AND CMO

# Project **deliverables** and **outcomes**

| EDUCATIONAL CONTENT                                                                 | GOVERNANCE STRUCTURE                                                                                        | HIGH IMPACT WORKFLOW ASSESSMENT                                                                             | STAKEHOLDER ENGAGEMENT                                                                                                                                | PROJECT PLAN                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Executed Epic leadership orientations for <b>600+ participants</b>                  | Launched <b>75 enterprise-wide rapid implementation workgroups</b> with 900 multidisciplinary members       | Developed a workflow impact assessment tool that helped prioritize impacts from over <b>2,000 workflows</b> | Enhanced communication, enterprise-wide alignment, education, and change readiness based on feedback from <b>860+ participants in 80 focus groups</b> | Devised an internal communications plan that attained open rates of <b>greater than 50%</b>                                                                                                                  |
| Directed site leadership orientation for <b>500+ participants</b>                   | Organized <b>23 change network readiness teams</b> made up of 500+ organizational leaders                   | Established <b>60 user-specific mitigation plans</b> for the highest impact workflows                       | Organized stakeholder events to <b>celebrate meeting key project milestones</b>                                                                       | Developed and managed a tailored <b>change management plan that considered cultural needs</b> and alignment to organizational goals for patient experience, quality, financial return, and user satisfaction |
| Facilitated <b>48 in-person change leadership workshops</b> for 2,000+ participants | Created and led weekly executive sponsor meetings with <b>30+ executive leaders</b> across the organization | Managed <b>activities and early education</b> for the highest impact workflows                              | Supported human resources in their efforts when <b>roles and responsibilities</b> were significantly changed                                          | Embedded the <b>Prosci® change management methodology</b> throughout the project plan                                                                                                                        |
| Facilitated monthly <b>virtual change readiness seminars</b> for 600+ leaders       | Established and led <b>weekly communication workstream</b> meetings                                         | Developed user-specific high impact <b>workflow readiness plans</b> and content                             |                                                                                                                                                       |                                                                                                                                                                                                              |



## About Nordic

Nordic is an award-winning global health and technology consulting company that partners with health leaders around the world to create healthier systems, organizations, and people. Together, our global team of more than 3,300 professionals brings decades of experience across our key focus areas of strategic advisory, digital and cloud initiatives, implementation and support, ERP services, and managed services.

Learn more at [NordicGlobal.com](https://nordicglobal.com) →

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