The Role of the Physician Champion

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Who we are

- Brown & Toland is a comprehensive, multi-specialty independent practice association (IPA) serving the residents of the San Francisco Bay Area.

- www.BrownandToland.com

- Brown & Toland has earned numerous awards for quality, and is one of the first medical groups in the nation to deploy integrated electronic health records in a private practice setting.
Brown & Toland Physicians

- Independent Practice Association (IPA) formed in 1993
- More than 800 primary care physicians and specialists board certified in 43 specialties
- More than 330,000 HMO and PPO patients
- Physician network is comprised of private practice physicians located throughout San Francisco
- Commercial, Medicare Advantage and Medi-Cal
Some background

- Used EMR in 1986 in the UK
- B&T roll out 2005
- 200 providers
- EMR (Allscripts), PMS (GE), Patient Portal (Intuit Health)
The Roles of the Physician Champion/CMIO/Informatics Director

- Strategic Planning
- Systems Development & Implementation
- Stakeholder Engagement
- Capacity Building
Strategic Planning

- Develop strategic plans regarding clinical systems and information management
- Align clinical system capabilities with organizational needs
- IT Governance
- Global trends in medicine, informatics and IT
Systems Development & Implementation

- Clinical systems portfolio management
- Systems selection or design
- Demand management – manage requests and expectations of clinical users
- Risk management
- Workflow integration
- Architectures and frameworks
- Policies and standards
Stakeholder Engagement

- Engage clinical leaders, exec management, IT, patients to ensure strategic and tactical alignment of clinical systems with clinical & organizational needs.

- Change management – develop change management strategies to allow successful implementation of policies or initiatives that require informatics support.
Capacity Building

- Build up internal informatics capabilities in the informatics team, clinicians, management and IT dept.
- eHealth advocacy – to build up wider support for informatics at the local, regional or national levels
Taking on the role of a physician champion requires more than simply being an advocate.

A physician champion also needs to:
Understand the technology.

Other physicians will look to the physician champion as a troubleshooter and an expert.
Know how to be a teacher.

Physician champions are often called on to train or to help develop training programs on how to use the technology.
Act as a liaison.

The physician champion becomes the spokesperson for the entire medical staff or his or her own department sharing concerns and questions with vendors and/or administrators.
Be a good negotiator

The physician champion must know which battles to fight with vendors or administrators and how to handle colleagues who don't have their demands met.
Know the needs not just of your department but others.

Physician champions are often asked to help choose vendors or systems. Knowing what each department requires and what each can live without is crucial.
Stay positive and believe in your message.

The physician champion must believe the system will bring benefits and must stay positive even when things go wrong. And something will inevitably go wrong.
Tools I use

- GoToMeeting.com
- Camtasia Studio
- Jing
- Screencast.com
- Outsource online newsletter
Recommended Reading

Beyond Implementation: A Prescription for Lasting EMR Adoption
Heather Haugen, Ph.D.
Jeffrey R. Woodside, M.D.

Change Management Strategies for an Effective EMR Implementation
Claire McCarthy, MA
Douglas Eastman, PhD

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HIMSS
Thank You

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