

## Learning & Change Management to Support EMR Implementation

A major teaching hospital required a comprehensive learning and change management program to remain on a tight schedule following the implementation of customized electronic medical records (EMR) software across their facilities. However, their education department was not equipped to plan and manage the training on such a short timeline.

### THE CHALLENGE

#### Finding a Partner to Provide Training on a Tight Timeline

After selecting Cerner Millennium as the primary software for the management of EMR, the client was in need of a partner to provide training on a tight timeline. The client spent significant time and resources to develop software customization and deployment strategies, as well as courseware that it would use to train its staff. The company decided to implement the Cerner software in a phased approach, one hospital at a time, starting with its smallest facility and working up to its newest, most recently opened hospital. The company's software vendor was initially tapped to lead the training, however, after some internal delays, the training had to be pushed back. With the new timeline, the vendor could no longer accommodate the training schedule, and the project was at risk.

### THE SOLUTION

#### Trainers Who Could Deliver Role-Based Training Quickly

Judge Learning Solutions (JLS) quickly tapped into their talent pool to screen over 100 candidates for 10 trainer positions with less than 15 days until the start of the first phase of the project. The screening process included resume review, telephone interviews, reference checks, local/state/federal background checks, drug screenings, and in-person interviews. JLS identified seven registered nurses and three software trainers, each with vast experience delivering Cerner training and support in place of in-field clinical experience. This team delivered training to physicians, nurses, therapists, and other ancillary support professionals over a six-week period as part of the company's first phase of implementation.



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Additionally, they were able to provide clinical software support integrated with the business workflow without sacrificing the daily responsibilities of the end users; be it physicians, nurses, or office staff.

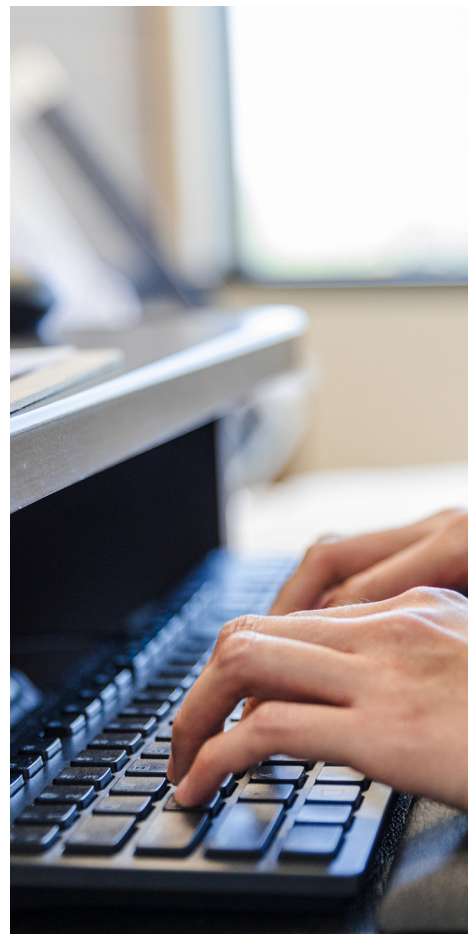
## THE RESULT

### Successful, On-Time Completion of the First Phase of the Large-scale EMR Implementation

Due to the success of the quick ramp-up and Phase I training, the client retained several JLS trainers for post-activation support and planning for future phases. JLS was also asked to support the implementation across the client's network of 100+ ambulatory sites. To achieve this, JLS assembled a team of senior Cerner instructors to design, develop and deliver training to the office staff, nurses, and providers at each location.

The solutions delivered by JLS allowed the company to meet strict deadlines for the Cerner software deployment, end-user training, and activation. The experience and professionalism of the trainers Judge provided led to the successful adoption at each location and across the multiple phases of the project. In the case of EMR implementation, the company was able to maintain compliance with the Meaningful Use Guidelines, staying on target for government-mandated deadlines which ensured millions of dollars of funding critical in the healthcare industry, especially for a large teaching hospital.

An ability to ramp up and down with the ebb and flow of the business, and the flexibility to design the deliverables for every step of the process, kept JLS engaged through the inpatient and ambulatory phases of the implementation. What started by filling the void left by a software vendor has developed into a 5+ year relationship that continues today.



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#### Trainer Screening:

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