Effective EPR Implementations: Overview of the Series, Purpose, and Schedule

The Effective EPR Implementations webinar series is a set of seven one-hour virtual sessions with Healthcare providers. This series is focused on EPR implementations and driving your success through a holistic implementation approach.

**Purpose**

- Focus on effective partnerships necessary to succeed in EPR implementations
- Highlight common pitfalls faced by clients and areas needing support
- Share key strategies necessary for healthcare practice transformation through EPR implementations

**Schedule**

- **Helping You Navigate Your Electronic Patient Record Journey**
- **Change Management and Communication**
- **Integration and Reporting**
- **Interoperability and System Integration**

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<thead>
<tr>
<th>Date</th>
<th>25 Feb</th>
<th>31 Mar</th>
<th>29 Apr</th>
<th>27 May</th>
<th>24 Jun</th>
<th>29 Jul</th>
<th>2 Sep</th>
</tr>
</thead>
</table>
Speaking With You Today

Fran Cousins
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Global Digital CARE Leader, US

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QE Practice Leader, Principal, US

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Greg Appel
QE & EPR Senior Manager, US
Agenda

1. Why Test? Define vision for the program and align testing objectives to the vision

2. Testing Scope Determine what and how much to test to meet testing objectives and achieve program vision

3. Testing Approach Planning & Execution How to test in support of the EPR implementation, program vision and testing objectives

4. Common Pitfalls & Best Practices Avoid common mistakes and apply lessons learned from the experience of others
Setting the Foundation: Governance, Guiding Principles, and Effective Decision Making

Setting a strong foundation from the beginning enhances overall outcomes and Programme success.

### Governance

A well-structured governance model helps ensure decisions are made at the right level, by the right stakeholders, at the right time.

- **Establish Leadership Support**
  - Leadership support and buy-in is cultivated from the very beginning of the Programme.

### Guiding Principles

Establishing appropriate Guiding Principles sets the ground rules for system design and implementation, guides decisions, and keeps teams focused on overall goals, objectives, and the desired end state.

- **Guiding Principles**
  - Manage risk; Test as early and as much as possible.
  - Involve testing team early in the Programme lifecycle, to enable higher quality testing outcomes.
  - Define, adhere to testing processes and procedures.
  - Build the full testing team for the implementation and carry over to post implementation.

### Effective Decision Making

Decisions that could potentially impact the Programme timeline, cost, quality, safety and/or future-state operating model should be escalated to Programme and clinical governance.

- **Key Success Factors**
  - Program Testing Strategy is fully understood, and leadership is committed to treating testing as a discipline like any other part of the program.
  - Testing exit and entry criteria are understood and treated as key milestones.
  - Steering committee members are vocal testing advocates; testing is not an afterthought.

### Importance of Governance, Guiding Principles and Effective Decision Making

1. Commitment from key stakeholders
2. Align direction
3. Better decisions
Why Test?
Why do Testing?

Healthcare organisations are in the **midst of change**...

Whether it be restructuring technical delivery within your organisation, or undergoing significant modernisation to address a burning platform, for example an EPR Implementation, major capability gap, or enable digital capabilities

... and facing increased pressure to **optimise technology spend**...

Antiquated processes and/or tools entrenched within an organisation can drive unnecessary spend and elongate timelines

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**Risk Mitigation!**

1. **Eliminate risk to patient safety and regulatory non-compliance**

2. **Reduce/Remove defect leakage to production due to incorrect build or testing**

3. **Standardised processes established for each Test Phase**

4. **Optimise overall testing effort**
Testing Objectives
Testing strategies must align with an organisation’s EPR implementation vision to validate clinical workflows, integration, and functionality to mitigate patient safety, regulatory and compliance risks.

Overarching Vision for EPR Implementations

• The needs of the **patient come first** (core value)
• Established **patient safety, regulatory and quality** will not be compromised
• Integration supersedes specialisation
• Best practices will be leveraged from the organisation and other EPR implementations
• Decisions will be made collaboratively based on doing **what is best for the organisation(s)**

Objectives of Testing

1. **Operations Consistency**: System maintains **patient safety, regulatory and quality** consistent with implementation goals.
   - Clinical and operational workflows are validated thoroughly
   - Integrity of historic data is being maintained
   - All operations consistently maintained on the new systems across sites

2. **Income Integrity**: All activity is correctly recorded and reimbursed

3. **Technical Validity**: All applications installed, configured and tested to enable identified operational workflows. External Systems are connected and working as expected. Converted data elements appropriately populated in the EPR system
Test Execution – Testing Governance Model
Testing should be treated like any other part of the EPR Implementation program with dedicated testers. The budget and plan for staffing should adequately staffing for testing.

Executive Governance:
• Defines program objectives and outcomes, sets direction, and measures performance
• The committee establishes governance criteria for the program around guiding principles to achieve implementation success

Steering Committees:
• Establishes objectives, defines activities, and establishes execution direction based on program goals established by the Executive Governance Committee. This includes applying filtering criteria established by governance to assess any customisations
• Responsible for any escalated issues that cannot be resolved by earlier governance levels

Project Leadership team:
• Approves of the overall test strategy and plan, phase entrance and exit criteria
• Identifies resources to participate in testing scenario development and testing script reviews
• Responsible for resolving escalated testing issues
• Evaluates and approves completion of established test phase entrance and exit criteria

Testing Program Management:
• Responsible for the overall success of testing
• Provides testing event leadership and is responsible for developing testing processes, tools, oversight and direction

Testing Teams:
• Collaborates with other teams to develop test scripts
• Executes test scripts
• Reports and track testing issues
• Review and approve test results

Testing requires involvement from all stakeholders on an EPR implementation. Asking the same resources to own testing, along with build, supporting operations, training etc., is a major pain point for ALL organisations.
Key Partnership Roles - Coordination with Stakeholders

Close alignment between the EPR vendor, Stakeholders, EPR Build Teams and Testing Services is critical to your journey. Consider and make the best testing approach for your organisation.

- **EPR Vendor Teams**
  - Vendor teams working in concert with your Stakeholders, Build and Testing Teams to ensure workflow functionality, integration, device and unit testing is successful.

- **3rd Party Application Vendors**
  - Work closely with EPR, Operations and testing teams to integrate effectively with EPR modules, define testing scenarios, resolve testing defects caused by 3rd party application integration.

- **EPR Build Teams**
  - Application build analysts assist in test script development to ensure all functionality and integrations are tested, address testing failures, and resolve defects.

- **Stakeholders**
  - Provide timely direction for workflows and critical operational needs to minimise build changes, define effective testing scenarios, and mitigate risk/issues at go-live.

- **Quality Assurance Testing Services**
  - Developing, coordinating and executing testing scenarios in alignment with EPR and Operational requirements. Team is responsible for documenting and coordinating testing failure and defect resolution.
Testing Scope
EPR implementations are complex and require extensive testing via different test phases to achieve success.

**Testing Scope**

- **Facilities / Locations**
  - Clinics
  - Hospitals
  - Ambulatory Centres, Laboratories
  - Surgery Centers

- **Systems / Technologies**
  - Applications
  - Workflows
  - Interfaces
  - Converted Data
  - APIs
  - Other Enterprise System Dependencies

- **Test Phases**
  - Application Testing
  - Interface Testing
  - Integrated Testing
  - Regression Testing
  - Content / Volume Testing
  - Pre-Go-Live Testing
The following types or phases of testing are recommended to be conducted to meet the objectives of EPR Implementations and to meet the objectives of Testing.

**Testing Phases**

**Application Testing**
- Verifies build and application workflows are correct before starting Integrated Testing
- Confirm Application readiness for identified workflows

**Interface Testing**
- Validates application interfaces involved in clinical “real-world” scenarios are working as expected.
- Validates data communicates to ancillary and downstream systems as expected

**Integration Testing**
- Testing of high-impact/risk business process scenarios linked together to achieve the larger goal of validating business lifecycle – validates business rules, configurations and technology

**Regression Testing**
- Validates previous passing test cases in prior testing cycles still pass due to new functionality or build with upgrades

**Content / Volume Testing**
- Volume-based scenarios to validate operational consistency and revenue integrity
  - Device Testing
  - Reports Testing
  - Security Testing
  - Conversion Testing
  - Mapped Record Testing
  - Clinical Focus Testing
  - Charge Testing
  - Claims Testing

**Pre-Go-Live Testing**
- Verifies that the build and configuration meets the expectations of clinicians
- Verifies system performance thresholds under normal, medium, high loads
Testing Approach
Testing Methodology

Consistent Testing Methodology is needed to achieve testing objectives. Testing is like any other discipline in an EPR implementation requiring a robust strategy, planning and execution.

The overall testing methodology describes the testing process at a high level and helps programme and project stakeholders conduct testing consistently across the programme.
Test Execution – Test Case Execution

Test execution may vary by testing event, but all events should adhere to a set of common principles and best practices defined in the test plans by test phase.

- Entry criteria should be used to determine when a test phase is ready to begin execution
- Test cases will be assigned in the test case management tool
- Testing status will be recorded step by step for each test case
- Each test case will have set criteria to determine if a test case passes
- Workarounds should not be used during testing
- Test execution will utilise a “peer process” so individuals are not testing their own build
- Exit criteria should be used to determine if test phase is ready to close
- Any deviations from planned scope will require project leadership approval
- Testing resources should co-locate for test execution of major test phases

Traditionally, most EPR implementations employ manual test execution, however, significant efficiencies and cost savings can be gained by employing automated testing tools and techniques from the start
Test Execution – Defect management, i.e., Test Failure Management

The illustration below highlights the key phases in the test failure management lifecycle.

An issue is found either through formal testing or identified by an end-user. The issue is recorded and logged as a “Test Failure” to be assigned.

Determine what type of problem it is (application, interface, device, domain, etc.) and what team is responsible for the resolution.

The fix is reproduced or migrated to a test domain for retest. Once passed, it is migrated to the production domain and validated. The test failure can then be closed.

Assigned team/member researches the test failure, devises a method of resolution and identifies the assistance required from other teams if necessary. Create issue on project portal where project leadership decision/escalation is necessary.

Assigned team(s) work to resolve the issue and retest in the build domain.

Typical test failures are a result of missing and/or incorrect application configuration compared with design decisions, integration technical issues and test data errors amongst others.
Test Execution – Test Tools
A good Test Management Tool should be selected to facilitate test case management, test failure/issue management and test reporting.

<table>
<thead>
<tr>
<th>Testing Tool Capabilities</th>
<th>Testing Management Tools</th>
<th>Testing Automation Tools</th>
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<tbody>
<tr>
<td>Requirements Documentation</td>
<td>[Diagram of tools]</td>
<td>[Diagram of tools]</td>
</tr>
<tr>
<td>Test Case Repository</td>
<td></td>
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<tr>
<td>Traceability</td>
<td></td>
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<tr>
<td>Test Failure Documentation, Triage, Resolution</td>
<td>[Diagram of tools]</td>
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<tr>
<td>Test Execution Ability</td>
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<td>Test Reporting</td>
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<tr>
<td>Easy Administration</td>
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*Enterprise Test Management and Test Automation Tools will benefit the organisation beyond the implementation when periodic upgrades and enhancements are implemented for the EPR and any other programs in the organisation.*
Test Execution and Close – Entrance and Exit Criteria

Project leadership should evaluate entrance and exit criteria by test phase and have sole discretion to allow exception to continue in case these criteria are not met.

<table>
<thead>
<tr>
<th>Entrance Criteria</th>
<th>Exit Criteria</th>
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<tbody>
<tr>
<td><strong>TEST SCOPE IS ESTABLISHED</strong></td>
<td><strong>TEST SCRIPT EXECUTION</strong></td>
</tr>
<tr>
<td>• Test scope and plan documented, and sufficient resources are allocated</td>
<td>• 100% test cases are executed</td>
</tr>
<tr>
<td>• Outstanding workflows, cases and test failures from previous phase/cycle are</td>
<td>• Test cases with errors are fixed and retested</td>
</tr>
<tr>
<td>incorporated into current scope and plan</td>
<td>• All executed scripts meet the threshold pass % criteria. Typically 100% pass</td>
</tr>
<tr>
<td>• All relevant workflows documented and reviewed</td>
<td>requirement.</td>
</tr>
<tr>
<td><strong>TEST DOMAIN(S) ARE ESTABLISHED</strong></td>
<td><strong>TEST FAILURES</strong></td>
</tr>
<tr>
<td>• Test domain(s) is created and available throughout test phase/cycle</td>
<td>• All testing failures are logged, assigned and prioritised</td>
</tr>
<tr>
<td>• Mock and/or de-identified data populated as needed</td>
<td>• All critical and high severity testing failures are resolved and retested</td>
</tr>
<tr>
<td>• Target devices available and configured as needed</td>
<td>prior to moving to next test phase</td>
</tr>
<tr>
<td>• 100% Interface connectivity for downstream systems' test instance established</td>
<td>• Open workflow decisions are known, documented, and planned to be resolved</td>
</tr>
<tr>
<td></td>
<td>prior to next phase/cycle</td>
</tr>
<tr>
<td><strong>TEST BUILD IS AVAILABLE</strong></td>
<td>• Plan has been defined to address any unresolved testing failures or those</td>
</tr>
<tr>
<td>• Change control has reviewed and approved changes</td>
<td>that have temporary workarounds</td>
</tr>
<tr>
<td>• 100% build changes migrated to the testing domain</td>
<td><strong>GO / NO-GO DECISION</strong></td>
</tr>
<tr>
<td><strong>TEST SCRIPTS ARE READY</strong></td>
<td>• Quantitative criteria should be reported to leadership to determine go/no-go</td>
</tr>
<tr>
<td>• All test cases for specific cycles are created and uploaded into the testing</td>
<td>decisions</td>
</tr>
<tr>
<td>tool</td>
<td>• Test summary/status report has been reviewed and signed-off</td>
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*Establishing and enforcing entrance & exit criteria helps control the quality of THE EPR implementation and is a key factor in preventing issues after go-live*
Common Pitfalls and Best Practices
Establishing an effective testing program will reduce unexpected costs and ensure the effectiveness of the EPR implementation by following best practices and avoiding common pitfalls.

<table>
<thead>
<tr>
<th>Common Pitfalls</th>
<th>Best Practices</th>
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<tbody>
<tr>
<td>Establishing a testing function only for the EPR implementation</td>
<td>Create a robust testing function that engages in during the implementation and will continue after go-live. Plan early for reuse of scripts, automations, and processes for future testing events</td>
</tr>
<tr>
<td>Not allowing enough time for all aspects of testing</td>
<td>Testing should be planned as part of the implementation timeline and be part of the planning to plan for testing design, script development, test automation and execution phases</td>
</tr>
<tr>
<td>Underestimating the number of testing execution resources required</td>
<td>Use a standard estimation model and include contingency time (~25%) to allow for defects and retesting. Adequately plan for the ramp up of the team</td>
</tr>
<tr>
<td>Leaving unfinished testing to the build team</td>
<td>Build and test should be complimentary and separate to maintain independent verification. Use of build team resources to conduct testing other than Unit Testing increases costs and rework</td>
</tr>
<tr>
<td>Broken communication and reporting between key teams and stakeholders</td>
<td>Establish effective governance and reporting for clear understanding of the status of the program, risks, and issues to inform stakeholder decisions</td>
</tr>
<tr>
<td>Assumption that the EPR vendor will make sure the EPR will work within your organisation</td>
<td>Develop your testing program around the validation of your organisation’s EPR program expectations. Test thoroughly all integrated areas and workflows – not just the EPR</td>
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