

# Stars Behavioral Health Group –Long Beach, CA

The following story outlines how Stars Behavioral Health Group (SBHG) learned from its past efforts and developed a successful training program that got its staff using Evolv-CS® in timely accordance with the agency's larger strategic plans. The best practices developed by SBHG are an excellent source of information for agencies tackling the challenge of training their staff to use a new EHR.

## CHALLENGE

Prior to the implementation of Evolv-CS®, SBHG had developed its own in-house information system to better manage their progress notes documentation. Progress notes had previously been done entirely with paper and SBHG encountered some serious challenges in devising and delivering an effective program to train its staff to use the new electronic system.

Most of the problems SBHG encountered in developing its training program are common with many organizations having limited experience with large IT implementations – they developed a plan based on old assumptions taking a one size fits all approach. However, such a simplistic approach is inadequate to fully address the learning needs required by the dramatic change an EMR brings to an organization's work processes.

Ultimately, the performance of SBHG's training program for its in-house system delivered poor results. Trainees were unengaged and bored resulting in a 50% retraining rate, which in turn lengthened the amount of time needed to complete each phase of the rollout to an undesirable level.

## SOLUTION & RESULTS

It was clear that with the implementation of Evolv-CS®, SBHG would have to take a different approach to designing its training program. This time, they devoted much more attention upfront to its design and the results they wanted to achieve. This new approach resulted in a 50% drop-off in the number of staff that needed retraining. Furthermore, because less support and retraining was needed, the project team was able to focus more of its energy on the rollouts and decreased the completion time of each phase by 50%, cutting the time from an average of 8 weeks to 4.

TRAINING FACTOR	BEFORE Challenges with Early Training Programs for In-House System	AFTER Improvements Made for Evolv-CS® Training Program
Course Focus	<ul style="list-style-type: none"> <li>Original training sessions were too broad, attempting to cover too many topics which caused confusion on the part of the trainees.</li> </ul>	<ul style="list-style-type: none"> <li>Focused each session on a more specific topic which led to trainees being able to use the system much more quickly.</li> </ul>
Trainee's Skill Level	<ul style="list-style-type: none"> <li>Did not consider the tech-literacy levels of audience.</li> <li>Had to slow down for less savvy trainees. As a result, advanced students became bored and unengaged.</li> </ul>	<ul style="list-style-type: none"> <li>Structured the course content based on necessary skill level and placed trainees accordingly.</li> <li>Paid greater attention to the pacing of courses.</li> </ul>
Class Size	<ul style="list-style-type: none"> <li>Class size was too large. Enrolled 20 people per class.</li> <li>This approach is often but incorrectly employed as a way to efficiently train large numbers of people.</li> </ul>	<ul style="list-style-type: none"> <li>Capped trainings at 10 person limit.</li> <li>Smaller class sizes provide much better results because the trainer can provide more individual attention to each student.</li> </ul>
Perspective	<ul style="list-style-type: none"> <li>Because trainings were conceived and conducted solely by the IT Department, they suffered from an overly technical perspective and failed to instruct how the system could best be applied to enhance clinical and overall agency productivity.</li> </ul>	<ul style="list-style-type: none"> <li>Brought QA staff into the training process to emphasize how to best apply the system to clinical practice.</li> <li>In collaboration, QA and IT were better able to answer student questions and produced more relevant training that users were able to begin applying in their daily work activities.</li> </ul>
Training Materials and Course Quality	<ul style="list-style-type: none"> <li>Created a single training manual which they expected to use for all topics.</li> <li>Emphasized unnecessary technical content over relevant clinical applications, lacked focus and contained insufficient visual aids.</li> <li>Could only be understood by staff with existing IT knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Broke up the training into several different courses according to specific topics.</li> <li>Made manuals more user friendly by including step by step instructions and more screenshots that exactly matched their agency's environment.</li> <li>Manuals were designed for users with no pre-existing computer skills and allowed users to self-study at their own pace.</li> <li>Training program audited twice a year for quality control.</li> </ul>