


Case Study: Envisioning the Future for a Critical IT System

	Abstract:	<p>Every organization today relies on one or more mission critical systems. We all know the business environment today is changing faster than ever and our organizations are demanding more from IT applications. So, how do our organizations identify future needs 5 to 10 years out and begin building a consensus on what's needed to guide planning?</p> <p>Bringing together EHR visionaries and stakeholders from the VHA and the U.S. healthcare community through a series of facilitated workshops, BI assisted in the development of a user-driven vision for the next generation of the VHA's electronic health record system.</p>
	Outcomes:	<ul style="list-style-type: none"> • User-driven principles and requirements statements defining a shared vision to guide evolution of the VHA's healthcare systems. • Creation of a new stakeholder community focused on the next-generation EHR-S
	Lessons Learned:	<ul style="list-style-type: none"> • To move beyond the usual suspects, delegate identification of participants to a broad swath of stakeholder communities. • A "branded" workshop helps to ensure consistency and provide participants with a sense of community. • A mix of small group discovery and large group consensus sessions gives participants an opportunity to be heard and ensures the agenda reflects the group thinking. • Electronic voting aids significantly reduce the amount of time it takes to solicit participant opinions and to achieve a "sense" of the group's thinking.
	Challenges:	<ul style="list-style-type: none"> • Identification and recruitment of external experts and VHA leaders beyond the formal leaders to participate in the workshops • Creating and sustaining the community over a series of workshops • Tapping into the group wisdom and balancing contrasting viewpoints • Achieving a critical mass of support and executive leadership commitment to achieve results over a 3-10 ten horizon
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