

# Electronic Medical Records

Star Trek – The Journey  
Begins: Helping Different  
Personalities Adapt to EHR

Frank H. Crespín, MD, MPH  
Chief Medical Officer  
La Clinica de Familia, Inc.

# Dealing with Different Personalities in Adopting EHR

- Dealing with different personalities and how they adapt to change can be the greatest challenge in adopting EHRs.
- Recognizing the different personalities in preparing for and implementing EHRs is important.
- Most of us like to deal with others of similar personality, but all are in the mix and needed.

# Examples

- The following are examples of different personalities we had to deal with.
- I used doctors as examples, but the same applies to nurses, front office, or other EHR users.
- Most individuals are a blend of the different personalities with a predominance in one area.

# LDCF's Three Personality Archetypes

---

- The Change Agents
- The Analysts
- The Pessimists

# The Change Agents



# The Change Agent

- Love change and thrive in a dynamic environment.
- They constantly see ways to improve systems and products.
- Can be the EHR champions if they are sensitive to other personalities.
- Not necessarily the best champions: sometimes want change projects for the sake of change.

# The Analysts



# The Analysts

- Carefully analyze change and decide for themselves if the change is warranted.
- If the change can be justified in their minds, they will champion the cause and adapt.
- If they think the change initiative isn't based on sound logic and reasoning, they may show signs of resistance.
- May be a good champions because they can voice the logic behind adopting EHR.



# The Pessimists



# The Pessimists

- Are negative toward innovation and improving processes.
- Have difficulty adapting to change.
- Need to be reminded that health center must change to remain competitive.
- Need to constantly be reminded of the positives in change initiatives.
- Can be an excellent champions because they are a **converts**.

# The Change Agent



# Selecting the Change Agent (AKA EHR Champion)

We selected Dr. X as our Provider “Super User.” He has a positive attitude and is always looking for ways to improve clinic flow. He used an EHR in his residency program and saw the benefits of its use. He was involved in our early EHR training so he could help teach the other providers how to use the new tool. He has a hard time understanding why other providers are negative about EHR and can’t learn the system quickly. What would you do to make sure he is successful in sharing his knowledge with the other providers?

# The Analyst



# Helping the Analyst

Dr. B is one of our younger doctors. We predicted that he would easily adapt to using the EHR. **WRONG!** He did not use an EHR in his residency program. He finds EHR slows him down too much. His handwriting is perfect. He has a detailed and comprehensive system in his paper charts for keeping track of medication refills, medical problem lists, and health maintenance reminders. When we switched to EHR he began entering all medical problems, medications, and health maintenance reminders into the electronic record. He complains the his visits now take three times as long, How would you help him to be more at ease with using EHR?

# The Pessimist



# Helping the Pessimist

Dr. Z used an EHR in her last job. She hated the EHR she used before. She knows she's going to hate this one too. She has problems with carpal tunnel syndrome. She feels using a computer all the time is going to make her carpal tunnel worse. She plans to use the paper chart as long as she can until "all the bugs are completely worked out" of the EHR. She insists on still using the paper flow sheets to follow her diabetic patients. She "forgets" to enter medication refills in the EHR. How would you help deal with adopting the EHR?