

‘The Art of being a Super User’ guide

**This guide is written specifically
for Super Users to provide hints
and tips and useful information to
help them assist and support
hospital colleagues during the go
live of the Electronic Patient
Record**

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www.my-ehospital.org
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WELCOME

Welcome to the Super User club!

Thank you for agreeing with your service area that you will support them to be successful with eHospital...and thank you for agreeing to work to be the best at go live of our new Electronic Patient Record (EPR).

About this guide

This 'Art of being a Super User' guide is based on Epic's experiences of implementations and much of the information included in this pack has been taken from Epic's 'Art of being a Super User' training session and support materials – presented here as a guide to minimise the amount of time you have to spend away from your work area.

(Source of information: Epic's Art of Being a Super User quick start guide)

Please note: whilst some of you may already have experience in leading and coaching others, for some Super Users this may be new to them. This guide has been written to cater for all Super Users, regardless of experience.

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YOUR ROLE & RESPONSIBILITIES

This section provides a quick reminder of the Super User role and responsibilities.

As a Super User you will lead, help, coach, persuade and cajole your hospital colleagues through the transition from current ways of working to the start of our new future with eHospital when our electronic patient record (EPR) goes live at 2am on Saturday 25 October 2014.

During the go live period you will be expected to:

1. **Troubleshoot issues** that your hospital colleagues face when using our new EPR.
2. **Provide one-on-one support** to your hospital colleagues. This means you will need to:
 - be familiar with the workflows within your department/s
 - be able to identify colleagues who are in need of assistance and work with them to show them how to complete their tasks (so that they know for next time).
3. **Act as an ambassador** for eHospital and the introduction of the EPR.



To prepare for this important go live role you need to, over the coming months, make yourself 'super' by:

- **attending EPR training** specific to your hospital role/profession
- **accessing eLearning courses** recommended for your profession training sessions
- **sitting-in as a 'classroom assistant'** on further training courses
- practicing your new skills in the 'playground' (a safe pre-live environment) following your EPR training
- **attending a pre-live Super User event.**

There are also a number of other programmes and activities, which will take place over the coming months, that you can get involved in as a Super User to allow you to gain further knowledge and confidence to be able to support your hospital colleagues:

- accessing additional eLearning courses to increase the scope of your knowledge
- visiting the 'Preference labs' to set up favourites (letters, phrases, shortcuts etc)

You'll be given further details of these activities over the coming weeks.

SUPPORTING YOUR HOSPITAL COLLEAGUES AT GO LIVE

How to address common concerns?

Based on Epic's experiences of implementations, you may find this section useful in terms of understanding common concerns that your colleagues may have during go live and learning how best to deal with them, so that you are prepared and ready come the 25 October 2014

The most common concerns from hospital staff that Epic has experienced during go lives are:

1. How do I get my job done?
2. I don't want to appear foolish in front of my colleagues / patients if I can't remember how to do something!
3. How do I continue to treat my patients and not a new computer system?



Here's how to best address these concerns...

1. How do I get my job done?

Staff will quite rightly be concerned that when the EPR goes live they will struggle to complete all of their tasks. That's where you – as a Super User – come in. You are there to assure them that even if they get stuck completing a task in the system, someone will be there to guide them through it until they are comfortable enough to do it on their own.

2. I don't want to appear foolish in front of my colleagues/patients if I can't remember how to do something!

Most of your hospital colleagues are experts in their field and may not be used to asking for help. As a Super User it is important for you to proactively find colleagues who are having a difficult time using the new system and make sure that they feel comfortable completing the tasks on their own before you leave them to it. This will help your colleagues feel more confident using the system and ease any fears that they may have about looking foolish in front of patients or colleagues.

3. How do I continue to treat my patients and not a new computer system?

As a Super User you can help promote the benefits of using the new EPR – it's a prompting tool to help guide clinicians through their workflows and conversations with patients. The training that will be given to all staff will focus on how to treat patients using the new system, rather than just simply how to use it.

How to spot if a colleagues needs help?

By sitting-in as a 'classroom assistant' on additional training sessions, once you have completed your own training, you will get exposure to the tell tale signs of someone requiring assistance.

Without sounding patronising, the clearest way that you can tell if someone needs assistance is when they raise their hand or ask for help - there is likely to be a lot of this during the training sessions! But being able to tell that someone on the ground needs help during the go live period may not be so easy.

So how do you spot the signs during go live?

There are several types of people that you will want to look out for during the go live period:

- those who are asking others for help
- those who appear hesitant or lost
- those who are expressing frustration or anger
- those with a negative attitude towards the implementation of the eHospital EPR
- those who appear just fine.

Those who appear to be doing just fine would often like some assistance but might not want to ask for it. It's important to offer assistance to these colleagues as well.

Again you might see additional signs that colleagues are struggling, but the ones listed above are the most common indications of uncertainty.

Ask colleagues regularly if they are ok. Just because someone might not appear to be struggling doesn't mean that they couldn't benefit from a few tips and tricks which you can offer!

How to build credibility and rapport with hospital colleagues

As you will be supporting the department/area that you hail from you are likely to already know all or most of the people that you will be providing support to over the go live period. But there may be colleagues who you don't know or who don't know you so building credibility with everyone you help is important.

Establishing credibility with colleagues makes them more confident in your ability to help them solve their problems and answer their questions. It also makes them more likely to come to you if they need further assistance or if they notice someone else who is struggling and may need help.

When you assist a colleague for the first time be sure to:

- **introduce yourself by name**
- **say that you work in this department/area but are currently fulfilling your duties as a Super User to help assist and provide support.**

If you are assisting a colleague who is interacting with a patient, or a patient's family, you might want to consider introducing yourself to them, if you feel it is appropriate. This is an area where you and the colleague you are assisting will need to use your judgement.

Building rapport with the colleagues you are assisting

Building rapport is an important step that helps reinforce the credibility you've built and also encourages colleagues to trust your advice and expertise. There are a few simple ways to begin to build rapport with colleagues:

- **Remember their name** – using their name tells them that they are important to you and that you value them as an individual.
- **Establish a common ground** – your colleagues will want to know that you understand what they are going through, so try and relate to them.
- **Share stories and experience** – relax them by making them feel like they are not the only one to have an issue, concern, question, etc. Tell them if you have helped someone else with the same/similar issue.
- **Use humour** – humour is a great tool to build rapport, but make sure you only use it if you feel comfortable enough to and if the situation is appropriate.

How to deal with difficult situations

Some colleagues can be more difficult to support than others, but it is important that you make sure that you do everything possible to get them the assistance they need.

Based on Epic's experience of installations, there tends to be five categories of difficult colleagues:

1. Resenters
2. Hecklers
3. Grippers
4. Experts
5. Quiet types

Below are the characteristics of each of these types and guidance on how to help them.

1. Resenters

These are people who are usually upset with having to learn a new system and feel forced into doing something they don't want to do. Resenters can be very verbal about their feelings and may lash out at you personally due to their emotional state. What to do:

- If they attack you personally, don't attack them back.
- Establish a relationship with them and begin to build rapport.
- Give them logical consequences of not participating or working with you.
- Sidestep power struggles by neither agreeing or disagreeing with negative comments.

2. Hecklers

These are people who will make rude and sometimes offensive comments about the system to those around them. Hecklers are usually unsure about their ability to use the new system and use heckling as a way to avoid looking foolish. What to do:

- Give them choices, not orders
- Do not make eye contact or acknowledge their negative comments
- Sidestep power struggles by neither agreeing or disagreeing with negative comments.
- Give them ways to feel powerful.

3. Gripers

These are people who often struggle to use new systems, but rather than asking for help they complain about the system and anything else they perceive as adding to their frustrations. What to do:

- Don't coax them or show them pity.
- Give them some small successes to start with.
- Avoid doing things for them directly.
- Turn the issue back to them and ask them how they would address it.

4. Experts

These are people who think that they know everything there is to know about the system and don't need any help or advice. What to do:

- Ask them questions they can answer.
- Turn them into allies by deferring to them.
- Involve them as leaders.

5. Quiet types

Perhaps the most challenging type as these are people who might need help but, for some reason, don't want to ask for or accept help. The quiet type will do everything they can to avoid being noticed and will suffer in silence unless someone intervenes. What to do:

- Ask them direct questions.
- Give them a task to complete.
- Use humour.

HELP YOUR COLLEAGUES BY ASKING THEM QUESTIONS

Don't be afraid to ask questions of the people you are assisting as this can help build their confidence with what they know as opposed to what they don't know.

Ask them questions such as:

- What is the end result you are looking for?
- What have you already tried?

These types of questions will help you determine the best way to troubleshoot and guide your colleagues through the workflow. Asking questions also helps give you more time to think through the issue and make sure you are giving them the best possible answer.

Effective questioning techniques

Expert questions allows your colleagues to tell you about something they know. Expert questions can give a frustrated colleague something to feel good about if they are struggling to use the system.

Review questions are another great tool for super users to use and should cover material that they learned in their training sessions, or material that they already feel comfortable with. Asking the right review question can help them to begin to figure out solutions on their own and can make them realise how much they have already learned.

Leading questions. Colleagues might not know the answers to leading questions initially, but the way you ask the questions and the guidance you give should lead them to the correct answers. These questions often start off with the words, "What (or where) do you think" and should be worded so that the question itself can lead to an answer. Keep in mind that the answers to leading questions should be obvious. Don't make your leading questions too hard, or you could run the risk of making end users feel less confident about their knowledge of the system.

These questions, when used correctly, will leave your colleagues feeling like they are valuable (expert questions), that they have learned a lot already (review questions), and that they continue to learn more every day (leading questions).

Source of information: Epic's Art of Being a Super User quick start guide

PRAISE VS ENCOURAGEMENT

Giving appropriate and meaningful feedback to hospital colleagues on their progress in using our new EPR is important, but can also be tricky. You must understand the difference between praise and encouragement and when it is appropriate to use one or the other.

Praise is typically a general statement that includes a value judgment emphasising the feelings of the person giving the praise, rather than the person receiving it. *"Wow! You're doing a great job"* is an example of praise. While this might seem positive and motivating, it can have a negative impact on rapport if used improperly. This statement doesn't give any specific information on what your colleague is doing well and doesn't take into consideration how they feel they are doing.

Also, because these statements are so general, they can often come across as insincere.

This method is sometimes useful when working with people who feel as though they are doing very well and need less help. For those who are feeling less confident, encouragement is typically a better approach.

Encouragement is almost the opposite of praise. It is specific, recognises effort, and is user-centric. An example might be, *"I see that you've completed the documentation correctly, and it took you much less time now that you've had some practice."* This statement focused on a specific thing that your colleague was doing, reinforced confidence, and asked them to tell you how they felt about how it went.

Giving the right kind of feedback is important in order to avoid frustrating your colleague. When your feedback does not match how the end user feels things are going, it results in cognitive dissonance. For instance, if a colleague is frustrated and does not believe he/she is catching on quickly enough, and you walk by and say "Great job, Fred!" Fred is likely to become even more frustrated and you lose rapport. You can prevent this loss of rapport by using a one-sentence intervention to determine the best way to give feedback.

A one-sentence intervention is a simple statement that has no value judgment and helps to determine whether your colleague needs praise or encouragement. Something as simple as, *"How are you feeling about the system?"* or *"What sorts of things have you done today?"* can lead to a dialogue about what is happening and can help you determine the best way to proceed with your support.

Source of information: Epic's Art of Being a Super User quick start guide

ENSURING UNDERSTANDING

Earlier in this guide different types of questions designed to discover what your colleague/s were having trouble with were reviewed. This section now looks at what you can ask before you leave a colleague to really ensure they understand what you've spoken/helped/taught them about.

After you have helped a colleague complete the task he/she was struggling with, ask some assessment questions to be sure he/she understands the solution. These can include questions like:

- Do you feel more comfortable with this workflow now?
- Do you think you could do it on your own?
- Did you notice or see exactly what tripped you up so it won't next time?

These questions gauge how confident your colleague is with what he/she has just learned and will alert you to additional opportunities to coach if there are any.

Before walking away, be sure to ask if there are any other topics they need help with. Make sure not to pack up any notes or step back so that they know that you are not in a rush to be somewhere else.

Interaction follow-up

After you have answered your colleagues' additional questions, make sure you give them your name and role again so that they feel they can come to you personally if they have questions. Also, be sure to give them contact information so that they can find you or another Super User later on should they require any further assistance.

Source of information: Epic's Art of Being a Super User quick start guide

Any questions?

We hope you find the information contained in this pack informative and useful as a starting guide to help prepare you for supporting and assisting your hospital colleagues over the go live period. If you have any questions at this stage please contact keith.swinburne@nhs.net

Keep an eye out for Super User news – a new publication emailed directly to all Super Users to provide help, support and guidance to help make you 'super' over the next few months in preparation for go live. The first issue of Super User news was emailed on 16 July 2014 to all 1,200 Super Users.

