

## Electronic Medical Record Implementation in a Large Healthcare System from a Leadership Perspective

**Yaseen M Arabi \***

Ministry of National Guard Health Affairs, King Saud bin Abdulaziz for Health Sciences, Riyadh, Saudi Arabia

**Abdullah Ali Al Ghamdi**

Ministry of National Guard Health Affairs, King Saud bin Abdulaziz for Health Sciences, Riyadh, Saudi Arabia

**Mohamed Al Moamary**

Ministry of National Guard Health Affairs, King Saud bin Abdulaziz for Health Sciences, Riyadh, Saudi Arabia

**Abdullah Al Mutrafy**

Ministry of National Guard Health Affairs, King Saud bin Abdulaziz for Health Sciences, Riyadh, Saudi Arabia

**Raed H. AlHazme**

Ministry of National Guard Health Affairs, King Saud bin Abdulaziz for Health Sciences, Riyadh, Saudi Arabia

**Bandar Abdulmohsen Al Knawy**

Ministry of National Guard Health Affairs, King Saud bin Abdulaziz for Health Sciences, Riyadh, Saudi Arabia

### Abstract

**Background:** Information on the use of change management models to guide electronic medical records (EMR) implementation is limited. This case study describes the leadership aspects of a large-scale EMR implementation using Kotter's change management model.

**Methods:** This case study presents the experience in implementing a new EMR system from the leadership perspective at King Abdulaziz Medical City, a large tertiary care hospital in Riyadh, Kingdom of Saudi Arabia. We described the process of implementation and outlined the challenges and opportunities, throughout the journey from the preimplementation to the post-implementation phases.

**Results:** We described the corresponding actions to the eight domains of Kotter's change management model: creating a sense of urgency, building the guiding team, developing a change vision and strategy, understanding and buy-in, removing obstacles, creating short-term wins, building on the change and anchoring the changes in corporate culture.

**Conclusions:** The case study highlights that EMR implementation is not a pure information technology project but rather is a technical-based complex social adaptive project that requires a specific set of leadership competencies that are central to its success. It demonstrates that change management models might be useful for large-scale EMR implementation.

### Keywords

Leadership, Electronic medical record, Models of change, Leadership approach.