

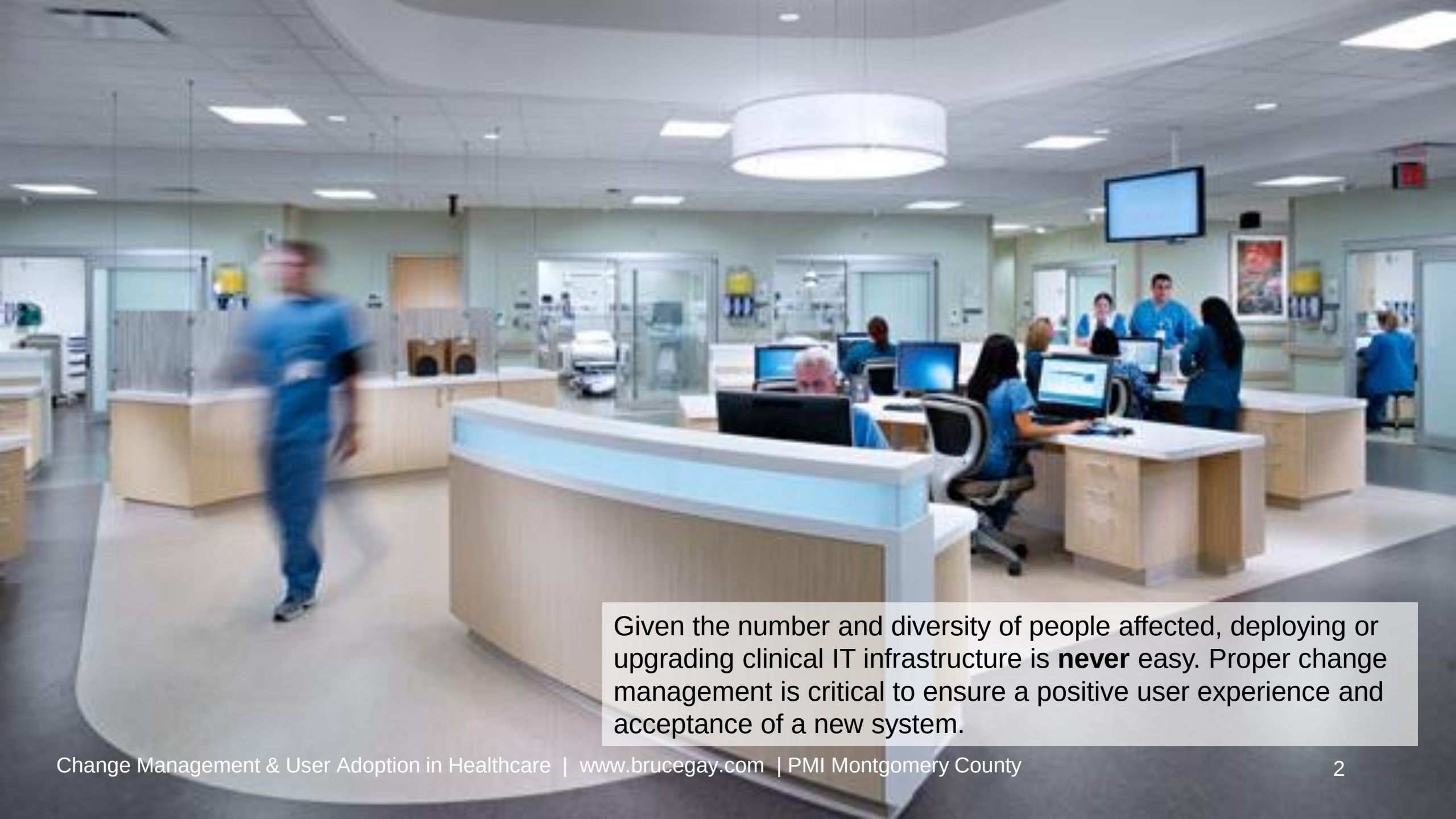
Managing Change and User Adoption in Healthcare

Case Study: Radiology Imaging IT System Replacement

PMI Montgomery County Chapter Meeting

September 4, 2019





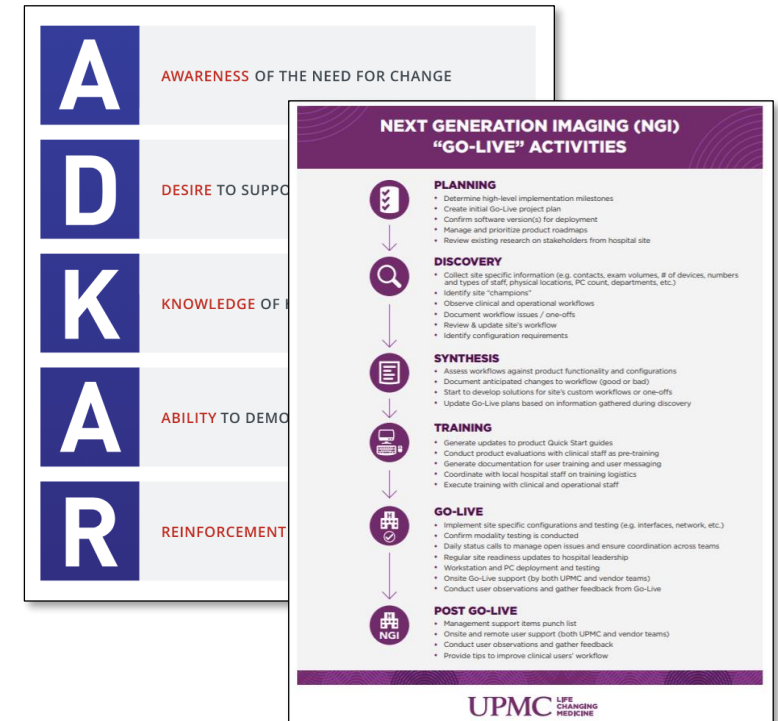
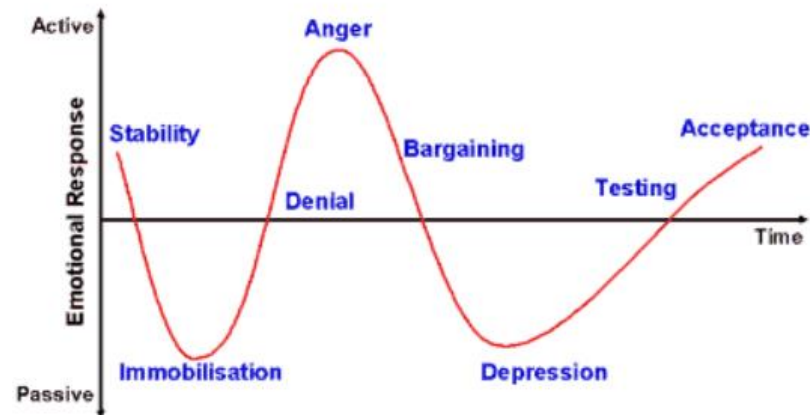
Given the number and diversity of people affected, deploying or upgrading clinical IT infrastructure is **never** easy. Proper change management is critical to ensure a positive user experience and acceptance of a new system.

Learning Objectives

Discuss the importance of proper change management for complex IT projects

Describe the change management process and its key phases

Examine tools and techniques to ease user adoption of IT changes



What is Change Management?

- **Change management** is a collective term for all approaches to prepare, support and help individuals, teams, and organizations in making organizational change.
- **Change management** includes process, tools and techniques to manage and aid the **people side** of change to achieve the required business outcome.



https://en.wikipedia.org/wiki/Change_management

<https://www.prosci.com/resources/articles/what-is-change-management>

Why Practice Change Management?

- The goal of a change management process is to ensure that standardized methods and procedures are used for efficient and prompt handling of all changes.
- You want to **minimize the impact** of change-related incidents on service quality, workflows, and in the end improve the operations of your organization.



Why Practice Change Management?

- Change management insures that you think about, plan for, and address the people side of change.
- Otherwise, you will end up with a drop in quality or output which will end up **hitting the bottom line** of your business.

Prosci

Prosci is the global leader in change management research, training and consulting. The organization has trained and certified over 50,000 change management practitioners worldwide. Prosci claims to maintain the world's largest body of change management research. <https://www.prosci.com/>

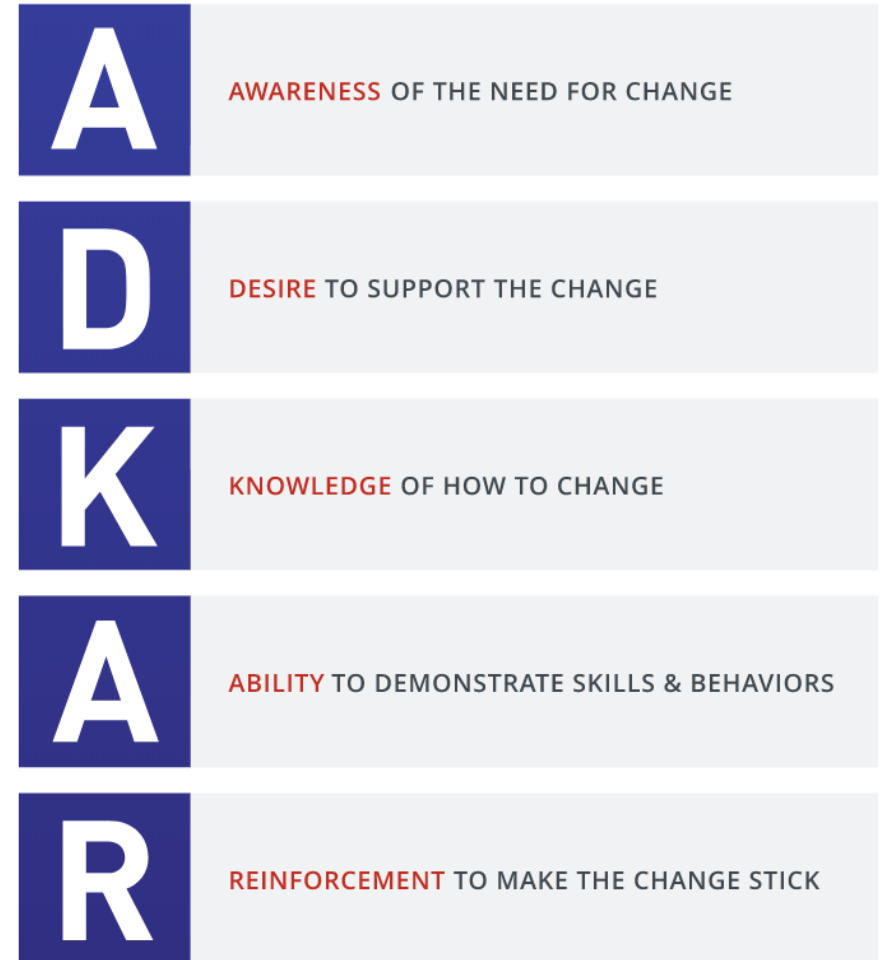
Certification: Change Practitioner

- 3 days of training, \$4,400



ADKAR Model

- The ADKAR model is a change management tool developed by Prosci to help identify why change is difficult and why some changes succeed while others are unsuccessful.



Association of Change Management Professionals (ACMP)

<https://www.acmpglobal.org/>

- Incorporated: 2011
- Membership: \$174 per year
- ACMP's mission is to serve as an independent and trusted source of professional excellence, advocate for the discipline and create a thriving change community.
- PMBOK = Standard for Change Management®



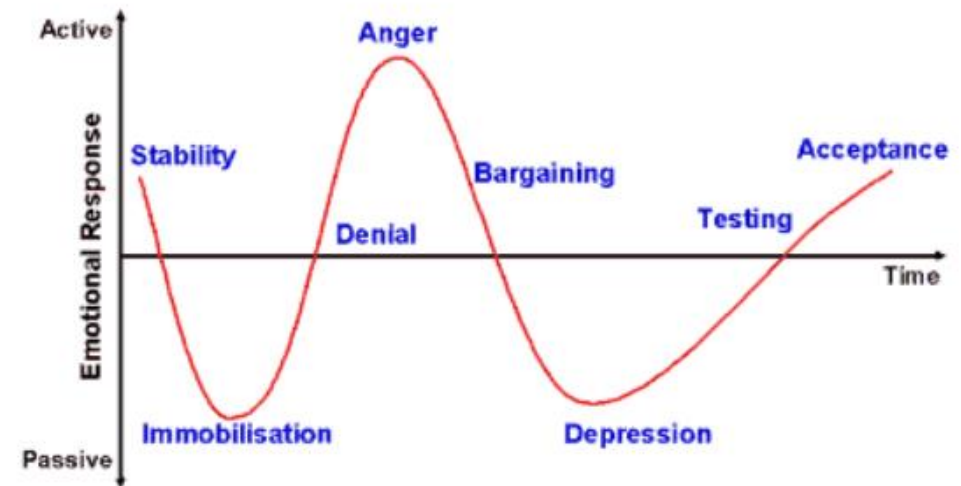
Kübler-Ross Model

7 Stages of Grief

(Modified Kubler-Ross Model)

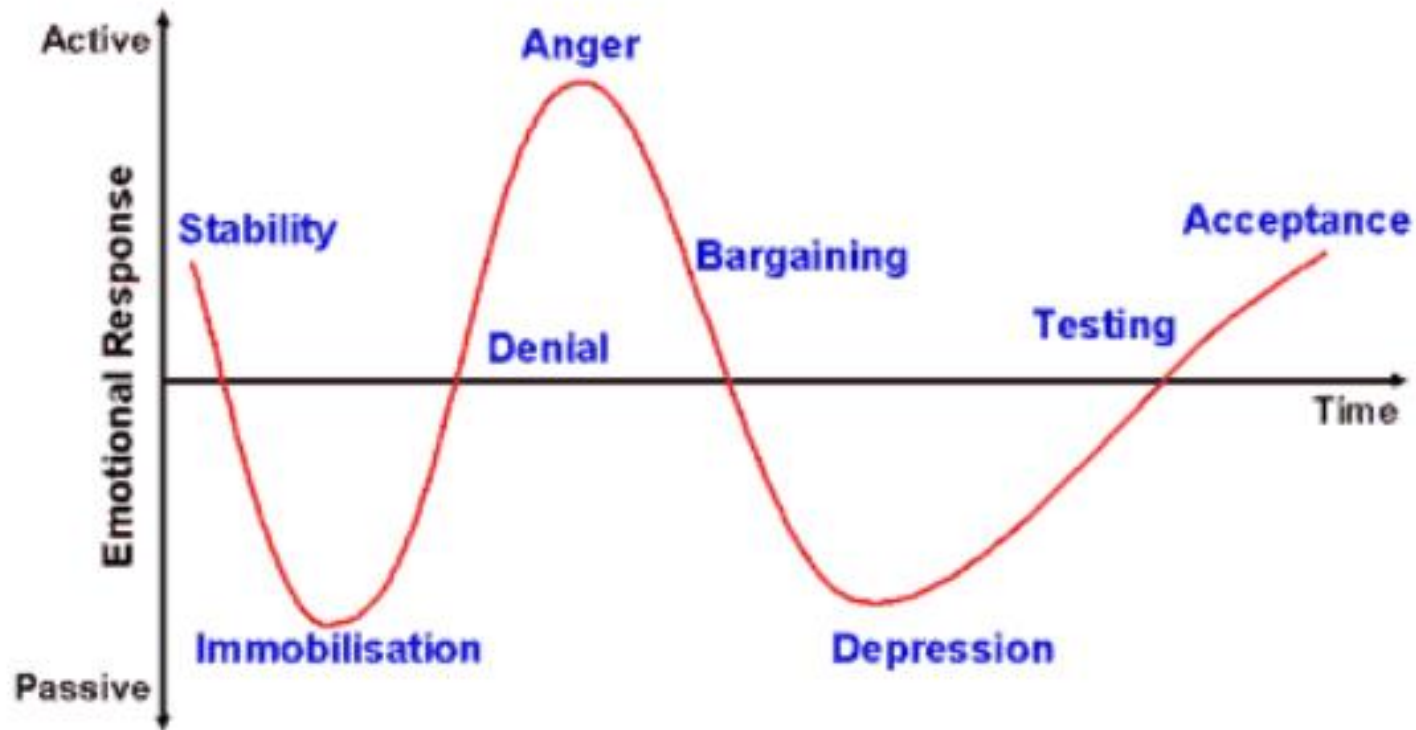
Shock*	• Initial paralysis at hearing the bad news.
Denial	• Trying to avoid the inevitable.
Anger	• Frustrated outpouring of bottled-up emotion.
Bargaining	• Seeking in vain for a way out.
Depression	• Final realization of the inevitable.
Testing*	• Seeking realistic solutions.
Acceptance	• Finally finding the way forward.

* This model is extended slightly from the original Kubler-Ross model, which does not explicitly include the Shock and Testing stages. These stages however are often useful to understand and to facilitate change.



http://changingminds.org/disciplines/change_management/kubler_ross/kubler_ross.htm

Kübler-Ross Model (aka Grief Cycle)





Challenge: Scope

- 41 hospitals
- 78 imaging locations
- 245 radiologists
- ~4 million exams/year
- Three (3) legacy PACS systems
- Migration of 14 vaults into single cross-enterprise VNA
- 3.63 PB of imaging data migrated from legacy vaults



- Timeline: 18 months

- Complexity: HIGH

Challenge: Vested in the Vendor's Success

Desired Radiologist Sentiments:

- Happy
- Adjusted
- Productive
- Accepting of new software applications



Along the way, we wanted to avoid:

1. Disruptions to patient care
2. Too much stress on the doctors

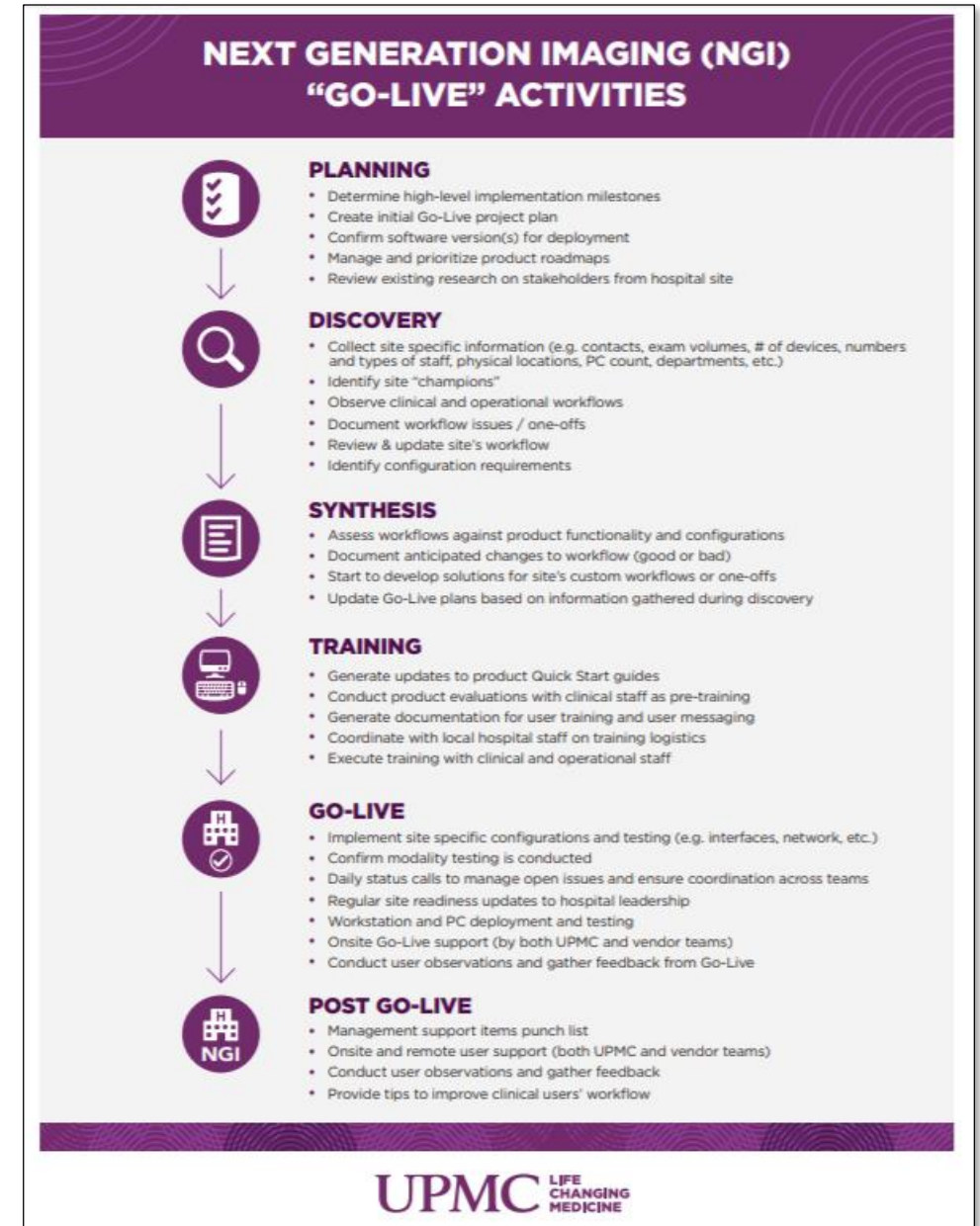
Challenge: Current Radiologist Mindset

- Loss of Ownership
- Powerlessness
- Discomfort
- Frustration



Deployment Cycle

- In order to achieve the aggressive pace of the new system deployment, the team developed a scalable, repeatable strategy for site readiness and change management for hospital go-lives.
- The process includes six phases: Planning, Discovery, Synthesis, Training, Go-Live and Post Go-Live activities.



Deployment Cycle

It all starts with Planning.

PLANNING



- Determine high-level implementation milestones
- Create initial Go-Live project plan
- Confirm software version(s) for deployment
- Review existing research on stakeholders from hospital site
- Define the messaging to the users

Goals for Each Phase

DISCOVERY



- Observe radiologists to tailor training

SYNTHESIS



- Build training guides based on common workflows and usage patterns

TRAINING



- Individualized training with radiologists shortly prior to Go Live

GO-LIVE



- Provide on-site Go Live support for radiologists to quickly resolve issues

POST GO-LIVE



- Collect product and workflow feedback from users

What we want the users to feel during the Journey / Change

Positive Anticipation

Knowledgeable
Ready for the change

Supported
Efficient

“Business as Usual”

Results (Post Deployment)

- Faster adjustment
- Productive
- Increased rollout efficiency
- Happy with rollout process, not happy with products

Goals that we wanted our doctors to feel:

1. Happy
2. Adjusted
3. Productive
4. Accepting

Lesson Learned

- Planning and preparation is critical for effective change management
- Find the personalization equilibrium - Too much personalization can have a negative impact
- All unexpected system behavior is blamed on the new system
- Leverage system admins, business champions, and other “superusers” to help with the change
- Set clear expectations for the transition back to the standard support process post conversion to the new system



Radiology System Deployment Model



Help my wife and I celebrate my 50th birthday by providing me the name/contact information of your favorite non-profit or charity. We will review the organization's information and donate \$50 to non-profit organizations that are worthy/deserving/meriting of support.

The goal is to donate to a total of fifty (50) non-profit/charity organizations over the coming year.

For more information: www.brucegay.com/my-blog/50forfifty/

Thank You.

Let's Connect:

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