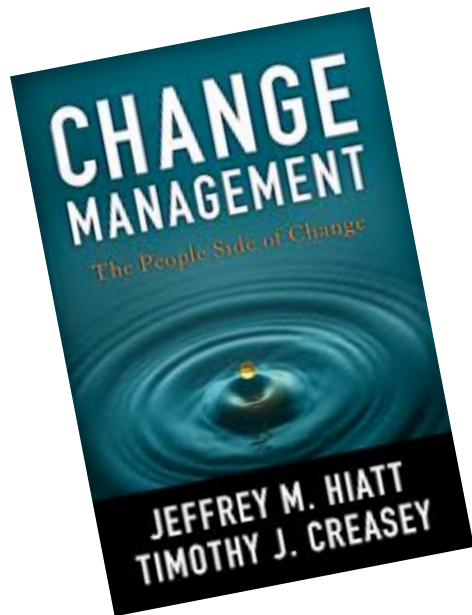


Change Management Planning in Large Scale Systems

Omolola Adedokun

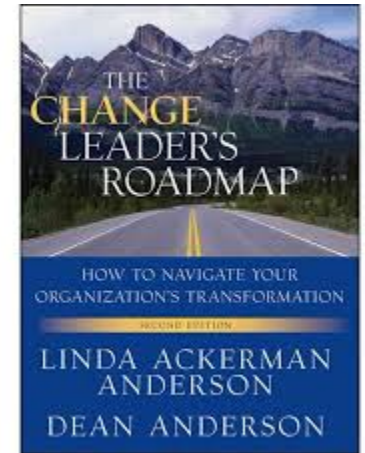
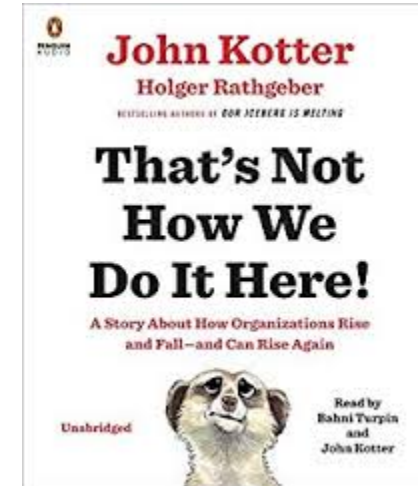
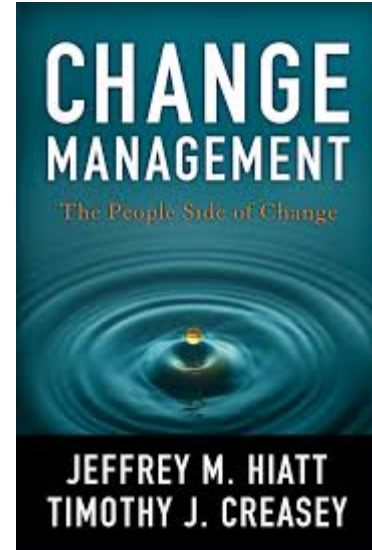
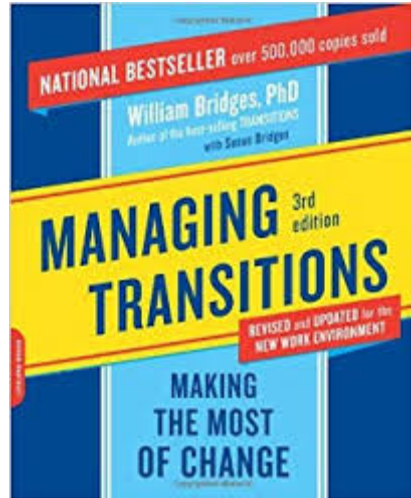
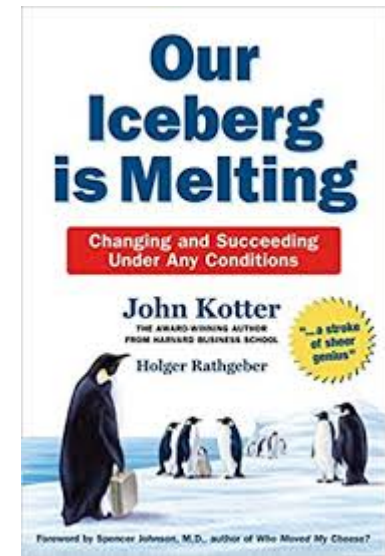
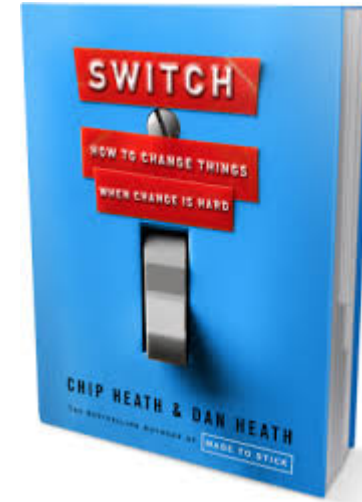
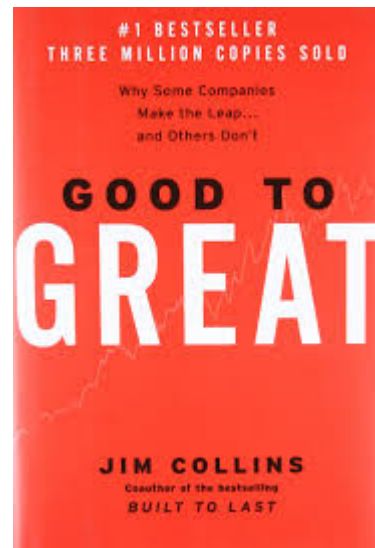
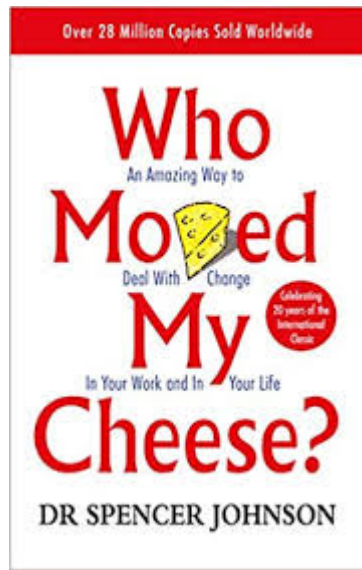
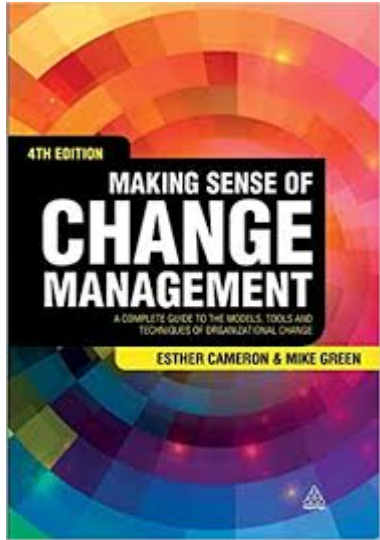
Shari Meyerson

Paula Sandford



Introduction

- Why Change Management?
- Methodology/Process
- Lessons learned



Why Change Management?

- Change is inevitable
- Take advantage of change occurring on our campus
- Prepare a “recipe for success”

Preparing for success

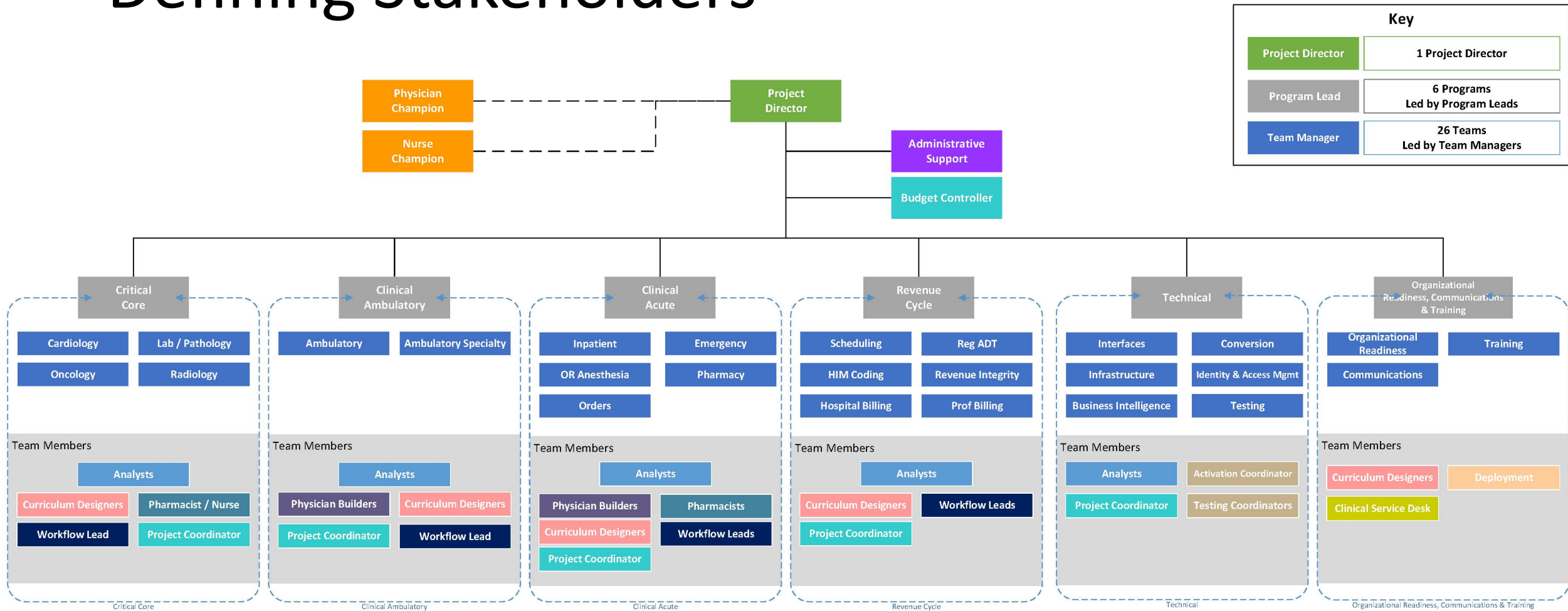


Learn how to effectively manage change, motivate employees, coordinate projects and direct organizations. You'll help companies create a competitive advantage through expertise in human resource management, business strategy, leadership, small business and international management, teamwork and negotiations.

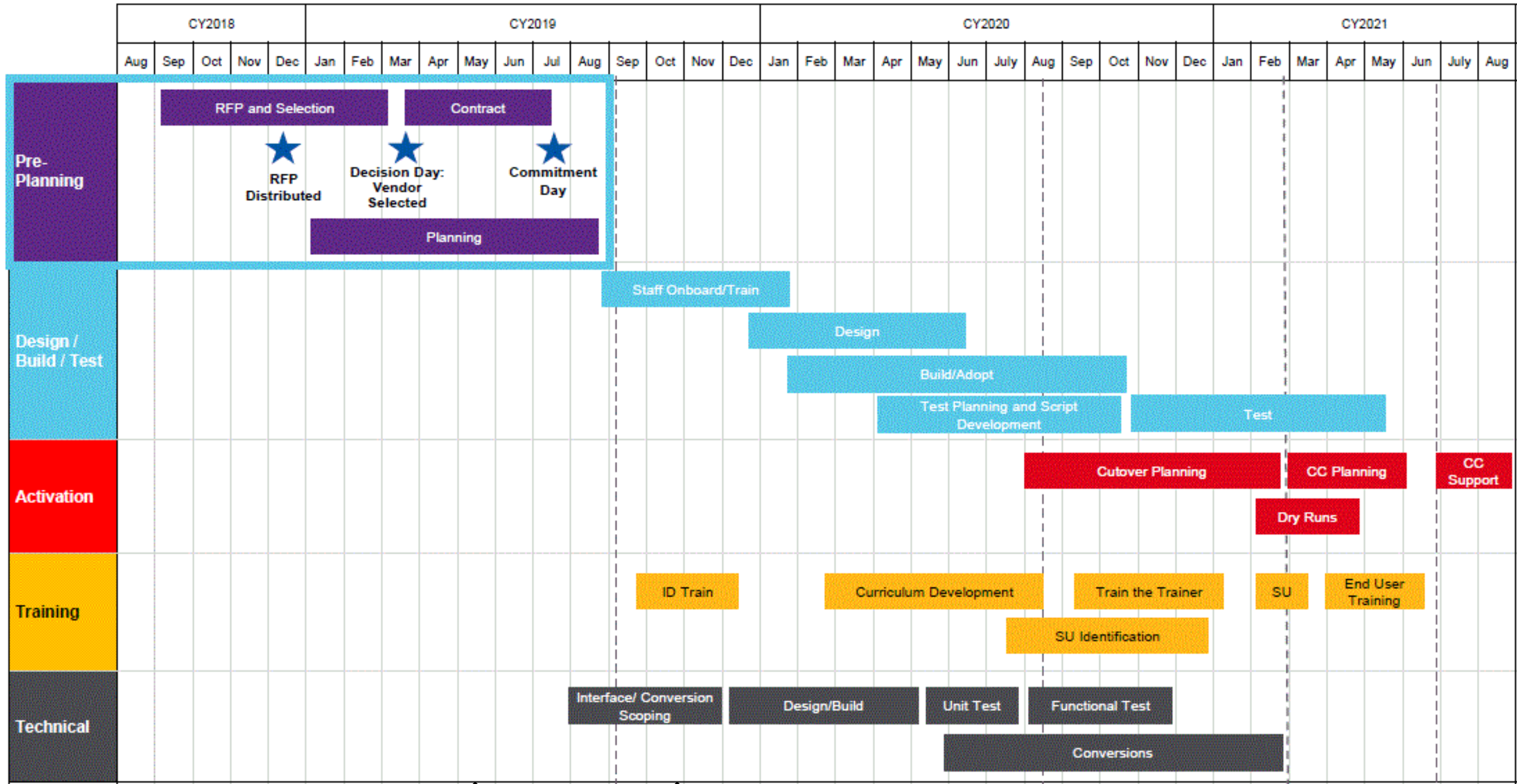


Conversion to new Electronic Health Record
Planned “Go Live” July 2021

Defining Stakeholders



Breakdown of Service Lines provided by EPIC and Deloitte from prior experience



First WELD contact ↑ ← Contract Delays → ↑ Organizational Readiness Lead hired

Project Director
Karla Southworth



**Critical Core
Lead**

Amanda Lewis



**Lab, Oncology,
Radiology,
Cardiology**

**Clinical
Ambulatory
Lead**

Jessica Wiard



**Outpatient
clinics, Offsite
clinics**

**Clinical Acute
Lead**

Joy Barnes



**OR, ED, ICU
Pharmacy**

**Revenue Cycle
Lead**

Chad Aull



**Coding, Billing,
Patient
interface**

Technical Lead

Tammy Lloyd



**Devices,
Hardware**

**Organizational
Readiness
Lead**

Gillian Puscas



**Communication,
Training**

Project Director
Karla Southworth



Critical Core
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Lab, Oncology,
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Devices,
Hardware

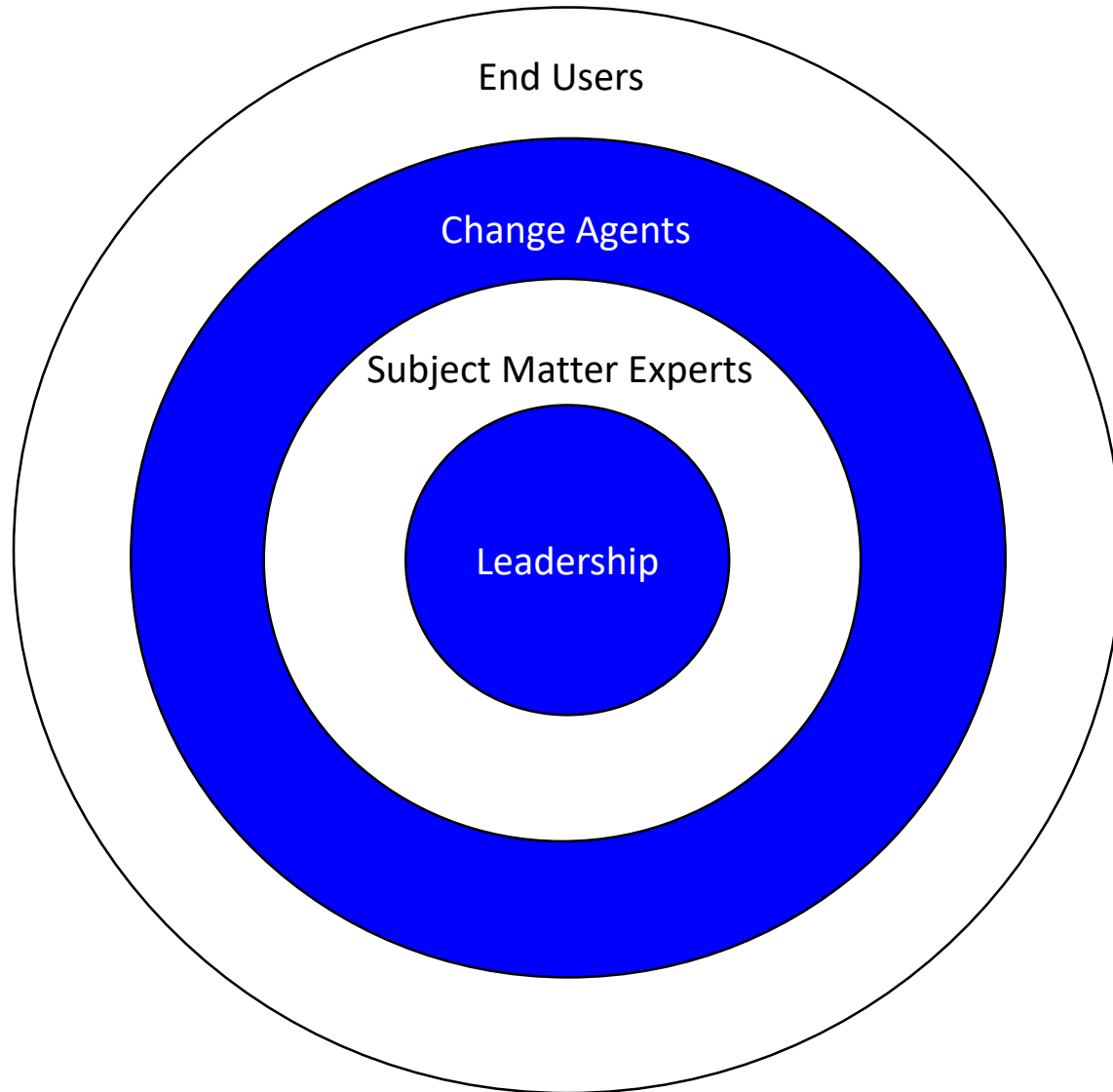
Organizational
Readiness
Lead

Gillian Puscas



Communication,
Training

Communication Plan



Subject Matter Experts
Pre-existing service lines
Modules offered by EPIC

Change Agents
Individual unit representatives
Known to those they will support

Communication Strategies
UK now, In the loop
Direct messaging
Department meetings
Tables at cafeteria

Messaging

Why!

Directly addresses current
points of failure

Improves communication

Improves billing

Improves patient safety

Improves patient experience with
scheduling, changes, payment

What!

Goals

Progress

Next Steps

Prepare for problems!

Acknowledge

Fears/Concerns

Special user groups



Patient
Centered

Are these lessons applicable to other contexts?

UK Enrollment Management Process Improvement (EMPI) Project

Project Goal: *Streamline and centralize information* on academic degree program offerings

- **Interviewee:** Christine Harper, Associate Provost for Enrollment Management (2018-present). Her portfolio includes:
 - Admissions
 - Financial Aid
 - Registrar
 - Student Success

Four Emergent Themes from the Interview

Strategic Planning to Enhance Organizational Readiness for Change

Study and ***Learn from Organizations*** that have Successfully Implemented Complex Change Processes

Change Management Planning

Create an ***Atmosphere of Trust and Partnership*** Where Change Implementation is a “Proof of Concept”

Effective Communication with Internal and External Stakeholders
(Change Agents)

Effective Communication

- Communication Plans
 - Direct communication with each group of stakeholders (change agents)
- Uniform yet differentiated (tailored) messages
- Avoid communication “overload.”
 - Optimum frequency & effective mode of communication
- Create a feedback loop
 - E.g., listening sessions



Concluding Thoughts

- Successful change begins with Leadership!
- Key ingredients for successful change implementation are similar across contexts
- Extremely important to Identify **ALL** stakeholders during the planning phase
 - Ensures that “troops on the ground” are appropriately consulted
 - No one is left out of the messaging
- Effective Communication is paramount