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
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
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

Patient Centered

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
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

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