HIT Implementation Planning for Quality and Safety

Unit 8.1: The Implementation Team

Component12/Unit8

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1

Objectives

At the end of this segment, the student will be able to:

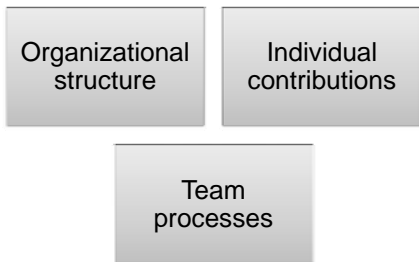- Critique an implementation team and the role it plays in ensuring quality

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2

Transition

"It isn't the changes that do you in, it's the transitions."

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3

Effective Implementation Teams
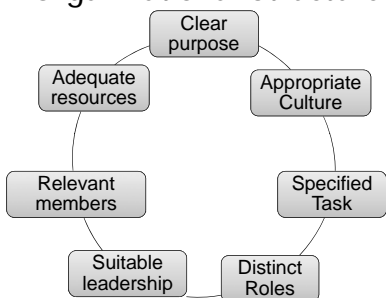## Team Characteristics

Organizational structure

Individual contributions

Team processes

Team Characteristics
Organizational Structure

Clear purpose

Adequate resources

Appropriate Culture

Relevant members

Specified Task

Suitable leadership

Distinct Roles

Team Characteristics
Individual Contribution

Self-knowledge

Trust

Commitment

Flexibility

Team Characteristics
Team Processes

Coordination	Communication	Cohesion
Decision-making	Conflict management	Social relationships
	Performance feedback	

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7

Effective Implementation Teams
Team Characteristics

- Team environment
  - Purpose
- Team structure
  - Goals
- Team process
  - Leadership
  - Communication
  - Cohesion
- Individual contribution
  - Mutual Respect
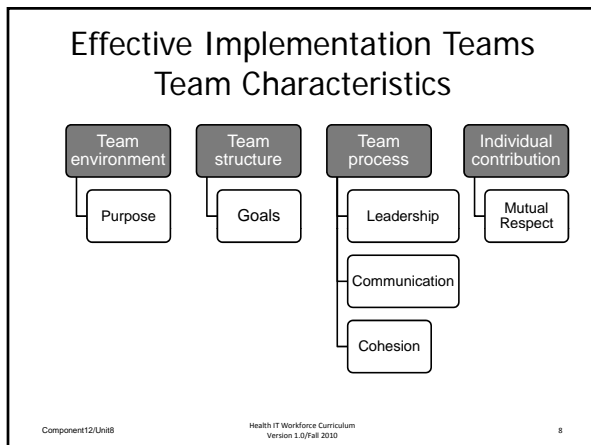
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8
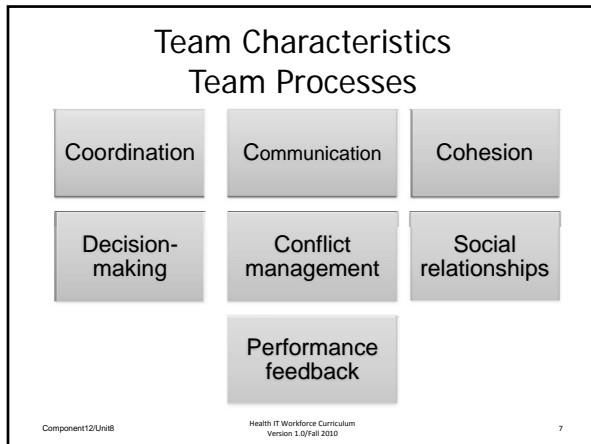
Effective Implementation Teams
Team Characteristics

- "Contact is not enough"
- Effective teamwork requires:
  - Communication
  - Understanding & respecting team member roles
  - Understanding the clinical practice setting
  - Having practical "know-how"
  - Recognizing that teamwork requires work

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9

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Effective Implementation Teams
Lessons Learned

- Organizational Decision Making and Project Management
  - Empower project leaders who are close to the ground
  - Ensure close coordination of operations, clinicians, and IT
  - Beware of scope creep
  - Begin with the end in mind
  - Engage "bridgers"

Effective Implementation Teams
Lessons Learned

- System deployment and roll-out
  - Don't try for perfection…it won't happen.
  - Pilot, improve, roll-out, and improve
  - Value the curmudgeons
  - Get feedback and use it
  - Look for the opportunity and the easy win

Effective Implementation Teams
Lessons Learned

- System deployment and roll-out
  - Training never ends
  - Implementation never ends
  - Users are beta testers
  - Be nimble, be quick
  - Patient care comes first

Effective Implementation Teams
Meeting Agendas

- Provider training and outreach
- Nursing staff training and education
- Roll-out strategy and staffing
- Workflow process redesign
- Hardware/network status
- Design/testing status
- Communication plan
- Evaluation plan
- Outstanding issues

Summary

- Characteristics of effective implementation teams include organizational structure, team processes, and individual contributions
- Six key drivers of implementation effectiveness include: purpose, goals, leadership, cohesion, communication, and mutual respect
- Contact is not enough