

**HIT Implementation Planning  
for Quality and Safety**

Unit 8.3: Go-Live Support Strategies

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**Objectives**

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

- Assess the quality implications of “big bang” versus “staggered” approaches to activation.
- Discuss go-live support strategies that minimize risk.

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**Implementation Strategies  
The Big Bang**



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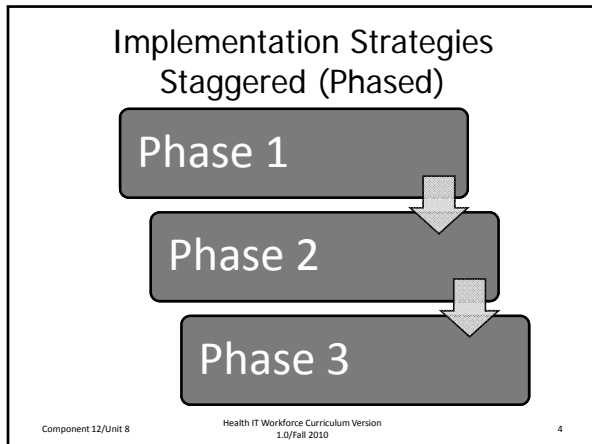
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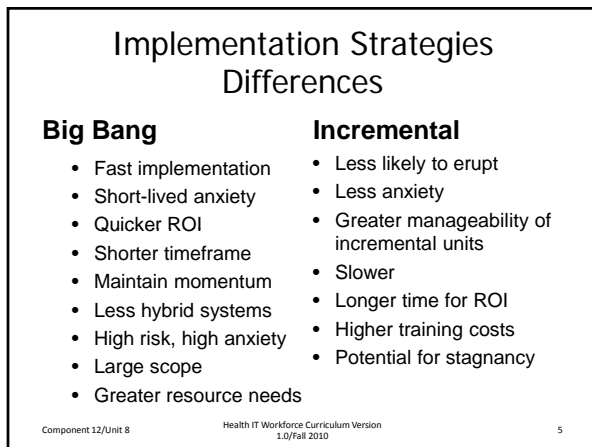
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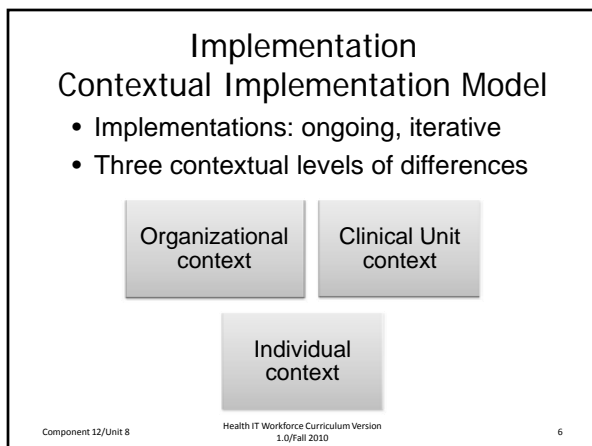
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## Implementation Contextual Implementation Model

### Organizational Context

- Organizational culture
- Resources
- IT experience
- Size and location
- Implementation life cycle stage
- Mission & strategic plan
- Organizational structures
- Roles of clinicians (doctors, nurses)
- Leadership

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## Implementation Contextual Implementation Model

### Clinical Unit Context

- Team culture
- Unit leadership
- IT experiences
- Clinical profile of unit
- Size
- User attitudes regarding use of IT

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## Implementation Contextual Implementation Model

### Individual Context

- Diverse ways of working
- Diverse ways of thinking
- Diverse ways of communicating
- Diverse ways of collaborating
- Computer literacy
- Keyboard skills

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## Complex Systems

- Diverse interactions and self-organization are critical
- A certain level of noise, creativity, and exploration should be expected for learning, changing, and adapting
- Effective structures are essential

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## Complex Systems Structures: Health System

Strategic Oversight Team	Centralized Matrix Leadership	Nested expert teams
Hospital oversight teams	Project management teams	Centralized trainers

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## Complex Systems Structures: Nested Teams

Operational teams	<ul style="list-style-type: none"> <li>• Operations-oriented</li> <li>• Standardize operational processes/patient safety practices</li> </ul>
Clinical discipline teams	<ul style="list-style-type: none"> <li>• Membership of a single professional discipline</li> <li>• Addresses professional standards</li> </ul>

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### Complex Systems Structures: Nested Teams

Clinical  
consensus  
Teams

- Multi-disciplinary
- Standardize practices related to specific patient populations or problems

Problem-oriented ad hoc teams

- Short-term, rapid action
- Addresses specific problems or interests

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### Implementation Support

- External consultants
  - Implementation specialists
  - Trainers
- Internal consultants
  - Super-users/coaches/mentors
  - Support Pools

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### Implementation Support External Consultants

- Have expertise in use of the particular software application
- Have experience on go-live teams in a wide variety of settings
- Often lack knowledge of specific organizational policies and workflows
- More costly than using internal consultants

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### Implementation Support Internal Consultants

- Clinical personnel, usually nurses
- Have training and knowledge beyond the usual end-user for the given software application
- Link the clinical world with the IT world
- Have a variety of titles: super-users, coaches, mentors
- Informal or formal roles

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### Implementation Support Internal Consultants

- Serve as champions for the new system
- Promote adoption
- Assist with/reinforce training
- Assist with developing policies and procedures, including downtime
- Liaison between clinical and IT staff
- Perform competency testing
- Provide quality oversight

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### Implementation Support Internal Consultants

Committees	Councils
Support Pools	Clinical Help Desk

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## Implementation Factors the Affect Success

- It is not possible to designate a single implementation strategy that works in all settings
- End user support (or lack thereof) is a significant factor in both successful (and failed) implementations
- Long-term attention to end user training and support is the key to data quality

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## Implementation Factors the Affect Success

- There should be skilled resource people:
  - Present on the unit
  - Able to provide quick help
  - Serve as a driving force for change
  - Responsible for training

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## Summary

- No best way to implement HIT
- Contextual factors are important for implementation planning
- End-user education and support are critical to success
- Long-term training and support drive quality.

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