

## HIT Implementation Planning for Quality and Safety

### Unit 8a: The Implementation Team

This material was developed by Johns Hopkins University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number H240C000013.

---

---

---

---

---

---

---

---

## 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

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

2

---

---

---

---

---

---

---

---

## Transition

“It isn’t the changes that do you  
in, it’s the transitions.”

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

3

---

---

---

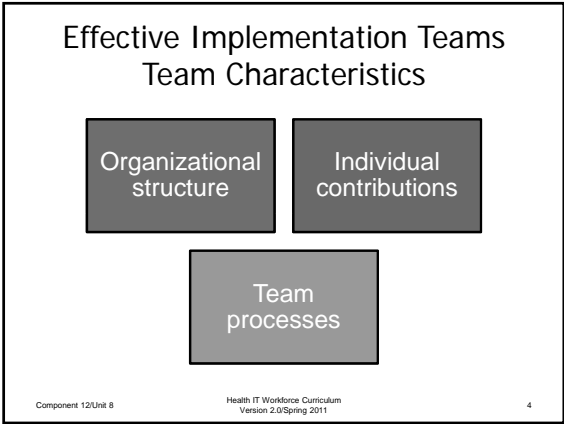
---

---

---

---

---




---

---

---

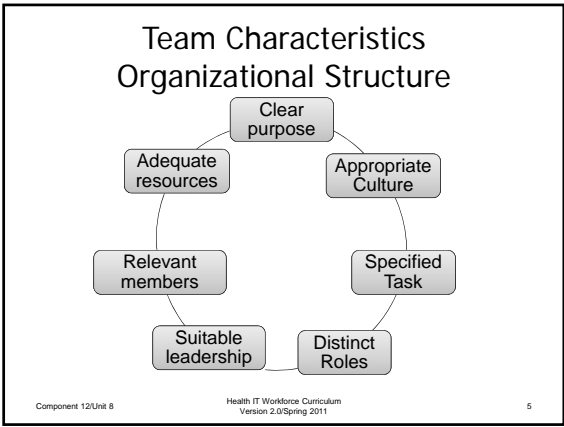
---

---

---

---

---




---

---

---

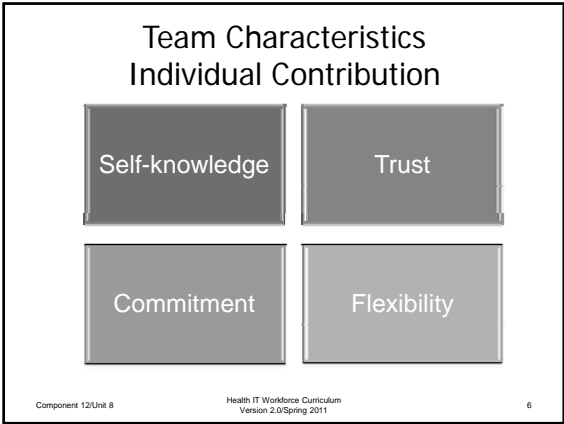
---

---

---

---

---




---

---

---

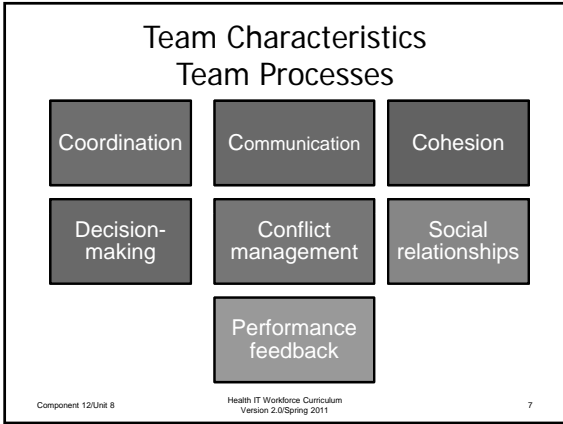
---

---

---

---

---




---

---

---

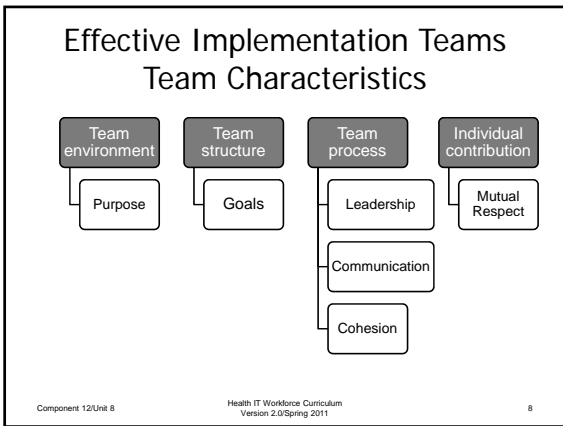
---

---

---

---

---




---

---

---

---

---

---

---

---

- ### 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
- Component 12/Unit 8 Health IT Workforce Curriculum  
Version 2.0/Spring 2011 9

---

---

---

---

---

---

---

---

## 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

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

10

---

---

---

---

---

---

---

---

## 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

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

11

---

---

---

---

---

---

---

---

## 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

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

12

---

---

---

---

---

---

---

---

## 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

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

13

---

---

---

---

---

---

---

---

## 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”

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

14

---

---

---

---

---

---

---

---

## 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

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

15

---

---

---

---

---

---

---

---

## 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

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

16

---

---

---

---

---

---

---

---

## 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

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

17

---

---

---

---

---

---

---

---

## 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

Component 12/Unit 8

Health IT Workforce Curriculum  
Version 2.0/Spring 2011

18

---

---

---

---

---

---

---

---