Curriculum Development Centers Program

Awardee of The Office of the National Coordinator for Health Information Technology

HIT Implementation Planning for Quality and Safety

Unit 8c : Go-Live Support Strategies

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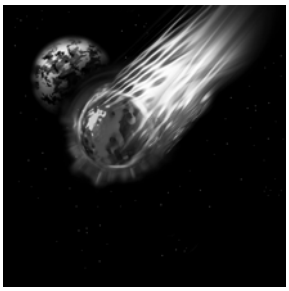
Objectives

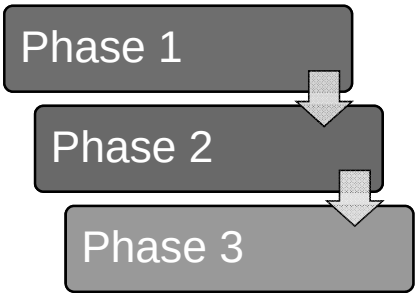
At the end of this segment, the student will be able to:

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

Implementation Strategies The Big Bang



Implementation Strategies Staggered (Phased)



Implementation Strategies Differences

Big Bang

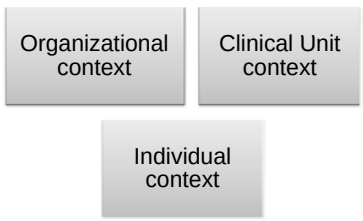
- Fast implementation
- Short-lived anxiety
- Quicker ROI
- Shorter timeframe
- Maintain momentum
- Less hybrid systems
- High risk, high anxiety
- Large scope
- Greater resource needs

Incremental

- Less likely to erupt
- Less anxiety
- Greater manageability of incremental units
- Slower
- Longer time for ROI
- Higher training costs
- Potential for stagnancy

Implementation Contextual Implementation Model

- Implementations: ongoing, iterative
- Three contextual levels of differences



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

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

Complex Systems

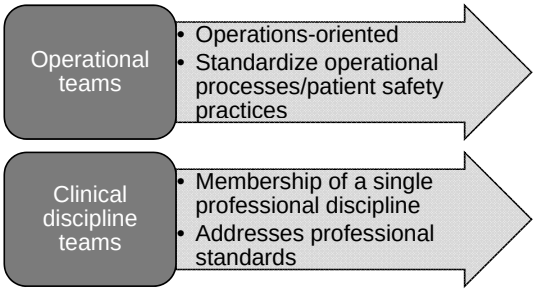
- Diverse interactions and self-organization are critical
- A certain level of noise, creativity, and exploration should be expected for learning, changing, and adapting
- Effective structures are essential

Complex Systems Structures: Health System

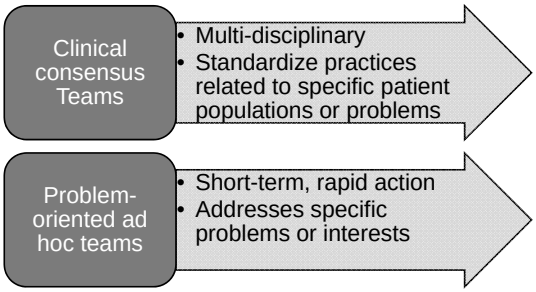
Strategic Oversight Team	Centralized Matrix Leadership	Nested expert teams
Hospital oversight teams	Project management teams	Centralized trainers

Scott K, et al (2009)

Complex Systems Structures: Nested Teams



Complex Systems Structures: Nested Teams



Implementation Support

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

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

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

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

Implementation Support Internal Consultants

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

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

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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