

# Dealing With Rapid Change

**ARRA Meaningful Use  
Workshop  
HIMSS 2010 Healthcare IT  
Conference  
Scott Coplan, MPA, PMP,  
CPHIMS**



# Conflict of Interest Disclosure

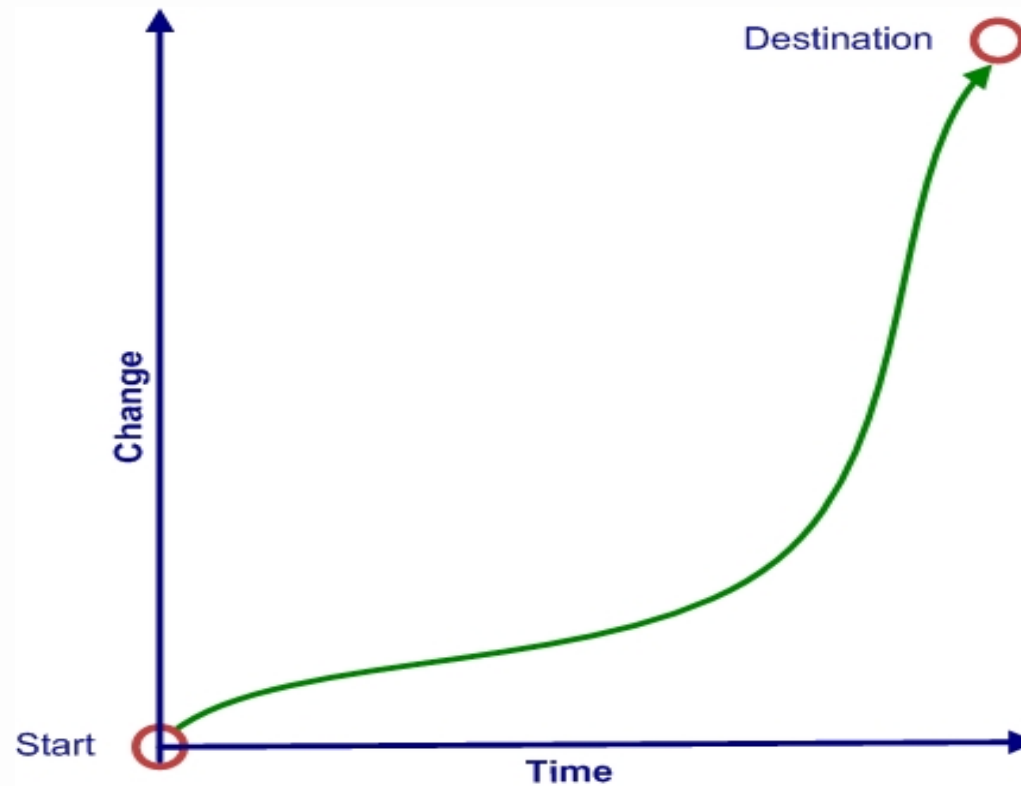
## Scott Coplan, MPA

Has no real or apparent  
conflicts of interest to report.

# Learning Objectives

- Explain the importance of change management
- Apply a structured change management method
- Examine the scope of change on your organization
- Prepare a change management needs assessment
- Capitalize on change support and overcome change resistance

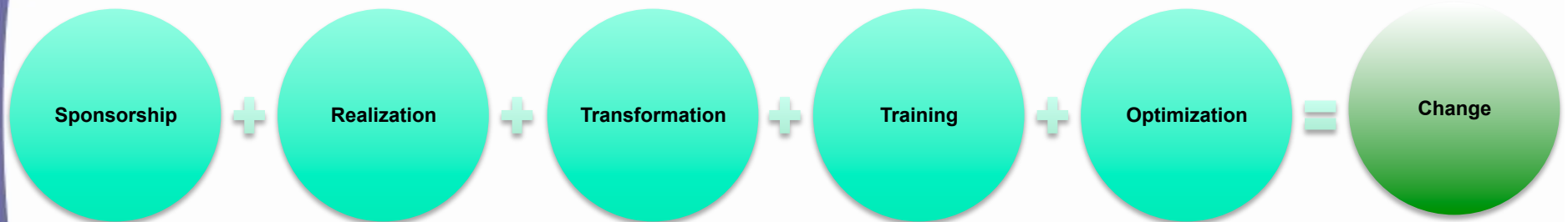
# Why Do We Resist Change?



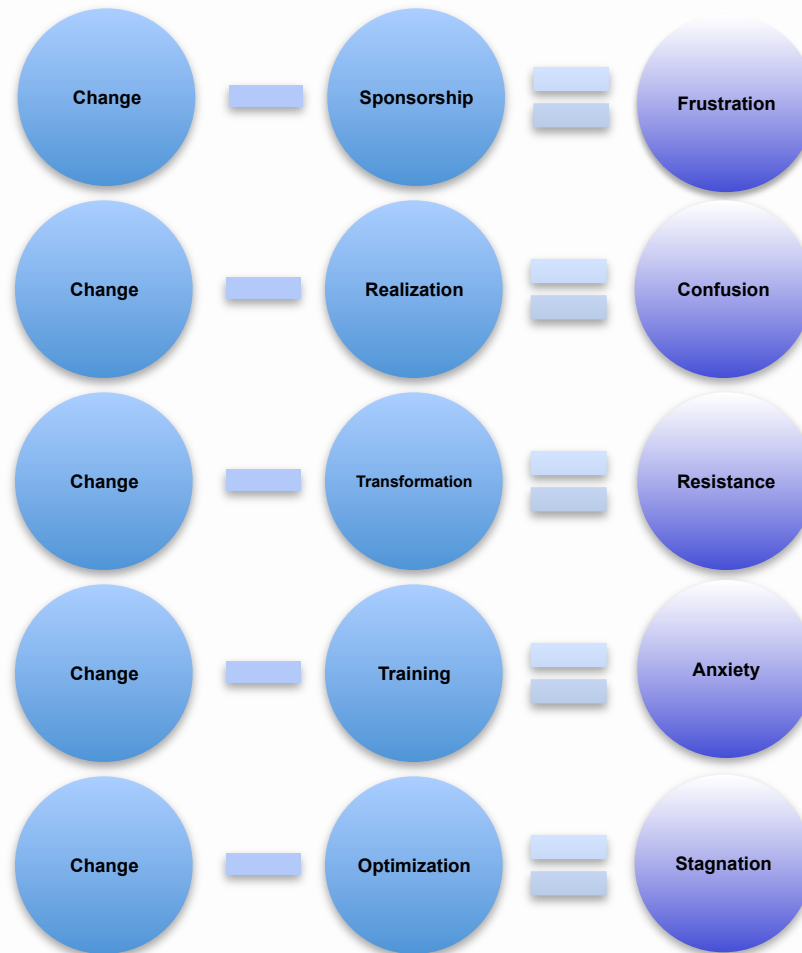
## Why Do We Resist Change Management?

Properties	Project or Technology Mgmt	Change Management
Measurability	Easy	Difficult
Predictability	Strong	Weak
Accountability	Precise	Ambiguous
Respectability	Widespread	Limited
Suitability	Useful	Useless

# Achieving Successful Change



# Unsuccessful Change



# Define Scope of Change

Impact Area	Scope of Change
Business Processes & Rules	High
Organization	High
Technology Impact	Medium
Capability & Management	High
External Impact	High
Internal Impact	High

## Define and Assign Measurable Outcomes

Objectives	Measurable Outcomes	Owners
<u>Check for medication interactions</u> -- Link all patient medications and chemotherapy to an automatic crosscheck for interactions.	<u>Improved patient safety</u> (Currently Measured) — Reduce number of medical errors, e.g., eliminating legibility issues and decreasing medical omissions by replacing handwritten with computer-generated documents, providing full medication list to chemotherapy pharmacist to enhance alertness to potential medication interactions, etc.	Chief Medical Officer

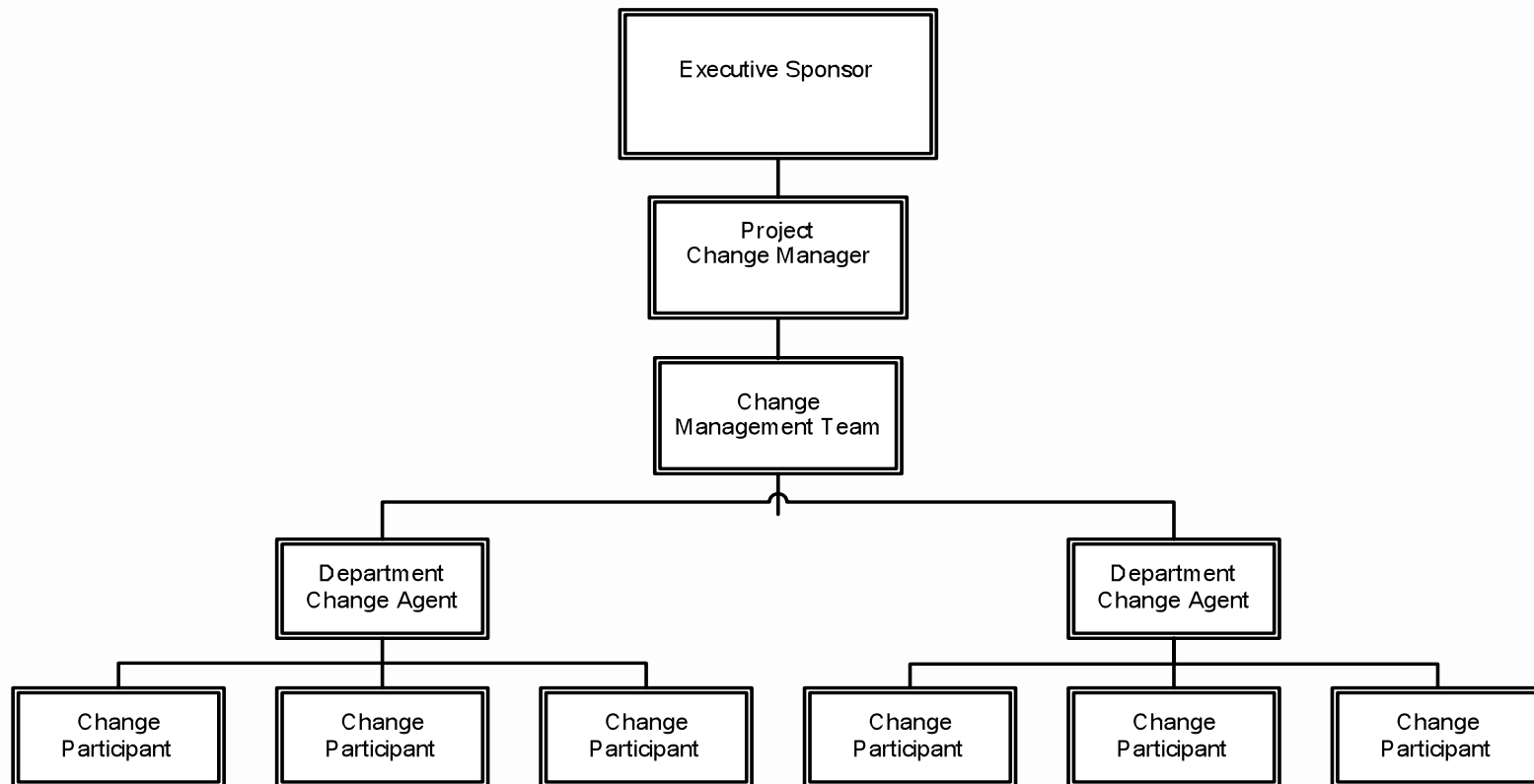
# Prepare Outcome Delivery Schedule



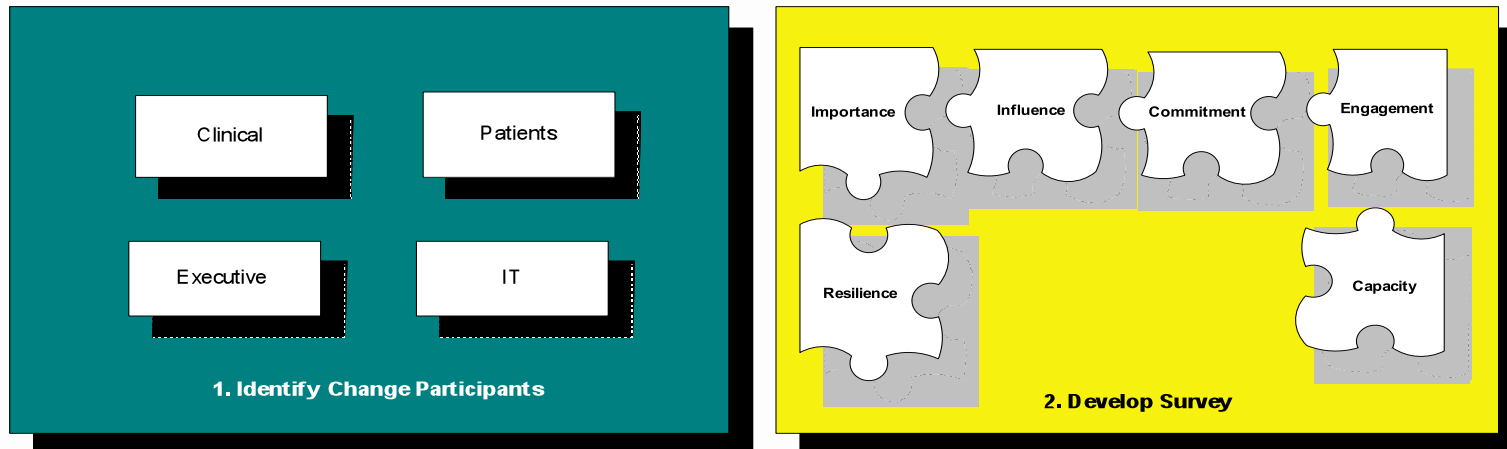
# Map Stakeholders



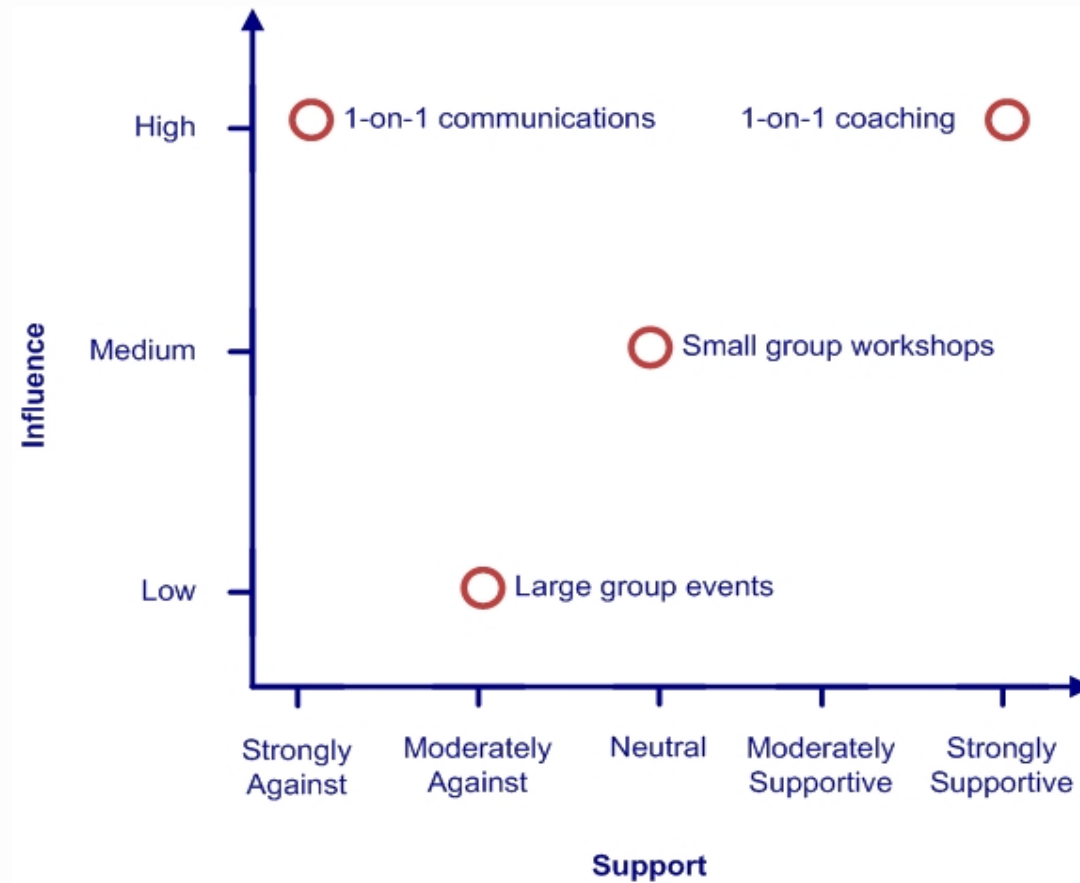
# Define Change Management Team



# Assess Stakeholders



## Prepare Stakeholder Map



# Capitalize on Support Overcome Resistance

Resistance Strategy	
Resistance Description	
Change Barriers	Change Enablers
Action Required	
Advocate	Timetable

# Prepare Process Improvement Plan



# Prepare Workflow Improvements

Assemble Team

Identify Improvements

Prepare “Draft” Improvements

Validate “Draft” with Stakeholders

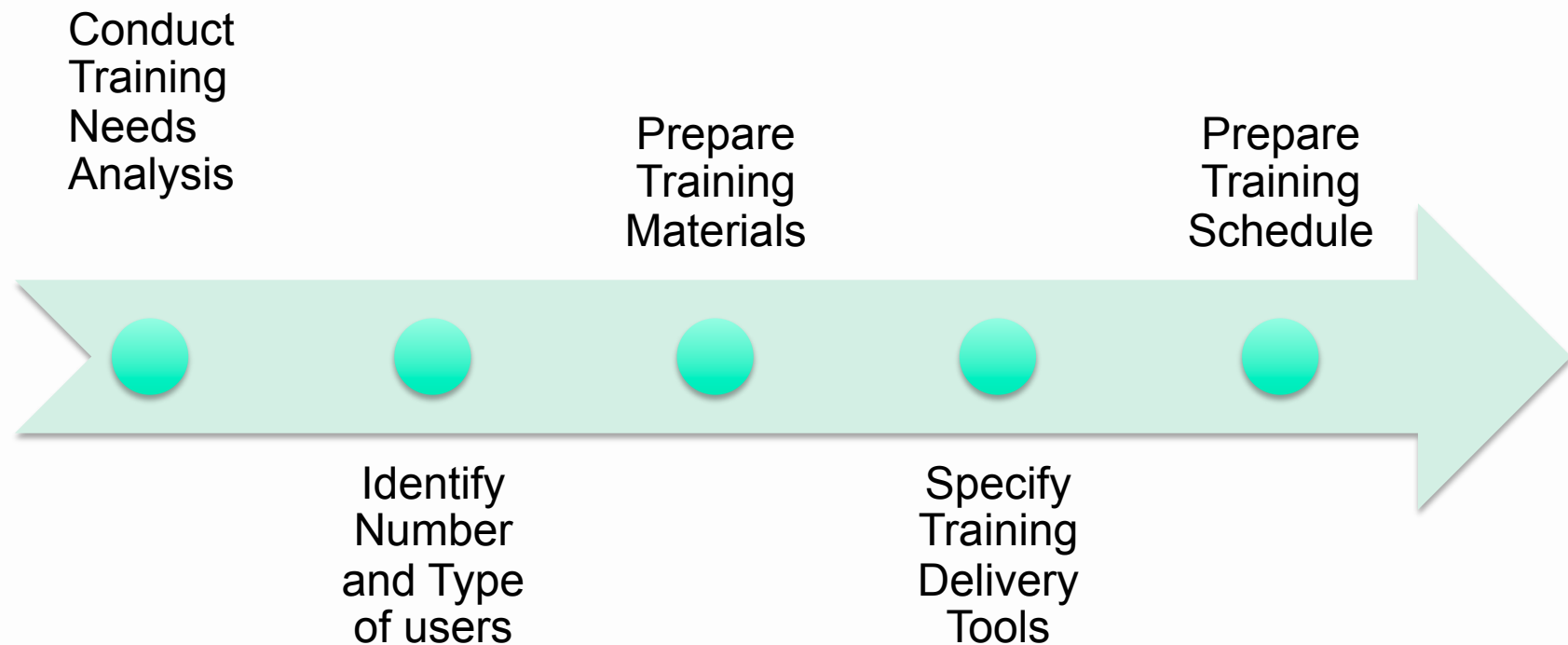
Update and Implement Improvements

# Individualized Training Impact Sheet

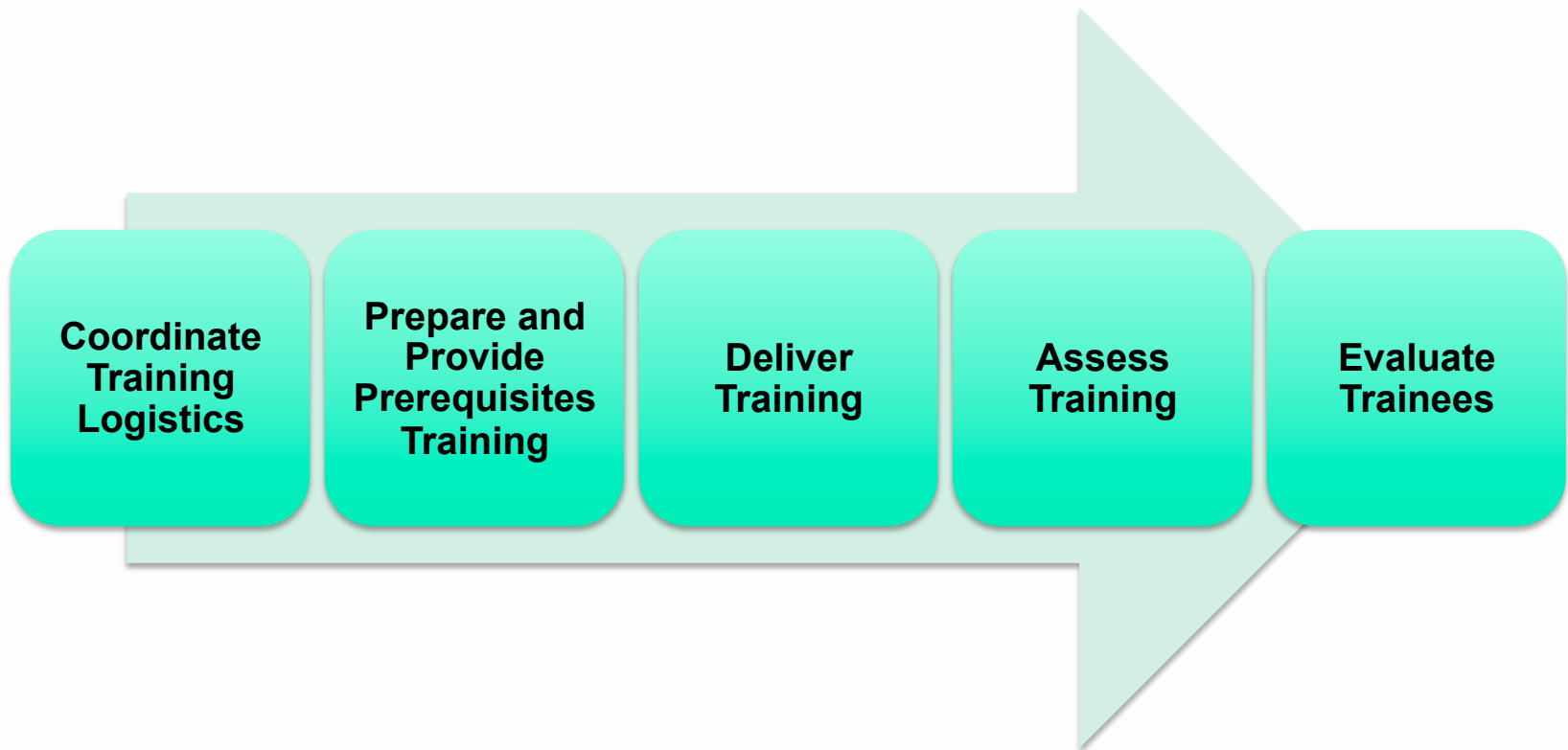
## WORKFLOW IMPACT

Current state of <b>Conduct new patient consult (like we do it now)</b>			Future state of <b>Conduct new patient consult as revised in SDR</b>			
1	Clinical Assistant receives patient arrival notification	System User Process	Flows to 2	<b>1 Clinical Assistant or Registered Nurse receives patient arrival notification</b>	<b>System User Process</b>	<b>Flows to 2</b>
2	Clinical Assistant or Registered Nurse completes pre-assessment questions	System User Process	Flows to 3	2 Clinical Assistant or Registered Nurse completes pre-assessment questions	System User Process	Flows to 3
3	Registered Nurse requires intervention to address patient complaints?	Manual Decision	Yes flows to 4 No flows to 5	3 Registered Nurse requires intervention to address patient complaints?	Manual Decision	Yes flows to 4 No flows to 5
4	Registered Nurse addresses patient complaints	Manual Process	Flows to 5	4 Registered Nurse addresses patient complaints	Manual Process	Flows to 5
5	Patient or Registered Nurse completes self-reporting history	System User Out Process	Processes OUTPUT for unidentified use case then process terminates	<b>5 Patient or Registered Nurse completes self-reporting history</b>	<b>System User Process</b>	<b>Flows to 6</b>
6	Physician meets with new patient	System User Process	Flows to 7	6 Physician meets with new patient	System User Process	Flows to 7
7	Physician or Registered Nurse completes or updates problem list	System User Process	Flows to 8	7 Physician or Registered Nurse completes or updates problem list	System User Process	Flows to 8
8	Proposed System charges patient	System Out Process	Processes OUTPUT for unidentified use case then flows to 9	<b>8 Proposed System charges patient</b>	<b>System Out Process</b>	<b>Processes OUTPUT for Charge then flows to 9</b>
9	Physician prepares new orders?	System User Decision	Yes terminates No terminates	<b>9 Physician prepares new orders?</b>	<b>System User Decision</b>	<b>YES exits to Create or change orders No terminates</b>

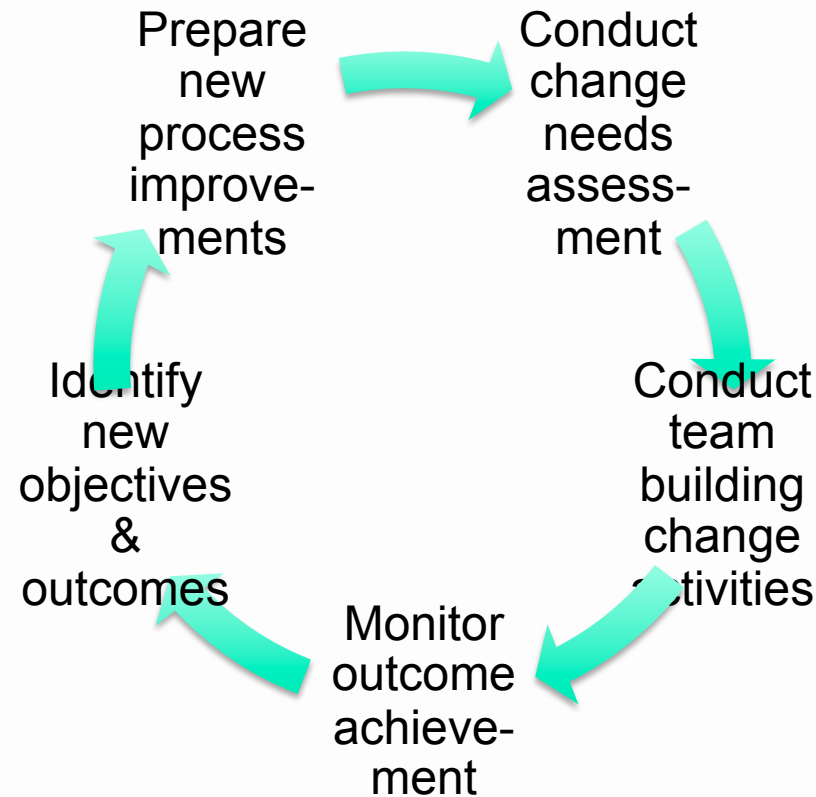
# Plan Training



# Train Participants



# Optimization



# Additional Information

- **Contact**  
Scott Coplan  
scoplan@coplan.com  
206-287-1703, Ext. #204
- **Website**  
www.coplan.com
- **Integrated Project Management Resources**  
www.coplan.com/ProjectManagement.asp
- **Blog**  
www.HITprojectmanagement.com
- **LinkedIn Profile**  
www.linkedin.com/in/scottcoplan
- **LinkedIn Group on HIT Change Management**  
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