BEST PRACTICES GUIDE:
MANAGING ORGANIZATIONAL CHANGE

Organizational Change Management (OCM) is a framework for managing the effect of changes to processes, technologies or culture within a business. OCM deals with how people perceive change. OCM is important – in fact, research has shown that 70% of projects fail with either ineffective or no OCM. As today's healthcare organizations face an abundance of changes, OCM can help break down end user resistance and encourage acceptance of these changes. One area where change has began accelerating exponentially is within the technology sector. Technology has been at the core of clinical workflows for decades. As healthcare organizations plan to transform their business practices with new technology, an OCM plan must be executed to ensure users understand the impact and the value of the change.

Spok uses OCM to deliver value to healthcare organizations that seek to implement transformational technologies. One such technology is Spok Mobile, Spok's integrated secure text messaging solution, which is often deployed as a workflow solution to replace legacy technologies. This document will outline how Spok leverages OCM to manage the technology, process and culture changes that occur when secure text messaging is implemented.

TABLE OF CONTENTS

UNDERSTAND THE CURRENT CULTURE

The first step in managing organizational change is to understand the current culture. If most users rely on pagers to recover alerts and communicate, secure text messaging may seem complex and unfamiliar, which can lead to resistance. Many pager users have used pager technology for decades and have developed habits and muscle memory that can be difficult and uncomfortable to change. Other users may be more accustomed to using cellular text messaging or other third party messaging apps (which may not be supported or known to IT). These users will be more comfortable with a workflow consistent with what secure text messaging will offer, but may be resistant to using an organizationally mandated messaging service.

It is also important to understand common workflows. When a physician needs to reach a staff member, does she or he call the operator, send an SMS text and expect an immediate reply, send a page and wait for a callback, make a direct phone call, send an email, etc.? It will be very important to understand how workflows are driven by users in the current environment in order to quantify the impact of the change.

Another important element to consider is the political climate. In some healthcare environments, a group of physicians may be very influential. In others, business leaders, such as Chief Officers of Quality, may be more influential. The opinions of influential individuals can hold a lot of weight in the end user community, so it will be critical to understand who these individuals are, to gain their trust and support and to ensure they understand the impact and the value of the change.

IDENTIFY AND NURTURE STAKEHOLDERS

Influence is a very powerful motivator. When dealing with change within a healthcare organization, it is important to identify influential physicians and business leaders. Once identified, IT leaders must build a strong relationship with each of them and build trust. This is not accomplished over night - it takes time. Reoccurring meetings should be scheduled to discuss business problems and solutions. The key is for IT to listen and act. Every conversation should result from listening to the stakeholder's needs and responding to them. Stakeholders need to see action in order for confidence and trust to be established. Make sure to identify areas where quick wins can be accomplished to show progress (this will be discussed in more detail later in this guide).

If a project is born from a conversation with influential stakeholders about business problems, acceptance and adoption is much more likely than if some is dreamed up by an IT division that works in a Silo. When a clinical or business stakeholder is involved in the initial "idea" that leads to an IT project, support from that stakeholder is established from the beginning. That individual will become invested, feel accountable for the projects success, and will advocate on behalf of the project. If multiple stakeholders can be included in the initial "idea" they will all become advocates. From there, IT can leverage their influence to gain the trust and confidence of the user community.

DEVELOP A VISION FOR CHANGE

When working with stakeholders to identify business needs and problems, IT leaders must transform the conversation into a vision for change. How will a change in technology transform the business to become more effective and productive? How will the new technology help the healthcare organization achieve its mission? It will not be enough to convince most end users to accept secure text messaging to say that the vision is compliance alone. Security is not a vision by itself for a healthcare organization. The mission of a healthcare organization is to achieve the best possible patient outcomes. How can secure messaging help with this?

Streamlining workflows, automating alarms and making it faster and easier to communicate will help care providers better care for patients. If the vision can be to improve communication at the point of care and IT can show how those improvements will be measured, users can see something that they can buy in to. If integrations with patient monitoring equipment, nurse call and CTRM systems can be included in the business case for secure text messaging, there will he opportunity for significant improvements to communication workflows, allowing IT to focus on new workflows that will benefit both users and patients, not just a new technology product that offers better security.

ARTICULATE THE BENEFITS OF THE SOLUTION

As the vision for change is developed, IT must work to deduct the vision into results and outcomes. These will come in the form of benefits to the business and to end users. IT must be careful not to confuse technology features and benefits with business outcomes and benefits. Security is a technology feature, compliance and patient satisfaction (derived from privacy) are business benefits. Enterprise directories and two-way messaging are features; improved care coordination is a business benefit.

Another way of describing business benefits comes in the form of explaining how a solution can mitigate risk. This can help business leaders and users like understand the need for change. Explaining how risks can be mitigated can be used to create discomfort with status quo, and this fuel a desire for change. With secure messaging, the use of existing technologies such as pagers and consumer SMS text messaging, can be equated with business risks to position secure messaging as the safer and therefore, more acceptable alternative. Pagers and consumer SMS can be described as a risk for the following reasons: both are unencrypted and may cause HIPAA violations, neither offer closed-loop reporting leading to compliance issues, and both lack important communications features (such as escalation and message identification).

Business benefits will help justify a business case and garner support from business stakeholders who are concerned with the functional and fiscal aspects of running the business, but they will not sell end users (and my not even fully sell clinical leaders) on an idea. What sells the user is how a solution will make their lives

easier and help them achieve success in caring for their patients. It is important to know the audience - use business benefits when speaking to business leaders and use benefits to the end user when speaking with physicians and nurses. Business benefits will get a project approved, but benefits to the end user have more to do with longer-term adoption and success. A few benefits that secure text messaging can introduce to the end user include: Consolidating messages onto one device, manage important messages independently from other routine messages onto one device, taking less time calling back to confirm receipt of messages, keeping cell phone number private, and having the ability to message anyone in the organization from anywhere.

IMPLEMENT MONETARY AND SOCIAL INCENTIVES

In addition to the functional benefits that a solution can provide for an end user, it is a good idea to consider monetary and social rewards. It can be a good idea to provide a stipend for users to put against mobile data plans for the use of secure text messaging or to help pay for devices. Covering all or a portion of the upfront cost of the device can help with a user population that may be hesitant to sign on to use secure text messaging, while stipends can help with sustaining incentives over time.

Another powerful incentive can be social in nature. Creating an image around the use of a technology can be an effective motivator. People often care about how others view them. A social incentive is an incentive that makes a person feel accepted by the community in which they live or work. IT must work to position the "new norm." This can be accomplished by leveraging influencers, advocates and early adaptors. Working with business leaders to make secure text messaging mandatory can also help IT position the solution as the socially acceptable choice. Business stakeholders can apply social folkways and mores to the use of unsecure alternatives to create social incentive.

USE INNOVATION AS INFLUENCE

IT must work with influencers to understand the social structure within the organization and learn the elements that lead to social status. In some organizations, being progressive is seen as a preferred social trait, where others favor experience and prestige. Once the dominant social status traits are identified, IT must work to mold the IT service to adhere to those traits. If being progressive is a dominant social trait, there can be an opportunity to market the solution as progressive and innovative to incentivize users. In environments where being progressive is favored, IT should focus on transformation and discuss the solution as a new, better way to communicate. IT should position legacy technology as old and ineffective, while positioning secure text messaging as a new innovation (Note: If being conservative is a preferred social trait, alternatively focus on stability, consider allowing users to use legacy device, like pagers, along with the new solution, and position the rollout of the solution as a slow migration).

LEVERAGE CONSUMER TECHNOLOGIES

In majority healthcare environments where secure text messaging has yet to be rolled out, most end users have found consumer alternatives, such as SMS text messaging, iMessage or WhatsApp. While most of these solutions are unsecure and unsupported by IT, they do offer similar workflows to those offered by secure text messaging. If most users have become accustom to using consumer apps in clinical scenarios, it is good to position secure text messaging as an isolated and secure version of SMS text messaging. Instead of calling the solution a "pager replacement solution," it can be positioned as a better alternative to SMS. SMS is familiar to most end users, so the leap from SMS to secure text messaging is not a large leap (as opposed to the vast chasm between pager workflows and secure text messaging workflows).

The important thing to do when equating secure text messaging to consumer text messaging is to differentiate how secure text messaging is better for the end user. These benefits include: access to the enterprise directory, the ability to see how is sending messages without having the contact stored on the device, keeping personal phone numbers private (due to name and ID lookup capabilities), keeping personal and work related messages separate (due to unique tones and separate inbox), and using message status and forwarding to control whether or not messages can be delivered (stop messages after hours and on vacation). All of these benefits are specific to enterprise secure text messaging, but not available with consumer SMS. If these benefits are positioned well, they can be enough for the user to choose secure text messaging over SMS.

MOVE FROM MESSAGING TO WORKFLOWS

Secure text messaging should be implemented as a workflow solution, and not simply a messaging product. To influence business leaders and end users to adopt the solution, IT must should how it can improve outcomes and results. This is through workflow. Before secure messaging, with traditional paging systems in place, a physician to physician commutation workflow might look like this:
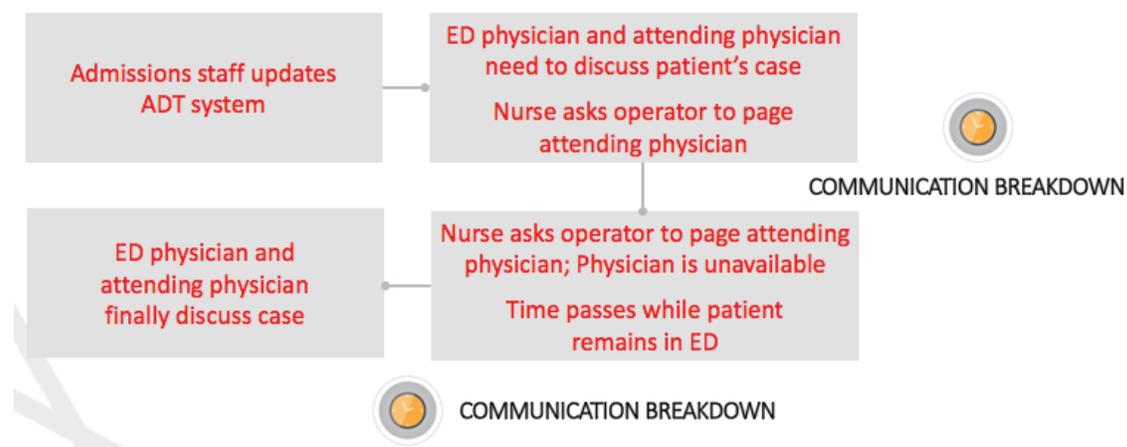
This can lead to communication challenges that can both frustrate the physicians involved and cause significant response delays at the point of care. With secure text messaging, many of these challenges can be mitigated and communication can be streamlined. Improved workflows can incentivize users to accept change and adopt the new technology. The new workflow might look like this:
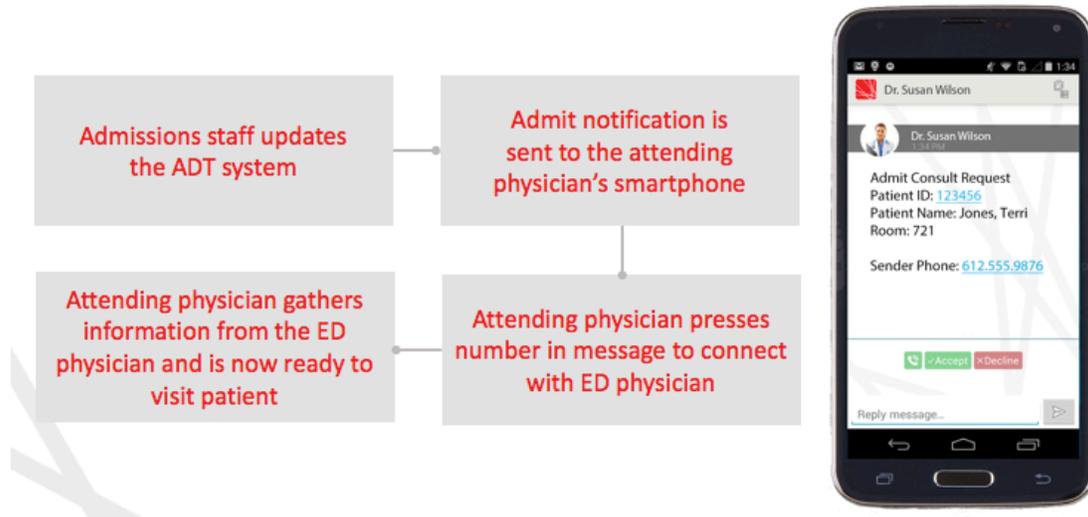
TRAIN AND EDUCATE END USERS

A large part of the reluctance to accept change may come from a lack of education. Users reject change if they do not understand how or why the change is taking place. They will reject change if they do not clearly understand how it will impact their day to day or how it can benefit them. At a basic psychological level, we fear change because it is unfamiliar and unfamiliar stimuli in our environment could pose a threat. In other words, we are biologically programmed to be skeptical when changes take place in our environment that we are unfamiliar with. IT can avoid this natural response from the end user community by clearly communicating and educating users about the changes long before they occur.

IT must create a comprehensive knowledge base, custom training materials, and common FAQs and make them available through clear channels of IT support. Hands on presentations and training also create comfort for users, as they will feel as if they have someone they can go to for support, and someone they can hold accountable. In order to get users to accept change, they must be fully trained on new technology *before* they are expected to use it in a real clinical scenario. By the time the service is transitioned into production, users should have had the opportunity to get training from IT and to test the solution, or play around with it in order to learn how to use it. It is the technology that the user equates with change and it is fear that causes a user to reject that change. Therefore, once the user becomes very familiar with how the technology works, he or she will no longer fear the change.

spok.com

/ Spoktweets

MEASURE THE SUCCESS OF CHANGE

As IT works to create the business case, build relationships with stakeholders, establish support from business leaders and gain trust from the end user community, promises are made as to how the change will make a positive impact. In order to maintain credibility, it is critical for IT to prove the impact of the change throughout the project and early life of the IT service. IT should never set goals that are not specific, measurable, attainable, realistic and timely. Each expressed benefit should be documented as a goal and each goal should be assigned targets that will be measured at pre-defined intervals. For example, if a benefit is improved communication, one specific goal might be to reduce door to balloon time in the cardiac cath lab by X seconds, by a specific date. IT should work with clinical stakeholders to implement and optimize the solution, and to measure the result. Each goal that is documented, measured and proven will increase overall confidence in the solution.

People want to see progress. Their reluctance to accept change is in the fear that the solution may negatively impact their ability to make progress. Measuring short-term and long-term successes will show progress being made and will help validate the change. Measuring the success of the change will also show stakeholders and users that IT is delivering on promises, which re-enforces trust – the most challenging human response to achieve in Organizational Change Management.

Beyond this guide, Spok offers a range of comprehensive consulting services to assist healthcare customers with Organizational Change Management. By leveraging decades of experience in delivering healthcare communications solutions and using standard OCM methodologies, such as Prosci's ADKAR model, Spok helps healthcare institutions succeed in organizational change initiatives. For more information regarding how Spok can assist your organization with OCM, contact Spok Consulting Services at consultingrequest@spok.com.