

## Healthcare Organizational Transformation (HOT) with Electronic Collaboration

This Project will transform how healthcare organization stakeholders interact during IT implementation by leveraging proven change management methods with electronic collaboration tools to improve efficiency and satisfaction by 10X.

Stakeholder	10X Metrics	Operational/Quality Metrics
Physicians (Hospitalist & Intensivist)	Improved efficiency & time saving	Time online using process map / protocol verification
	Satisfaction	Time spent on experiential virtual training

Vital Behavior	Tied to metric	How are these vital
Ask/Respond to project related questions within the online collaborative project mgmt tool discussion board.	Engages user in collaboration; provides value to issue resolution, increases learning and efficiency	Increases ability to know about people in their organization and the knowledge they bear; allows efficiency; leads to increased input into decision making
Update e-project assigned tasks/deliverables on personal project calendar	Requires user awareness: extent of involvement and projects deadlines; engages them in process of completion.	The process of considering when tasks are due and how much time is required to complete the assigned tasks helps to engage the user with the project

**Recovery behaviors** Social reinforcement - peer/colleague expectation that project related interactions posted in online collaborative space. Project Mgr facilitated coaching to help with understanding/workflow/time allocation

**Plan for uncovering real vital behaviors** - Focus training on presumptive VB's as a hypothesis. Use comparisons of self evaluations, # interactions, # problems solved, and Pre/post 'time to resolution' to test this and gain insight about how it produces the desired result. Adjust VB and iterate process.

	<i>Ask/Respond to project questions</i>		<i>Update e-Project tasks/deliverables</i>	
	<i>Motivation (negative)</i>	<i>Ability</i>	<i>Motivation</i>	<i>Ability</i>
P e r s	Better care w/ e-ICU Time saving <b>Uncertainty about who to work with</b> <b>Loss of autonomy</b>	Get to e-project site Post questions Respond to posts Seek/propose relevant individuals <b>Immobilization by personal fears</b>	Save time on project Meaningful participation	Access calendar Understand work area Enter structured feedback Enter free text updates
S o c	Improved quality scores Better work environment Implementation success <b>Fear of rejection</b>	PM facilitated discussions Spotlight contributors (B-board,Newsletter) Public tally of activity Note/Act on crucial conversations	Cooperate with team members	Understand the scoreboard Know what the interactions are
S t r u c t	Robust/responsive technology environment Open/'achieving' culture	Single sign on Intuitive interface Deliver pages rapidly Support multiple access options Command space near ICU	Robust/responsive project management framework Demonstrate time savings/efficiency	Relevant work breakdown structure Achievable schedules Track involvement & revisions needed.

**Influence Strategies** Target stakeholders aware of expectations and opportunities to participate early; Pay attention to individual target stakeholders to learn their particular motivation; At least one or two target stakeholders work closely with PM to assess questions, answers and mood of other individuals; Organizational resources to provide human and technological resources to develop and maintain quality interaction tools; engage stakeholders in updating their contribution to the project which also fuels the scoreboard/dashboard reports; Makes work more visible and illustrates the intricacy of the project. Provides clearer understanding of what's coming up and what has been accomplished; Tying project tasks and deliverable interaction together provides better time keeping and simplifies status reporting. Must have a seasoned, effective project team to breakdown activities and assign intelligently.

**Challenges/strategies for further analysis – Structural:** Expectations not met – need to provides tools & resources to transform implementation; No governance - clear/workable while interaction design relevant/intuitive