The Jekyll and Hyde Project: One Project - Two Outcomes

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Project Overview

- **Purpose of the project** : To track Operating Service case costs.

- **Where**: A single hospital in:

  - Central Supply (CS) - where instruments and supplies are cleaned, packaged, sterilized, assembled onto OR case carts

  - Operating Room Theatres – included 5 services – General Surgery, Orthopaedics, Plastics, Urology, and Gynaecology

- **How**: Single application with two linked modules.

- **My Role** – Change Management Advisor on the project. My role was augmented with the additional of two change management colleagues half-way through the project.

Project Go-Live Outcomes

Operating Theatres (OR)

- The atmosphere is quiet and calm.

- Everyone is confident and directed in their actions.

- Arising issues are handled by the super-users efficiently and with minimal impact to OR operations.
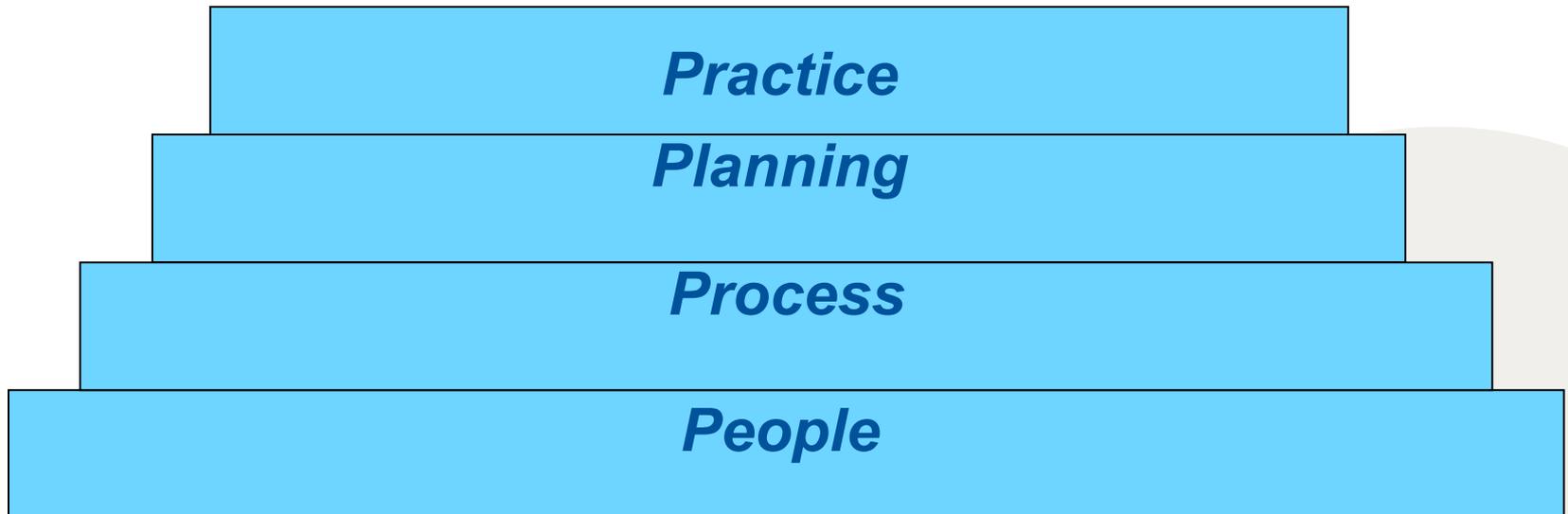
Central Supply (CS)

- The atmosphere is chaotic and noisy.

- Everyone is anxious and lacking direction in their actions.

- The new process changes are creating role and job responsibility confusion, which leads to panic.

Change Management Outcome Success Structure

Practice

Planning

Process

People

First Change Management Building Block for Outcome Success

> ## *People*
> *right number and type of people, doing the right things at the right time*

Project People

OR

5 – full-time nurses, who represented every OR service, were seconded to the project for six months

2 – OR management representatives committed time to the project intermittently to complete specific project tasks

CS

1- CS supervisor was assigned to the project, but was still required to continue a full-time operations workload. This person resigned part way through the project.

The new CS supervisor assigned to the project under the same conditions as the position predecessor had no central supply experience.

During one month of project, 2-3 CS staff were assigned for 2-3 days to participate in testing.

Second Change Management Building Block for Outcome Success
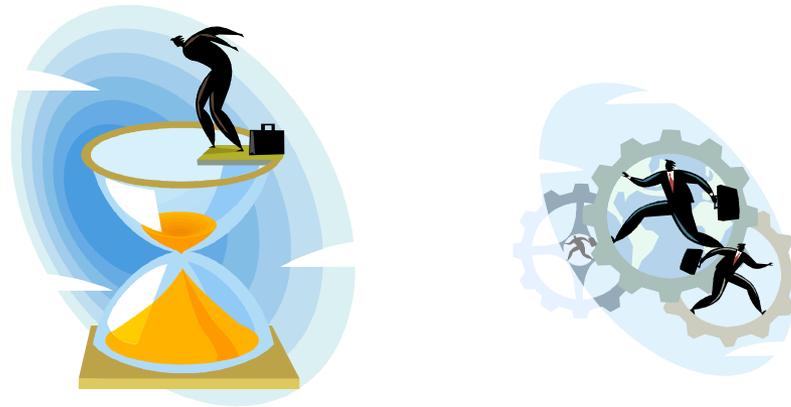
Process
all roles, shifts and type of work processes validated and regularly updated

People
right number and type of people, doing the right things at the right time

Project Processes

OR

- Current processes were well documented and thoroughly described by the people who actually fulfilled the roles on every shift and day of the year

CS

- Current processes in Central Supply, due to resource constraints, were not adequately documented for this project nor validated by the people who fulfilled the different roles on any shift or day of the year

Third Change Management Building Block for Outcome Success

Planning
based on anticipated future state processes and user acceptance testing

Process
all roles, shifts and type of work processes validated and regularly updated

People
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Project Planning

OR

- Using verified current work process, anticipated future state work processes were developed.

- For user acceptance testing, detailed scenarios were constructed to validate the anticipated future state work flow using the new application.

- OR user acceptance testing scenarios and data *served as templates for* OR staff training development.

CS

- Without accurate current process documentation, building anticipated future state work processes for CS wasn't possible.

- User-acceptance testing was conducted on a system functionality basis using verbalized ad hoc future state work flow context.

- Training time and content was estimated and based on the application user manual.

Fourth Change Management Building Block for Outcome Success

Practice
Enhances change readiness and provides opportunity to explore new processes

Planning
based on anticipated future state processes and user acceptance testing

Process
all roles, shifts and type of work processes validated and regularly updated

People
right number and type of people, doing the right things at the right time

Project Practice

OR

• New processes were practiced regularly by the OR super users to build confidence and better understanding of how technology tool would integrate into work flow.

• The training environment provided as a safe place for end-users to learn and practice using the new technology.

• Staff training was conducted in context to work processes.

CS

• New work processes were not practiced, because people were unavailable, future state processes were undefined and user acceptance scenarios were without context.

• Staff training was limited to system functionality within the production environment

Change Management Outcome Success Structure
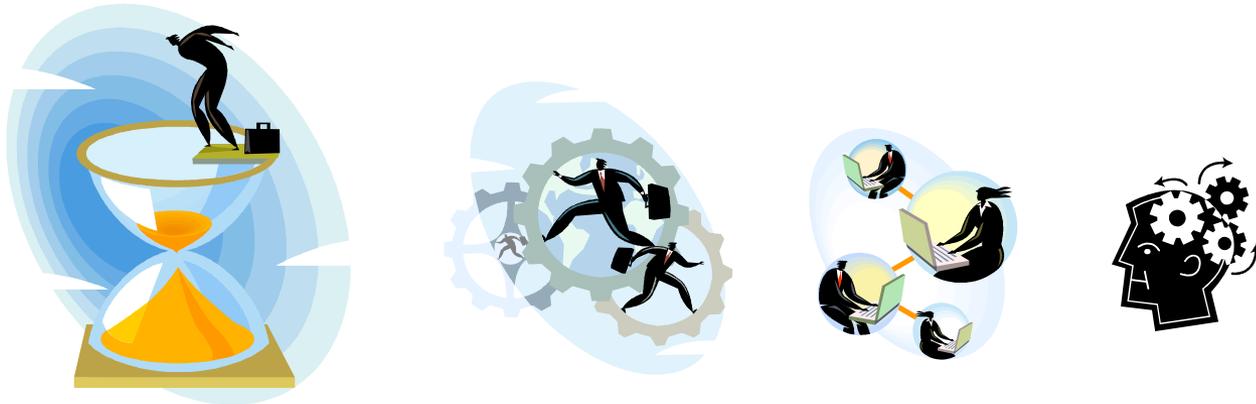
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Success is a journey
Not a destination

Questions??

References

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