

## Digital Healthcare Transformation – Maximizing Success

Healthcare transformation is all encompassing. By embracing all the healthcare projects in an organization that are focused on patient care delivery - transformation projects merge strategy, business, and technology.

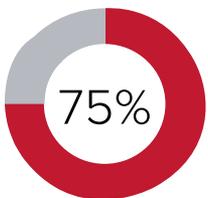
Hospitals are made more effective and successful by digital technology. It is at the center of how communication takes place with patients, leadership, and care teams, how patient claims are managed, and how healthcare data is streamed into electronic health records. As your healthcare business evolves, so should your use of technology.<sup>(1)</sup>

Healthcare systems that continuously reevaluate their digital strategies will be the ones that succeed. Whereas failure to prioritize system or department transformation can result in the loss of competitiveness and profitability and have a negative impact on the economic stability of the organization.<sup>(2)</sup>

### This paper discusses:



- Definition of a healthcare transformation project
- Considerations when starting a transformation project
- Spacelabs process drives project success



By 2023, 75% of organizations will have comprehensive digital transformation (DX) implementation roadmaps, up from 27% today, resulting in true transformation across all facets of business and society. - IDC FutureScape: Worldwide Digital Transformation 2021 Predictions



## What is a healthcare transformation project?

A healthcare transformation project - simply stated - is one that improves patient care and reduces costs. All projects start with a strategy as it provides the framework for the change, has a sponsor, as well as leadership support, and defines the scope of the project for those involved in the implementation as well as those who will be affected by the project. It involves understanding current practices, products, workflows or product gaps and the alternative options that are available to achieve the required goals. While data in hospitals has been digitized because of electronic health record initiatives, there is still a need to make sense of the data so it can be effectively utilized to enhance patient outcomes and care team experience.

There is no doubt the digital health environment is complicated. In the past few years, the number of digital health applications that offer significant improvements in clinical workflow and communication have grown significantly. However, the use of these tools in hospitals remains somewhat limited. The implementation of digital health applications at an enterprise level or even multiple department level can be a challenge; few practical strategies exist to help these new applications be successful.<sup>(3)</sup> If the transformation process is not well planned, it greatly limits the potential benefits to be achieved and adoption of the new digital tool by care team members.



# Planning a healthcare transformation project.

Advancing technology is only part of the solution. It is important to note that digital transformation is not just about upgrading to the newest and most sophisticated technology. It is about leveraging the right technologies to support business goals, engage and enable care teams, improve patient experience and outcomes, and drive operational efficiencies.<sup>(3)</sup>

Planning the project and working the process becomes critical to its success. Consider these core tactics to become effective when beginning a transformation project.

**1) Start with a strategy.** What is driving your project and what problems are you trying to solve? Initial steps should include outlining the project scope, including projected costs, timeline, desired outcomes, and risks. Is your strategy agreed upon by your executive sponsor and leadership team?<sup>(4)</sup>

**2) Determine stakeholders and project roles.** Who are the primary stakeholders? Who needs to be on the core team and involved from a process owners perspective? Who will be affected by the transformation? Collect feedback from a wide range of stakeholders and process owners. Consider including the perspectives of those affected by the project so their viewpoints can be used to help set a solid foundation for the project.<sup>(5)</sup>

Develop a RACI chart. This is a simple tool that details various project roles along one axis and tasks along the other axis. The chart is then completed with one of four letters (R, A, C, I) representing the following: Responsible, Accountable, Consulted, Informed.<sup>(6)</sup>

The RACI model has several key benefits that make it especially valuable for project managers:

- ✓ Simplifies roles and eliminates confusion
- ✓ Keeps projects on track and helps to ensure that nothing falls through the cracks
- ✓ Ensures uncomplicated transitions and handoffs when there is turnover
- ✓ Prioritizes communication between teams and stakeholders



<b>R</b>	Responsible – Person working on activity
<b>A</b>	Accountable – Person with decision authority
<b>C</b>	Consulted – Key stakeholder who should be included in decision or work activity
<b>I</b>	Informed – Needs to know of decision or action

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**3) Lay the project foundation.** From the project scope, further define the issues and what your organization is trying to achieve. What outcomes will make the project a success? Do the vendors you are considering as partners offer support such as assisting with technology assessments and/or workflow assessments to better understand how work is being managed today, and to also help with recommendations about how the new technology can positively impact workflows in the future? If you move forward with their product/services, do they have project management and implementation teams as well as educators? Will they help you assess the impact of the new technologies on current workflow? Will they help you manage the steps to reach your workflow goals? Knowing the answers to these questions will tell you if you have a partner in this process. The creation of a good foundation focuses attention on those who will be involved in the project and those who will be affected by the project so there is a clear understanding and common vision for the project outcomes.<sup>(7)</sup>

**4) Project kickoff.** For the project team, outline the reporting mechanisms, how progress will be tracked against short- and long-term goals and define the project communication intervals. Communicate how success will be measured and how timelines will be managed as this will help to set overall project governance.

**5) Execution.** Articulate the achievements accomplished against the timeline for the project. Ensure accountability. Be specific. That way accomplishments can be managed, measured, and reported on in meaningful steps. Execute the project feeling confident that the team is taking the right steps to ensure success.

Other considerations:<sup>(8)</sup>

- Define key measurements that are tangible
- Distinguish between process measures and outcome measures
- Use sampling to make measurements representative
- Integrate measurement into the daily routine
- Plot data measurements over time to see changes/improvements

**6) Closure.** Properly conclude the project by creating a document that summarizes outcomes, deliverables, final project costs, functionality delivered, and lessons learned.<sup>(9)</sup> Post implementation, execute the recommendations from your vendor to ensure successful use of your new tools by the care teams. Are there measurement capabilities or reporting that can accomplish this within the technology? Reviewing these details with your leadership and project team will improve the success of the project as well as pave the way to success for future projects. When summarizing be broad – include the value the project will deliver to the organization, patient outcomes and satisfaction, as well as benefits to the care teams providing critical patient treatment.<sup>(10)</sup>

Digital transformation is never easy for the simple reason that healthcare digital systems are complex with many interdependencies.<sup>(11)</sup> So it is important to use an effective process in managing your transformation project. By using the right approach, you can improve daily processes and outcomes for both patients and providers working in your healthcare system.<sup>(12)</sup>



## Spacelabs services and assessment tools drive project success.

Newer health technology can improve workflow and clearly impact patient outcomes. When hospitals invest in meaningful technology, it can also positively affect both patient and care team satisfaction as well as positively impact the finances of the healthcare system.

But there are some fundamental steps to take when considering a project. Setting a strategy, creating a project team with the right members, and understanding where you stand currently with technology as well as where you want to go are critical aspects to manage early on in a transformation project. And you need to decide whether the transformation will be accomplished in one giant leap or incremental steps.

As you begin your project, using clinical workflow and technical assessments to document what is working well in your facility and what you hope to gain from a transformation project are a necessity to drive to your goals and ensure project success.

Project failure happens frequently due to unrealistic expectations and milestones. The desire for new products and features sometimes overcomes the need to fully assess your current capabilities and workflows. Plus, scope creep also may come into play. Scope creep (sometimes known as “requirement creep” or even “feature creep”) refers to how a project’s requirements tend to increase over a project lifecycle. Scope creep is typically caused by key project stakeholders changing requirements or sometimes by internal miscommunication and disagreements.<sup>(13)</sup> It is critical at project initiation to clearly assess both where you are at and where you want to go.



# Flexibility is key

Spacelabs software products are adaptable and can be implemented in phases based on the clinical needs of each department, patient census and other ongoing projects that may be dependent on the same IT or clinical resources. We undertake a much more involved sales process and we work closely with your team from strategic planning through post-installation support and continuous improvement to help your organization achieve its clinical and business objectives.

 **SOLUTION**

## Spacelabs Enterprise Software is adaptable to meet the needs of each clinical area when they are ready for it

Features can be deployed in phases ... as a function of complexity and resource availability →

					
Basic Infrastructure and EMR Connectivity	Device Utilization Reports	On-Demand Alarm Reports	Device to Patient Pairing	Patient Dashboard	Closed-Loop Communications

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HEALTHCARE

## Team Up Strategies

TeamUp Strategies services demonstrate our understanding and commitment that true customer solutions require more than a product. Effective management of clinical devices and workflows is critical to delivering patient safety and quality of care, as well as having satisfied clinicians.

We offer no-charge services such as Technology Assessments, Needs Assessments, Workflow Assessments, and Supplies and Accessories Assessments to ensure you make the best choice based on how your care teams collect data, store data, share data and want to use data.

Spacelabs remains at your side with enterprise integration managers, project managers, clinical education consultants, and technical support teams who take responsibility for your success. Through collaboration, we work to help your care teams perform at their highest levels while helping you achieve your organization's clinical and operational goals. Our team is your team.



# Greater efficiencies using Enterprise Software.

As healthcare organizations increasingly seek technology that facilitates evidence-based, data-driven decisions, healthcare executives are turning to Spacelabs Enterprise Software to help manage the challenges presented by ever-changing conditions. Transformation projects can positively impact healthcare organizations by streamlining and expediting communication as well as eliminating manual processes, so that staff can more effectively collaborate on care decisions with the goal of providing the best patient experience possible.

If you are interested in learning more about Spacelabs Healthcare and its products and services, please contact us at 1-800-522-7025. We can arrange an on-site discussion or video conference at your convenience.

## References

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