

Exploring Leadership Strategies Employed by a Newly Hired Informaticist to Drive Change in an Organization Diedre Mackey MSN, RN Program Director- Informatics



Background/Introduction

One of the nation's leading health systems and academic medical centers, Houston Methodist consists of seven hospitals and one Long Term Acute Care Hospital (LTACH).

Houston Methodist began their conversion to a new EMR in May 2015 starting with their flagship academic hospital at the Texas Medical Center. The six community hospitals and 1 long Term Acute Care Hospital soon followed in the phased implementation plan.

Houston Methodist St. John was in Phase 2 for Go-Live implementation. Operations needed someone to lead the change effort and be the support for staff/providers post Go-Live.

Nurse Informaticist was hired 2 months prior to Go-Live to lead its local roll out efforts.

Purpose/Objectives

As a newly hired Informaticist to lead change in an organization, there were many challenges that come along with that role:

This presentation will discuss successful Leadership Strategies that were used by the Nurse Informaticist to drive change at Houston Methodist St. John Hospital.

Challenges

- Unfamiliar with hospital culture and organizational structure
- No credibility with organization
- Not an expert in the EMR application being implemented.
- Staff resistance to change

Strategies Inspire the **Build Trust &** Develop Remain Visible Effective Communication Vision Relationships Competence & Approachable **Encouraged staff to see Fostered collaboration Attended multiple** Rounded on units before, Clear communication to the big picture with CNO training sessions for during and after Go-Live leaders/staff on what to Created an excitement b) Supported face-to-face Met 1:1 with managers, various specialties in expect with the about the Go-Live directors, key preparation for Go-Live Interactions conversion Identified and physicians and staff Remained responsive and Clear communication for personal celebrated short term Leveraged resources willing to help resolve about limitations of the competence within the hospital wins Created a learning issues system Acted as a change agent Communication given in climate for the staff d) Created places and system Established relationship as new processes were **Held practice sessions** opportunities for informal multiple forums (big/small developed with other for staff prior to Gointeractions meetings, newsletters, **Encouraged and** Informaticists within Live, where staff could Adapted schedule to meet one on one, in-services) **Empowered employees** the system practice on the new needs of the Detailed checklist of to be involved in **Built a team of Super** system with scenarios. departments/staff activities to be completed

Results

at department and

Individual user level

1. Successful Go-Live with minimal issues

decisions/processes

Go-Live

before, during and after

- 2. Trusted on-site support for providers and staff
- 3. Since implementation, a system upgrade was completed. Due to the foundation of super users and the relationships previously established, the Upgrade was completed with highest acceptance rate in the system- 95% (Calculated based on staff who reviewed and acknowledged upcoming changes in system).

References

Users

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