

Exploring Leadership Strategies Employed by a Newly Hired Informaticist to Drive Change in an Organization

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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



Results

1. Successful Go-Live with minimal issues
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

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