

# Provider Adoption and Change Management

Lightning Bolt User Summit 2024



# Background

1. Biggest determinant of **technology success** is **provider adoption**
2. Reasons providers are slow to adopt:
  - Lack of communication and understanding
  - “What’s in it for me?”
  - Lack of training opportunities
  - Technology doesn’t match current workflows
  - Lack of integration to related systems

<https://postgraduateeducation.hms.harvard.edu/trends-medicine/best-practices-engaging-physicians-health-technology>

Cenfetelli, R. T., & Schwarz, A. (2010). Identifying and testing the inhibitors of technology usage intentions. *Inf. Syst. Res.*, Articles in Advance, 1-19. doi:[10.1287/isre.1100.0295](https://doi.org/10.1287/isre.1100.0295)

<https://www.healthconnectivetech.com/insights/common-reasons-doctors-dont-adopt-new-health-tech-how-to-address-them/>

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4975159/>

Lin, C., Lin, IC., & Roan, J. Barriers to Physicians' Adoption of Healthcare Information Technology: An Empirical Study on Multiple Hospitals. *J Med Syst* 36, 1965–1977 (2012).

<https://doi.org/10.1007/s10916-011-9656-7>

# Adoption Goals

1. All schedules are in LB platform
2. Every provider uses mobile app to view, request off, and manage schedule adjustments

**The LB Charge:** We want the deployment to be smooth, quiet, and efficient...with the least friction of any system rollout at your organization.

# Approach



Communication



Department Level  
Tailoring



If All Else Fails...

# Communication

# Create Knowledgeable Leaders

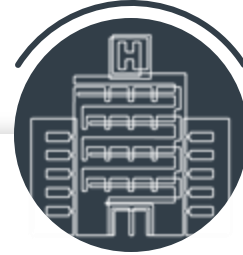


# Share the Benefits



## Provider Benefits

- Accessibility to schedule via desktop and mobile app
- Transparent schedules that divide shifts and call schedules evenly
- Easily adjust time-off requests and shift trades



## Organizational Benefits

- Centralized Scheduling Platform, Immediate access to up-to-date schedules
- Streamlined communication workflows
- Reporting transparency & accountability

# Communication Plan, Providers

Date	Audience	From	Routes	Content
T-4 weeks	All End Users	Client Project Team	Email Committees	Share the exciting news of new technology investment of Lightning Bolt
T-2 weeks	All End Users	Client Project Team	Email Dept Meetings	Benefits and value of leveraging Lightning Bolt. Sign ups for End User training sessions. End User Training Guides and Resources.
T-1 week (End User Training Week)	All End Users	Physician Leaders	Email Flyers Posters	Reminder for End User training sessions End User Training Guides and Resources FAQ around concerns, scenarios, myths, etc.
Go Live	All End Users	Client Project Team	Email	Final push, final go live message Confirm end user access End User Training Guides and Resources

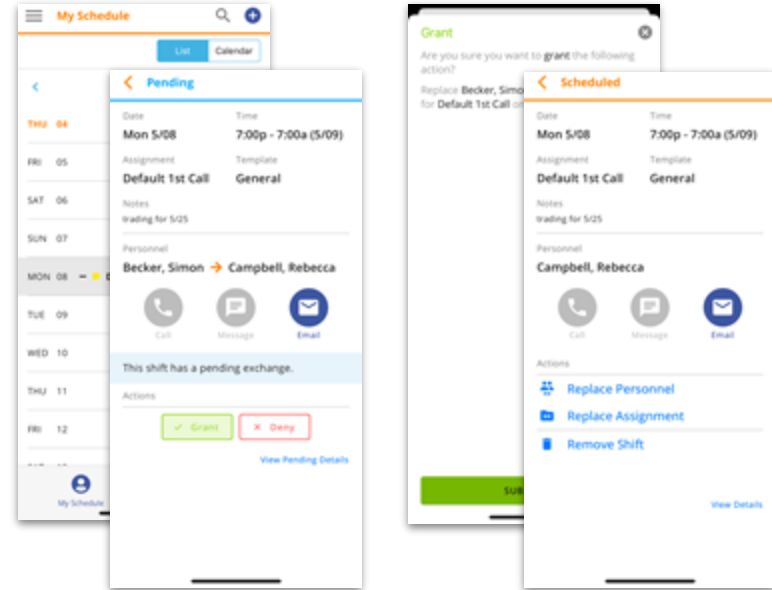


# Readily Available Demos

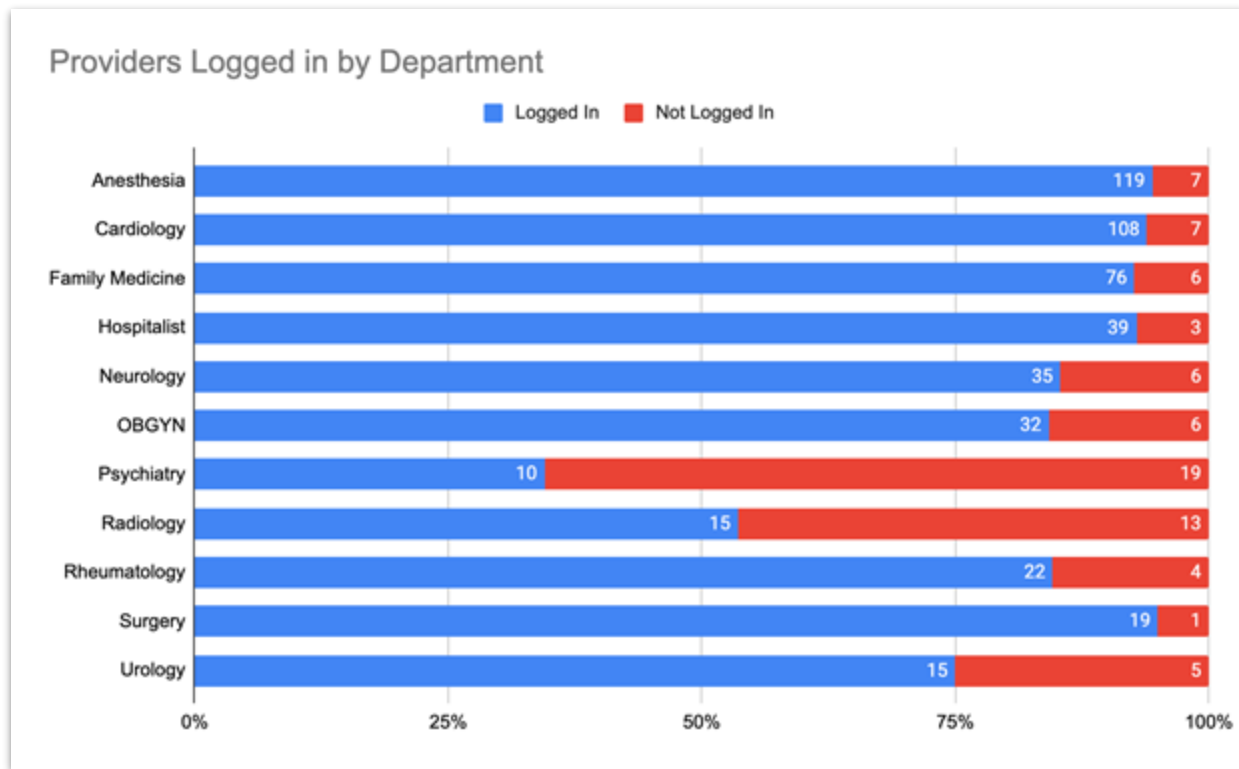
Incorporate in kickoffs

Record and make available

Tailor to the specialty and provider



# Track Engagement



# Incorporate Lightning Bolt into Onboarding

When a new provider starts:

- Introduce LB
- Download the App
- Login and Practice



# Department Level Tailoring

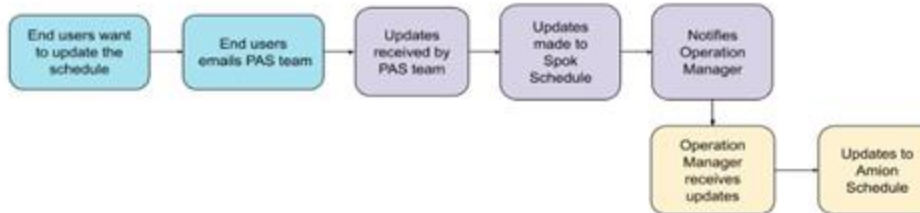
# Documented Workflows

## Previous Workflow

Updates Sent to Operations Manager first



Updates Sent to PAS first



## After LB



# Pre-Implementation Surveys/Interviews

- Determine willingness to change/adopt a new scheduling platform
- Identify positives and pain points of current scheduling process
- Include different stakeholder perspectives

The image displays three overlapping survey form screenshots, each titled 'Section 3 of 4' or 'Section 4 of 4'.

**Section 3 of 4: Schedule Entry Duplication**  
This section aims to understand schedule duplication efforts.

Intro how many different systems are you required to input the same schedule? \*

☐ 0  
☐ 1  
☐ 2  
☐ 3  
☐ 4  
☐ 5+

Please list these systems \*

Short answer text

**Section 3 of 4: Schedule Creation Tools**  
This section aims to understand how schedules are created today.

Please list the software application(s) and tool(s) that you use to create your schedule \*

Long answer text

Who creates/manages your schedule(s)? \*

Short answer text

How long does it take to build an entire month's schedule for all of your shifts and all providers? (factoring all phone calls, emails, texts, cross referencing etc.) Please estimate in terms of hours.

**Section 4 of 4: General System Questions**  
This section aims to understand what works well and areas for improvement with current schedule tools.

What is the biggest complaint/pain point for scheduled providers? \*

Long answer text

Is there anything that you dislike about using your scheduling tool? \*

Long answer text

# Customized Departmental Setup/Training

## Anesthesiology

PERSONNEL	Mo 11/29	Tu 11/30
Ambrus (EA)	10hr 7a-5:30p	8 Hr 7a-3:30p
Angus (LA)	8 Hr 7a-3:30p	1st
Benggon (WB)	10hr 7a-5:30p	2nd
Boal (BB)	8 Hr 7a-3:30p	10hr 7a-5:30p
Caswell (DC)	OR Doc	10hr 7a-5:30p
Colt (CMC)	10hr 7a-5:30p	Blue Cloud Doc
Detzel (SD)	8 Hr 7a-3:30p	OR Doc
Didyk (DD)	Post Call	
Edwards (AE)	OB 3p-11p	OR Doc
Ensign (RE)	8 Hr 7a-3:30p	8 Hr 7a-3:30p
Ferrara (JF)	8 Hr 7a-3:30p	8 Hr 7a-3:30p
Fout (CF)	OB 7a-3p	OB 11p-7a
Fuller (SF)	10hr 7a-5:30p	OS3 Doc
Galambos (DG)	8 Hr 7a-3:30p	OB 3p-11p
George (JCG)	8 Hr 7a-3:30p	10hr 7a-5:30p
Gillis (AG)	Blue Cloud Anes	Blue Cloud Anes

## Hospitalists

ASSIGNMENT	Mo 07/01	Tu 07/02
Good Samaritan 1	Patel Pooja	Patel Pooja
Good Samaritan 2	Derderian	Derderian
Good Samaritan 3	Poudyal	Poudyal
Good Samaritan 4	Amexo	— Gupta
Good Samaritan 5	Dang	Ballantine
Good Samaritan 6	Jankowiak	Pompella
Good Samaritan 7	Nguyen	Nguyen
Good Samaritan 8	Chwiecko	Small
Good Samaritan 9	Emrich	Emrich
Harbor 1	Byreddy	Byreddy
Harbor 2	Hendrix	Hendrix
Harbor 3	Mundorff	Nazir
Harbor 4	Moquete	Moquete

## Cardiology

ASSIGNMENT	Mo 07/01	Tu 07/02
Consult	Devereux	Devereux
4 North	Chen	Chen
4 North WE	Goyal	Sobol
4 South	Ascunce	Ascunce
4 South WE	Krishnan	McCullough
Echo WE	Mecklai	Weinsaft

# Empower Schedulers



## Independent Configuration

- Department specific training focused on independent workflows
- Identify unique complexities and build a solution that works



## Approve Requests

- Manage all time off from one scheduling software
- Configure request rules to track hours off, yearly time off, holidays off



## Equalize Patient Care

- Create rules that cater to your past scheduling process (linking, blocking, equalization)
- Reduce time spent manually scheduling



## Track Shifts/Hours

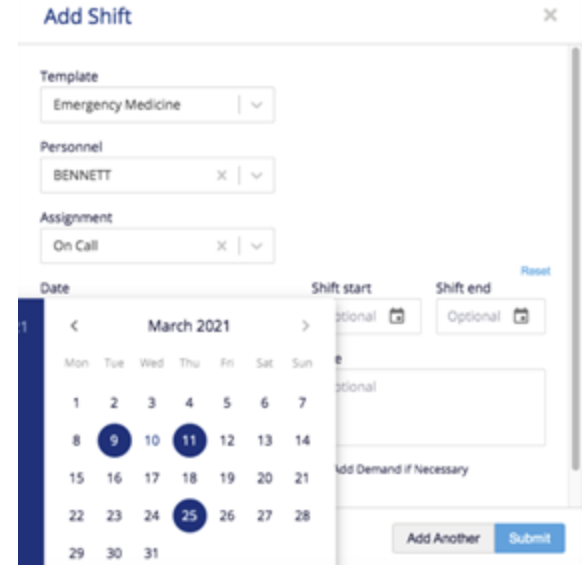
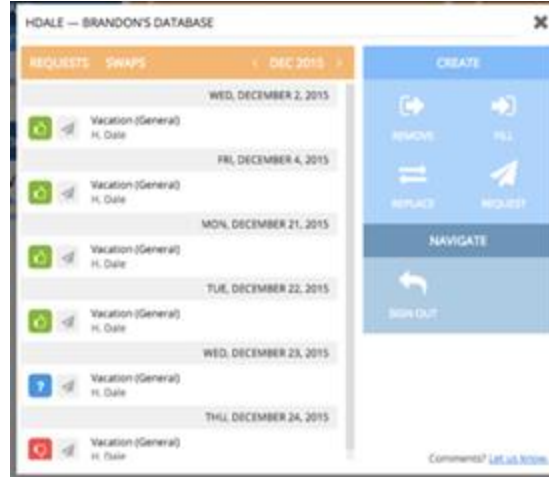
- Dynamic reporting reporting for a variety of tracking purposes
  - Hours, shifts, days of the week, nights, holiday, and more!



# Encourage Providers to Interact with Their Schedule

Providers are able to:

1. Add time-off or desired shift requests
2. Swap shifts among other providers
3. Place shifts “up for grabs” to be taken by another provider



# Multiple Training Sessions Offered



To enhance the implementation experience, Lightning Bolt offers:

- Virtual Training
- Live Training
- Recorded Training Videos
- Department Specific Guides

**If All Else Fails...**

# Bring Together Skeptics and Leaders



## Set Working Sessions

- Create unity and engagement across the organization
- Discuss the difficulties skeptics foresee in adoption and process improvement



## Share the Playbook

- Provide insight on the timeline of the project and key milestones
- Demonstrate standardization across the organization
- Ask for recommendations and project enhancements

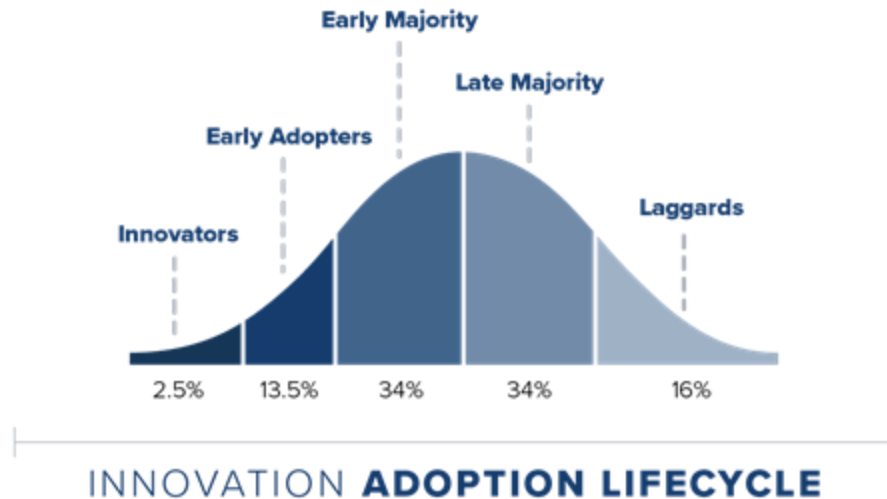


## Demonstrate the Value

- Gain insights into how success implementations utilize the software
- Provide physician and administrator feedback
- Focus on the future state rather than the short term project lift

# Lead with Early Adopters

- Gain traction with champion providers, key stakeholders, and tech savvy administrators
- Prove success with early adopters, then re-engage holdout groups prior to go-live
- Emphasize the long-term benefits of the software, rather than the short term lift



# Ease into the Transition

- Maintain current workflows while administrators, physicians, and staff members adjust to the new software
- This is not at all typical, but rather a “last resort” tactic to show your team you understand the potential difficulty of change
- Provide extended resources and updates to your organization so they understand the timeline and what is expected of them



# Putting It All Together

## Planning

- Identify realistic timelines and expectations
- Determine provider champions
- Engage difficult specialties/departments



## Communication

- Engage all areas of the hospital
- Be transparent and address areas of concern
- Incorporate live training with additional guides and workflow enhancements



## User Adoption

- Go live with a standardized scheduling platform focused on workflow improvement
- Emphasize the Lightning Bolt mobile app
- Gain feedback on the implementation
- Continued governance

# Input and Questions...





[lightning-bolt.com](http://lightning-bolt.com)