Introduction of new technologies in Rehabilitation : a change managment issue

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Introduction

Ir Marquet Lara
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Department of Physical Medicine and
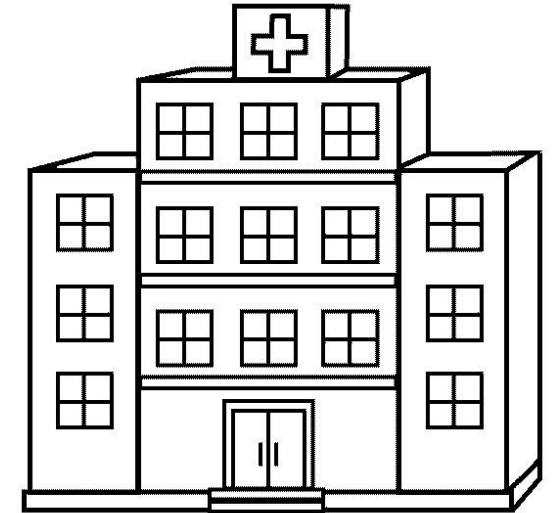Rehabilitation of CHU Liège

Pr Dr Kaux Jean-Françoix
Physician
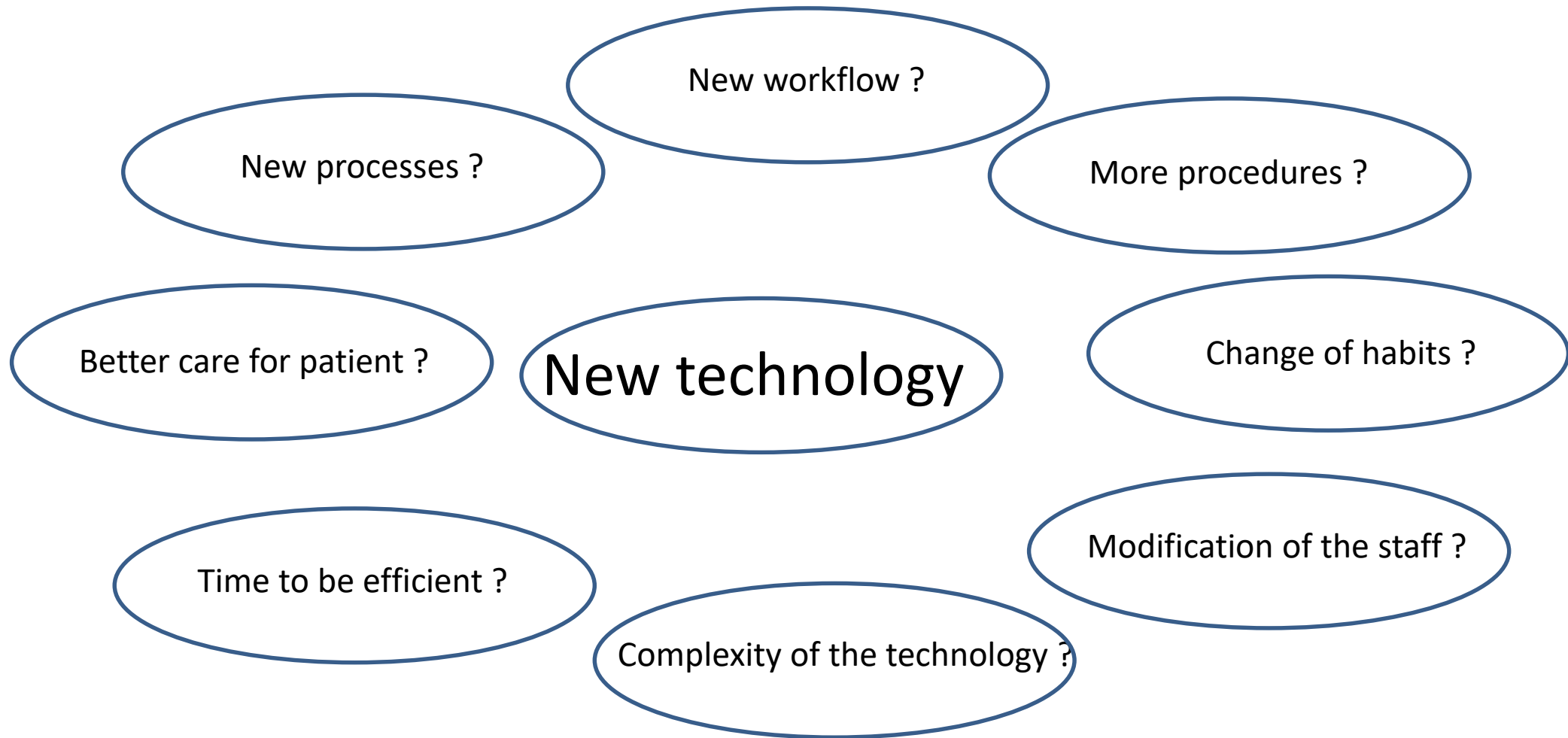Head of Physical Medicine and Sport Traumatology
Department

Servais David
Specialised Educator
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New technology : how can I introduce them in my department ?

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New workflow ?

New processes ?

More procedures ?

Better care for patient ?

New technology

Change of habits ?

Time to be efficient ?

Modification of the staff ?

Complexity of the technology ?

Implementation process :

1. Adoption
2. Implementation
3. Sustaining
4. Spreading
5. Scale up

What you absolutely don't want to happen …

Change Managment

…That lead to the abandon of your brand new technology

Poor/lack of adhesion from your staff…

Change management ?

The Journal of Change Management in 2002 stated, "Change initiatives crucial to organizational success fail 70% of the time."

The **process** of introducing a new technology in a department is a real thing that needs to be anticipate in order to be successful.

What are the threats of a bad implementation ?

If a technology is not implemented successfully it may lead the staff to refuse the use of it

Results : poor use, or even worse, bad use and risks of misstreating/hurting the patients

Background

- "Change management" is a widely addressed problematic in literature.

- Experts and Consultants

... it is judicious on the part of the decision-makers to have a notion of the difficulties and methodologies in order to guarantee the best possible implementation of their new technologies into their organization.

The process can be complex ! But not always

It is also important to know that the process is not UNIQUE but must be adapted to each context and situation

(of course !)

Key-points / Factors in the implementation process

"Integrated Technology Implementation Model" (ITIM)

(Rhonda Schoville, University of Michigan, CIN Computers Informatics Nursing – 2015)

ITIM brings together the perspective of TAM and SI

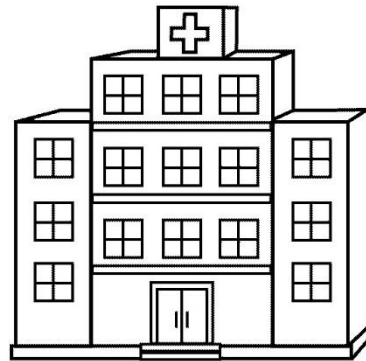TAM : Technology Adoption Model – focus on the user's perspective

IS : Implementation Science – focus on the organization's perspective

Factors that influence the ITIM

Many factors can affect the process during its implementation.
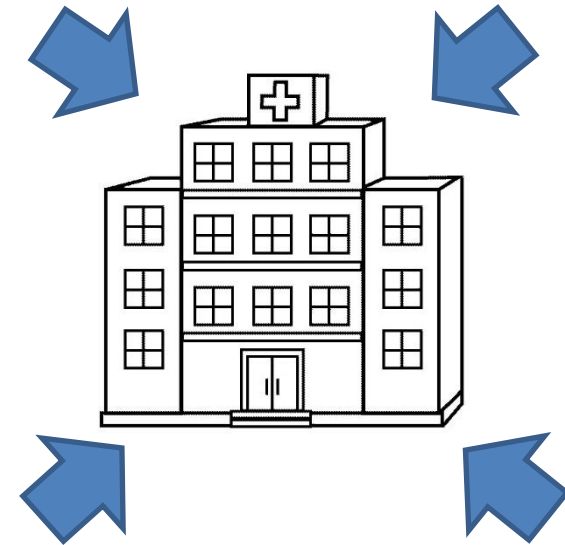
Two main categories :

INNER and OUTER factors

Inner factors

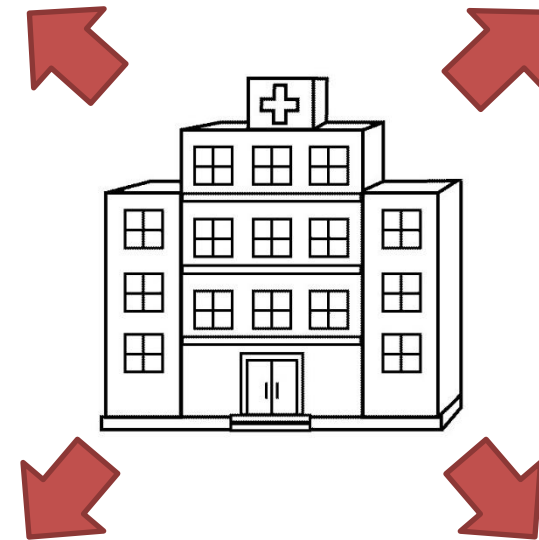Factors that are inherent to your organization :

- Nature and characteristic of the new technology
- Workflow
- Users/Staff
- Leadership
- Communication

Outer factors
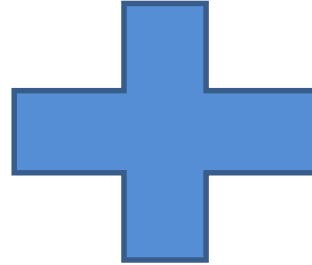
Factors that are external to your organization:

- Accreditation regulation
- Economic environment
- Facilitators
- Vendors

ITIM and Key Factors

Inner factors

- Nature and characteristic of the new technology
- Workflow
- Users/Staff
- Leadership
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Outer factors

- Accreditation regulation
- Economic environment
- Facilitators
- Vendors

Where can I start ?

Can't / don't want to go through the whole process? Try these few easy tips:

- Identify in your staff several **key partners or informal leaders** on which you will count to help you through the process and include them at the very beginning of the process
- Identify the potential "**barriers**" (staff, innovation fatigue, …) : don't try to avoid or ignore them !
- **Communicate** through the whole process to your staff !
- **Dedicate time / money / staff** to the process
- Months / years later, **continue to evaluate and monitor** the change, do some report on it to communicate through your staff and organization
- If possible, involve your teams in studies and write some **articles** about your work

Closing word

Don't be afraid to lead change, it will always be rewarded !

Thank you for you attention

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