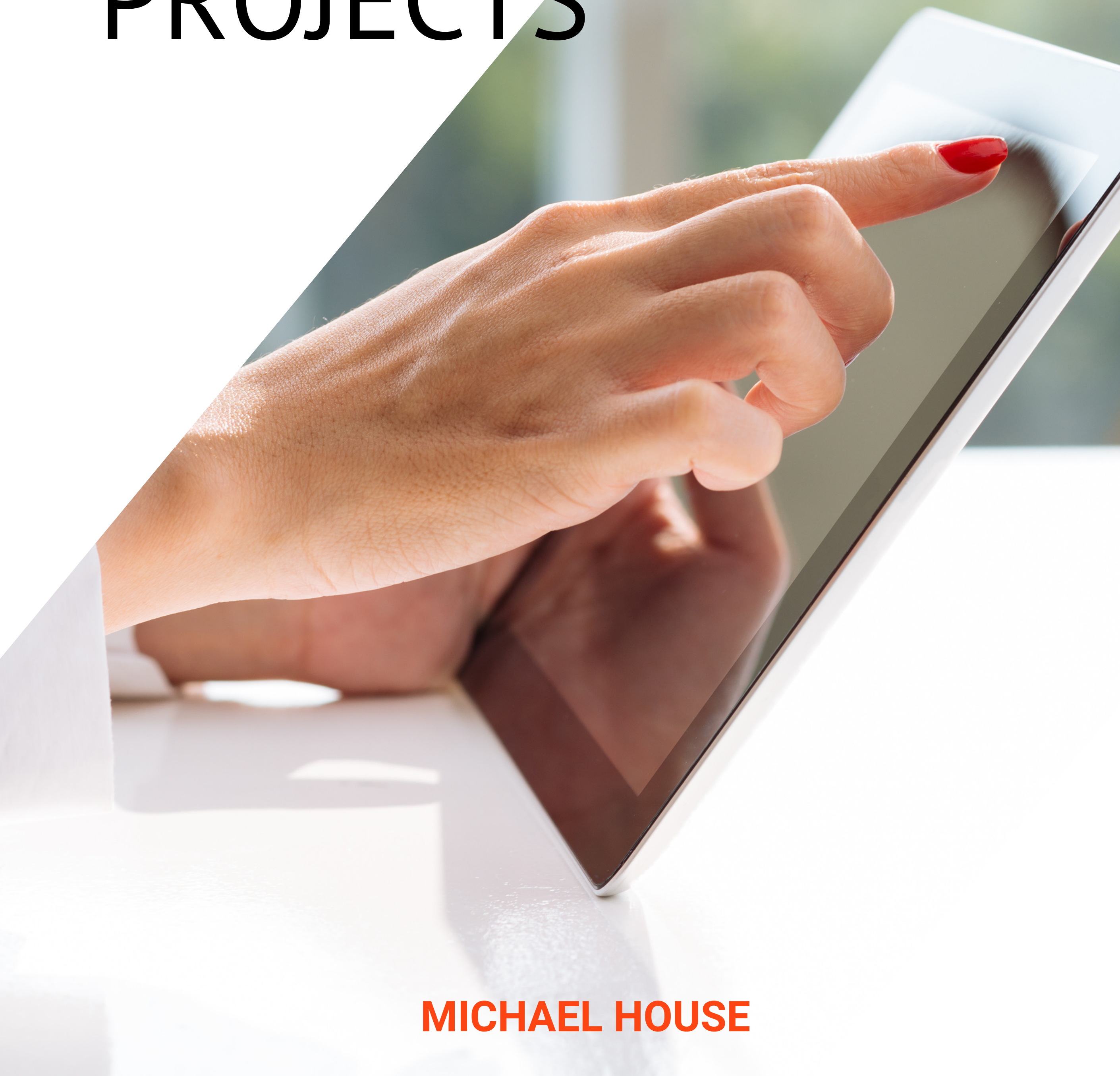




MAVENDOG

MANAGING DIGITAL TRANSFORMATION PROJECTS



MICHAEL HOUSE

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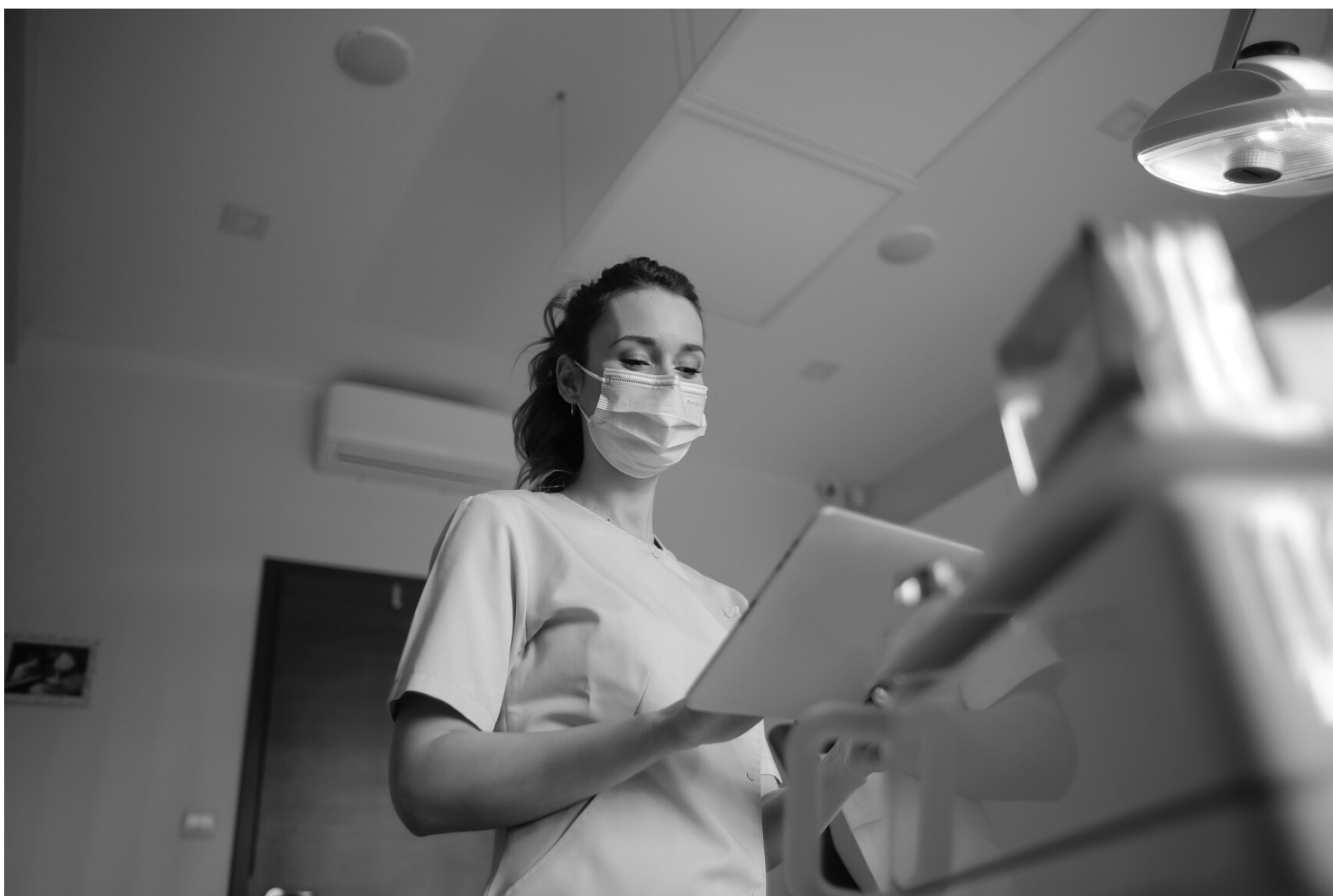


My technical and program leadership career shifted to healthcare in 2004 – an industry and time that truly was the 'Wild West**' of Digital Transformation.**

The catalyst for change was a Federally-mandated use of electronic health records (EHR). By 2004, less than 10% of healthcare providers were using electronic medical records. That was about to change. Driven largely by the Bush Administration, the healthcare industry was soon pressed by regulatory drivers and massive financial incentives to make EHR the standard.

Hospital networks and project teams faced an uphill battle. They were in uncharted waters with no strategy of how to implement such an immense Digital Transformation program.

We must keep in mind that we're not simply talking about the implementation of software. That is a huge oversimplification. We're talking about systemic process and cultural changes to the practice of medicine.



These EHR programs even had life or death implications. It is a sobering thought that 'project risk' could imply the loss of life. Requirements misses, quality issues, stakeholder communication breakdowns, or even technical bugs could mean a missed patient diagnosis; a prescription mistake; the wrong blood type; a missing or misunderstood physician order....

If there is ever a time NOT to cut corners on project and change leadership, it is for an EHR program.

And sadly, that did happen. Despite generous Federal funding, some EHR projects failed at a number of hospitals. Those failures had a common theme: poor project management oversight, execution, and change adoption.

This eBook is not a detailed recipe for Digital Transformation success. It is a guide, rooted in good project practices of running such programs.

- Michael House

01

DIGITAL TRANSFORMATION DEFINED



Digital Transformation | *di-jə-tʰl tran(t)s-fər-'mā-shən*

The process of utilizing digital technologies to create new - or modify existing - business processes, culture, and customer experiences to meet the changing market requirements.

It's that age-old adage that comes with implementing any type of business transformation, requiring that you focus on three core areas:

1. The **people**,
2. The **processes**, and
3. The **technology**.

I even argue that effective change only comes when you address them in that particular order!

Often, the technology is highly disruptive to both the people and the processes within an organization. Unless your people and your processes are primed and ready for this shift, the integration and adoption of this new technology is are less likely to be successful.

The key is understanding - and accepting - that true digital transformation requires a personalized approach. After all, *people* are the ones powering processes and assimilating technology.



WHAT YOU NEED TO KNOW ABOUT THE NATURE OF A DIGITAL TRANSFORMATION PROJECT AT A HIGH LEVEL:

1 Digital transformation projects are directly tied to the organizational mission.

Only when you can clearly express your mission, vision, and goals can you begin to manage a digital transformation project. Otherwise, you're not really transforming anything.

2 Digital transformation is a project management conversation.

When looking at the larger picture of how this will fit into the overall business model and future of the organization, you must realize that this part of the process is a foundational element of effective project management - particularly for strategic portfolio development, roadmapping, and early project planning.

3 Digital transformation isn't just a technology project.

A common misconception about digital transformation is that it's all about the technology (at least that's what the tech industry would like you to think). But it's crucial to recognize that the technology portfolio isn't the focus of the project. Rather, technology is the conduit through which a larger transformation can happen.

4 Digital transformation projects are highly personal.

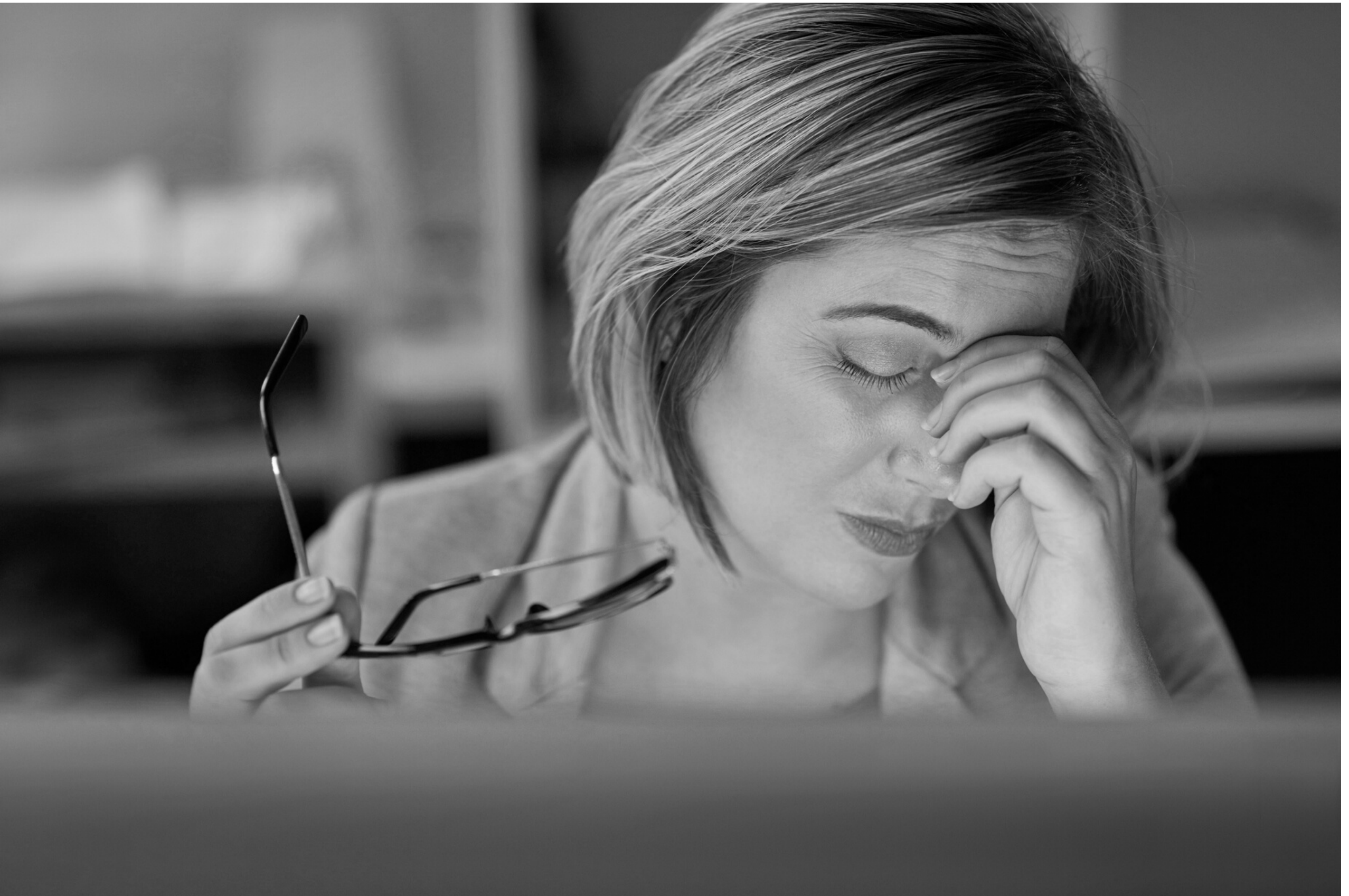
Since company culture is at the core of how well an organization will adapt to a significant change, you need to ensure you have all of your team on the same page about this process, the steps taken along the way, and the overall outcome. Company culture dictates the pace and way a transformation can take place.

5 Successful digital transformation projects need buy-in and early wins.

True digital transformation must make a change or solve a problem that is **immediately recognized** and **highly beneficial** to all stakeholders in this project. It's important for you to seek an early win during this massive undertaking.

02

ISSUES TO EXPECT



**Common issues in
Digital Transformation programs**



I was a part of EHR Digital Transformation programs at four different healthcare organizations. There was plenty of struggle. Organizations were simply overwhelmed by the magnitude of the EHR change and could not figure out how and where to implement it. Others faced extreme resistance from its user community. Singular issues sometimes eroded their faith in and acceptance of the strategy as a whole.

For example, in 2004, most physicians weren't bought into EHRs or any sort of digital transformation of their practices. To them, "digital" meant a layer of separation from their patients and a degradation in medical care.

In some cases, those concerns were legitimate. For example, digital imaging had not advanced to the point where they could replace silver X-Ray film. Physicians had every right to be skeptical, confused, upset, or downright threatened.

As was the case with EHRs, **technology is disruptive.**

When tech gets ‘crowbarred’ in, people can misunderstand the ‘why,’ much less the ‘how’. Moreover, technology implementers can miss big, and sometimes life-threatening risks and issues occur.

That is where project and change leadership are so essential. They offer the bridge of deeper discussion, identification, negotiation, and tracking of legitimate risks and issues that can upend a digital transformation investment.



Here are some typical issues you can expect while managing a Digital Transformation project.

1

When it comes to laying the groundwork to prepare for digital transformation within an organization of any size, it's easy to get carried away with certain aspects of it - **namely, focusing only on your technology portfolio.**

2

Approaching this process as being "**tech driven**" as opposed to embracing it as a "**tech enabled**" experience can be fatal for the project right from the start.

70%
FAILURE
RATE

A study from Forbes and McKinsey showed a total of \$900B was lost in 2018, solely on digital transformation projects that failed miserably.

3

Another common issue is a **lack of stakeholder buy-in**, leading to eventual conflict, hesitancy, and perfection paralysis, all of which can damage the project and results.

4

But perhaps one of the most common issues we have seen occur is when organizations **skip the road mapping process** which is instrumental in helping your team to subdivide and prioritize the project's steps in a way that ensures transformational success.

03

LET'S TALK **BENEFITS**



What are the benefits of a well-run digital transformation project?

There are so many benefits to be expected when digital transformation projects are successfully managed. And although these benefits will vary from company to company, you can expect to...



SAVE TIME, MONEY, & FRUSTRATION

Your company will avoid the lost time, ROI, and profit that comes when a transformation isn't done right the first time. It's not worth the headache...believe us.

Your organization will have a clearer direction and process for prioritizing digital projects, selecting technologies, and building customer buy-in.

PLOT A CLEAR PATH FORWARD

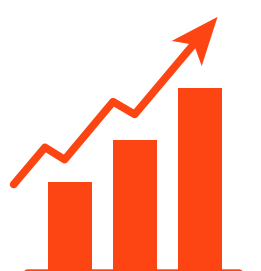


STAY AHEAD OF THE CURVE

You and your entire company must be ready to shift your digital transformation plans and investments at the drop of a hat. An interrelationship of market strategy and project planning allows you to adjust adjust in case another pandemic (or equally devastating) situation arises in the future.

Doing the groundwork now means you'll have a flexible, fully-customized roadmap that outlines how you approach a project of this size. If it's done right, it can be replicated in other areas in the future.

SEE AGILE, TAILORED RESULTS



04

OUR EHR JOURNEY IN THE END



**Digital transformation as a competitive
journey of differentiation**



EHR revolutionized how hospitals engage and treat patients. Today, more than 98% of healthcare networks use EHR. One might argue that EHR became the springboard for all other digital transformations in healthcare (imaging, Telehealth medicine, electronic referrals, etc). .

We attribute the success, of course, to **effective project planning, implementation, and change adoption.** But we can't discount the biggest catalyst of all:

Competition and Differentiation.

I pick on the physician community a little. Doctors are a trope of change resistance. In fairness to our beloved docs, patients resisted EHR as well. They had to be incentivized to take the initial plunge into using online portals.

However, doctors came around once project leaders positioned these Digital Transformation initiatives from a position of competition. Doctors are by nature very competitive. No doctor wants anything less than an 'A', and he or she certainly doesn't want to be low on any list when compared with their peers.

EHR and Digital Transformation became the roots of a competitive medical practice.

Once doctors (or any user community) looks at Digital Transformation through the lens of such competition and differentiation, they become its biggest fan.



05

AN OUTSIDER'S (MAVENDOG) PERSPECTIVE



When you're in a high-stake situation, an outside perspective is not only appreciated...

IT IS ESSENTIAL.

Our team of highly specialized, seasoned consulting leaders help our clients evaluate, plan, and deliver on complex projects. This ranges from project feasibility studies, program leadership, to project & change delivery, and beyond.

UNDERSTANDING YOUR NEEDS

Mavendog gets an inside look at exactly what your company is looking for, what's worked, what hasn't worked, and where to go next.

PINPOINTING A ROADMAP'S PROPER START

Mavendog will pinpoint where your roadmap to digital transformation needs to begin. Worried about regulatory requirements? Mavendog is adept at addressing such things.

PROVIDING UNBIASED ANALYSIS

After identifying your business model and corresponding goals, Mavendog will provide you with an objective deliverable that will help your team to manage this project from end to end.

RECOMMENDING THE RIGHT TECH

Now we can start to talk about the technology - namely, what tool out there will work best to act as the conduit for managing this digital transformation project. We'll provide you a comprehensive review of what solutions you should consider investing in from a vendor-agnostic position.

PROGRAM & PROJECT LEADERSHIP

Mavendog is apolitical, impartial, and offers unparalleled, program management leadership in a transformation effort from start to finish.

THE MAVENDOG MISSION

Mavendog offers an alternative option for acute, tactical, project needs.

We are a company grounded in specialization, versatility, and grit. It's about delivering projects and giving our clients wins.

With services spanning Strategic Portfolio Development, Program Leadership, and Project & Change Delivery, our mission is to get into the problem, cut the Gordian Knot, and then get out of your way.



ABOUT THE AUTHOR

MICHAEL HOUSE

Michael House is a Vice President of Mavendog's Strategic Portfolio Development practice. He has over 35 years of experience achieving goals through the strategic use of technology, particularly in defense product development, commercial systems development, and healthcare technology operations.

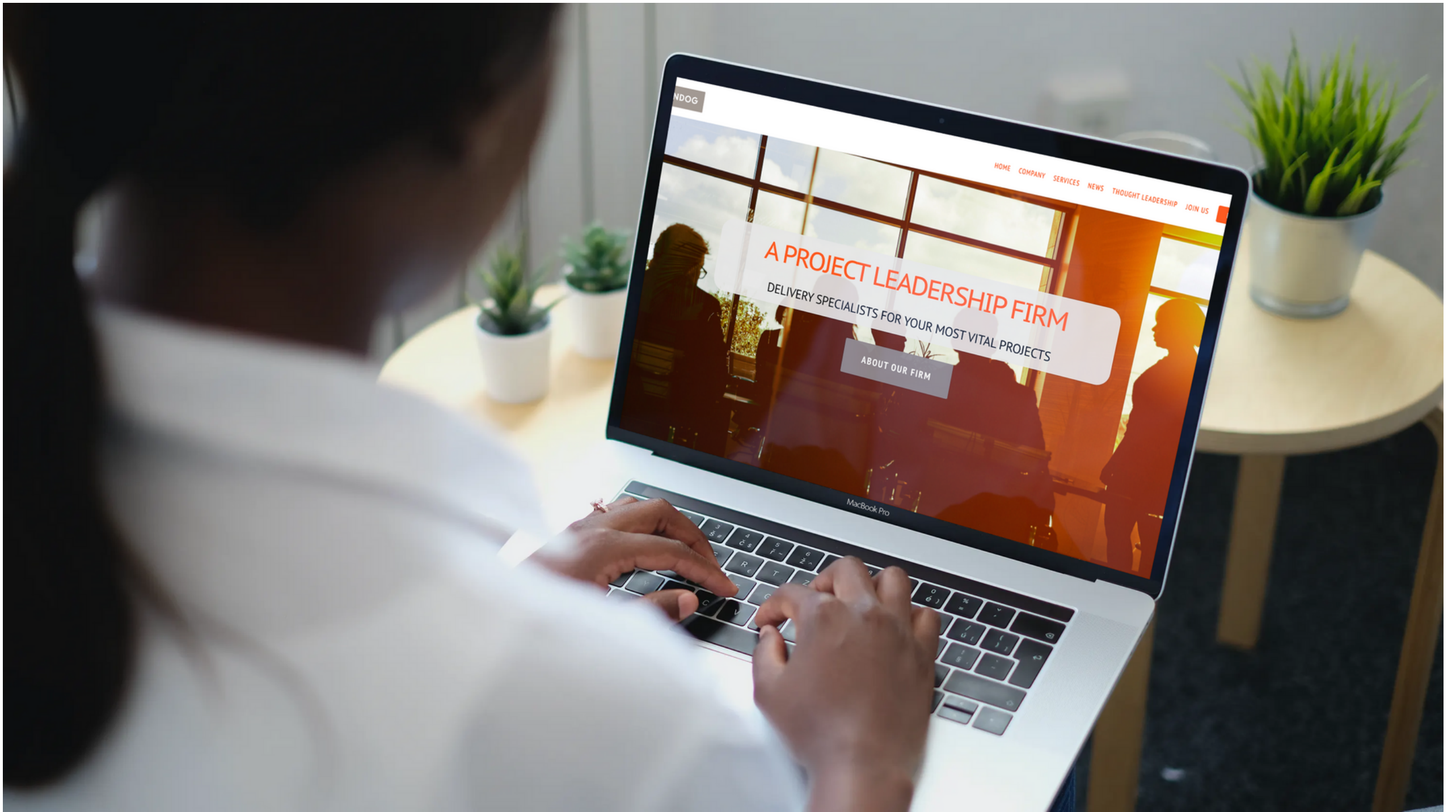
Mike holds BSCS and MHA degrees and is a proud U.S. Navy veteran.

mavendog.com/mike-house





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LET'S TALK MORE ABOUT YOUR DIGITAL TRANSFORMATION PROJECTS.

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To book time on our calendar:

<https://calendly.com/jon-vordermark>

