

Use of a Standardized **Change Management Framework** to Support Adoption of a Digital App

Amanda Longfield¹ MSc(OT), Shelby Fisch² MHSC, BScOT, Jennifer Lall-Budhu³ MSc(SLP)

Background

The rehabilitation team currently uses paper-based exercises and educational resources to share information with clients. Through collaboration, it was identified that a digital exercise and educational resource management app (digital app) was required to optimize provider and client care delivery.

A practice change for a direct care provider can disrupt current workflows and be perceived as more work, despite efficiencies once the resource is adopted. In addition, clinician’s perceptions, knowledge, and desire can impact successful adoption of digital health solutions.¹ A standardized framework to adopt new practices can assist individuals through the change management process.²

The Prosci ADKAR® Model by Jeff Hiatt³, was used to support providers change in practice from a paper-based exercise and educational resource to a digital tool. Providing support to individuals during practice change is important in the adoption of tools that potentially optimize care delivery for providers and clients.

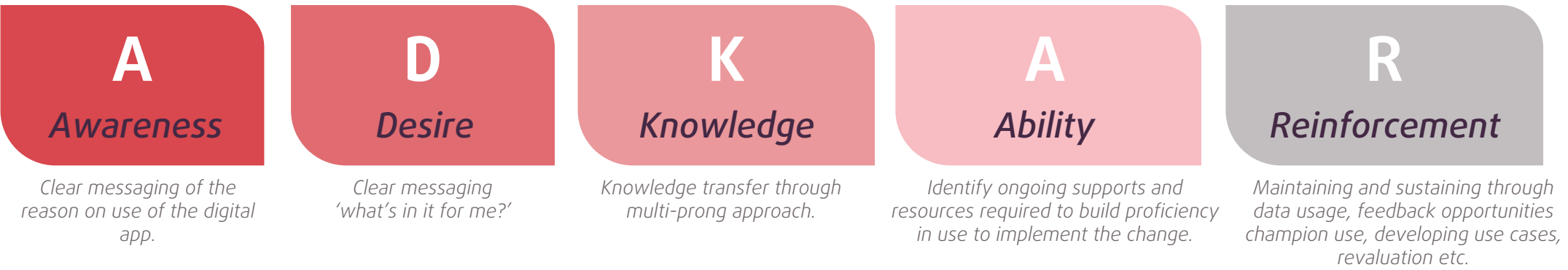
Method

Use of a formal engagement strategy to select a Digital Exercise App:

- ✓ Environmental Scans
- ✓ SWOT analysis
- ✓ Series of working group meetings with direct care providers
- ✓ Roadmap action plans
- ✓ Exploring provider workflow,
- ✓ Hosting a digital app vendor fair
- ✓ User testing focusing on provider usability requirements

Implementation Plan

The Prosci ADKAR® model was chosen to guide the change management process during the 10-month pilot.



Evaluation Protocol:

An evaluation protocol was developed using the following feedback strategies: focus groups, meeting polls, surveys, and interviews.

Adoption of the digital app was evaluated using provider usage data and subjective feedback from direct care providers and clients.

- ✓ **Subjective Data:**
 - Client and provider survey
 - Pilot user interviews
 - Early adopter feedback on workflows and use of the digital app
- ✓ **Objective data:**
 - Sign in data, usage data, programs created, patients assigned, outcome measures, client access
 - Evaluation completed at 3-month, 6 month and post pilot
 - Usage statistics shared with rehab leaders for the pilot sites biweekly and at the 3 and 6 month evaluation.

Using the evaluation data assisted with drilling down the areas that required further strategy development. The Prosci ADKAR® Model assisted with navigating where the obstacles were in the change management process and lead to the identification of specific strategies required to address the needs of the pilot users going through the change.

Key Findings

- 1 Although the digital app was requested by most rehabilitation direct care providers, the change from paper to digital presented a change in current practice and uptake of the new digital app required support, flexibility and engagement.
- 2 It is essential to identify the desire and “what’s in it for me” and why the change is occurring for key messaging.
- 3 Content delivery in general group training was not as effective as active participation including individualized pilot site team sessions, live demos, user success stories, role plays, template development, and how to start the conversation with client tools.
- 4 Inconsistencies in practice across pilot sites can impact the change management process and need to be addressed.
- 5 Providers perceptions and awareness of their client’s ability to adopt and use technology varied highlighting an area for training and support.

Outcomes

- ✓ The use of a formalized change management model:
 - Provided standardized terms of reference to explain and evaluate the project.
 - Ensures consistency during the change management process and supports definitive next steps and problem solving.
 - Assists individuals through the change management process to adopt a new digital tool into daily practice.

Lessons Learned

- ✓ The formal engagement process was key in developing a starting point for the Prosci ADKAR® model.
- ✓ The need to ensure each evaluation phase leads to consistent revisions of the Prosci ADKAR® Model.
- ✓ The need to ensure the model is a living document and an iterative process.
- ✓ Understanding the need of adult learning and following an experiential learning process to ensure knowledge is translated to practice.
- ✓ The importance of use of early adopters to participate in training and support of their peers in the change process.