

Keys to Successful System Implementation: Readiness Assessment



Are You Ready?

The following is a proposed methodology that will assist an organization in determining the degree of readiness for an implementation, as well as the change that will be encountered with your system installation.

Introduction

HIA has provided extensive information technology support for numerous clients since our beginning in 1992. We have provided consulting services related to system selection, installation readiness, installation, process design and management reporting. Through our vast implementation experience, HIA has developed expert experience in process redesign, change management, risk mitigation and benefits realization.

Assessment Objectives

Objectives of performing a readiness assessment vary from organization to organization; however, there are a few objectives that most organizations would desire prior to the beginning of a system installation. The primary objective is to determine the risks that are present that may impact the degree of success you achieve with your investment. A few examples that should be reviewed prior to implementation are:

- 1 Organizational Initiatives** – Why are you investing in technology and what specific objectives do you have as an organization?
- 2 Organizational Design** – How is the organization structured to manage implementation and change? Who will make the decisions and be responsible and accountable for achieving the organizational initiatives?
- 3 Scope** – Has the organization defined a specific scope for the project and, more importantly, how will the scope be managed as the project moves forward?
- 4 Resource Allocation** – Are there adequate resources to install the system, manage the day-to-day operations and maintain the legacy system?
- 5 Change Management** – Who will identify and manage the changes that will be required for optimal success? How will this occur? Who will ultimately be responsible and accountable?

Assessment Focus & Outline

To achieve the outlined objectives there must be a high level of focus that follows the scope of the project; therefore, every organization will have a slightly different focus that is tailored to the objectives.

Although every organization is different to some degree, there are a few focus points that are common with most installations. The recommended common focus points are:

- 1 Risk Mitigation** – Define projected business risks that may impede optimal success as a result of implementation, as well as a mitigation strategy for preventive and corrective action.
- 2 Workflows and Redesign** – Identify and specifically define key workflow processes that will be impacted by the installation. These existing processes will assist with defining required change and workflow redesign.
- 3 Change Management** – Define a leadership and operational plan that will assist with acceptance of enhanced system functionality and improved workflows.
- 4 Benefits Realization** – Define specific measurable benefits and value points of the technology investment and process improvements and how you plan to measure them.

To determine the readiness of the organization there are several specific items that must be reviewed as related to risk and benefits realization. Each item in the outline will be evaluated based on its individual readiness and aggregated to determine an “Organizational Readiness Factor.”

The outline will include but not be limited to the following steps:

- **Baseline and Target Measurement** – How ready is the organization to measure where you are today and understand where you are going? (Baseline to Target)
- **Gap Analysis** – Does the organization understand the existing gap between present and future, and is it prepared to close this gap?
- **Goal Assessment** – What are the organizational goals and how will you know when you have reached them?
- **Commitment** – What are the resource and management commitments?
- **Project Scope Management** – Is there a specific scope defined and how will it be managed?
- **Project Sponsors & Leaders** – Are project sponsors and leaders defined and armed with the proper authority and support?
- **Process and Workflow Map Requirements** – How equipped is the organization to properly map the existing and future workflow requirements?
- **Project Management** – Does the organization have a project management plan in place with the proper individual(s) named to lead the process?
- **Internal Resources** – Do you understand how many dedicated internal resources will be required and available to assist with implementation, management of day-to-day operations and legacy support?
- **Change Management** – How prepared are you to manage the change required to achieve success?
- **Barrier Assessment** – Are you prepared to define the obvious barriers that will be encountered in the process design and benefits phase of the project?
- **Benefits Realization** – How ready is the organization to define measure and achieve benefits from the investment?

Assessment Timeline

Timeline: Maximum 8 weeks (320 man hours) depending on hospital size.

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