



Use Cases For Technology Change Management



LHC Group

Company Description

LHC Group, founded in 1994 in Palmetto, LA, is a one of the pre-eminent home health and hospice organizations in the U.S., operating in **approximately 800 locations across 30 states and serving an estimated 100,000 patients.**

Example Where CM Has Been Used



Implementing new technology

Their Approach

In 2021, LHC's leadership recognized that a legacy technology system was throttling their ability to onboard new patients efficiently due to the technology's frequent outages, poor vendor customer service and sub-par integration with their EHR. They selected Forcura as their new technology partner.

LHC created an aggressive timeline to implement Forcura but specifically sought ways to minimize the disruption to their employee users and patients. John DiCapo, Vice President of Operations at LHC Group, says LHC designated executive project "owners" who both fully understood the internal challenges they needed to solve and the strategic goals they had to support. These leaders were the primary contact points with the team at Forcura.

In turn, Forcura created a team dedicated to LHC and had a series of joint working sessions before any technology was introduced. These individuals became fluent in LHC's operational processes, fully understood the roadblocks that needed to be corrected, and collaborated with LHC to create an implementation roadmap.

"Having multiple dedicated project managers, customer service managers and such that really understood us was important," DiCapo says. "Forcura didn't go into it saying, 'OK, we're going to roll out, here's the person who does it.' Before we started implementation, it was somebody who knew us, knew our experience, had engaged with our [locations] and with their users so that they were ready to answer staff questions just as well as we could."



Next came a pilot implementation, which sought to work out the technical aspects of the change as well as provide further experience for project champions to draw from as they looked toward next stages and potential staff concerns.

“We started a rollout on a slow scale, so as issues arose, we problem-solved them,” DiCapo says. “We took an agile approach and said, ‘OK, what are our lessons learned?’ And then we collaborated to determine how we were going to improve with each next group.”

The key to overcoming resistance from staff, DiCapo says, was in first acknowledging the challenges and stress humans experience with process changes, then easing their anxieties by showing them how the effort will be worthwhile in the end.

“We had a few agencies that still sent the fax from the fax machine, and with that fax machine going away, it’s just a change. They wouldn’t be able to physically grab that item, and there’s just this distrust, right?” DiCapo says. “[But] when people were doubters or not fully engaged, we could say, ‘This is why you should be engaged. This is what’s in it for you. This is where you’re going to be.’ And we could help them see into the future.”

What Practices They Stress

Seeing the contrast between Forcura’s dedicated approach and his organization’s former technology vendor, DiCapo says LHC learned the value of a true partner that operates almost as an extension of the company itself. With each devoting resources and bringing their own perspectives to the change, the chances for gaps in planning, communication, training, and support were greatly reduced or addressed before they grew costly.

“Having Forcura more deeply ingrained in our organization was so critical because they could understand where we were and give us feedback, based on their experience, on how we could improve. Then we could develop those initiatives together from the start,” DiCapo says. “I think that was something that really helped us because we were able to start from a best-case scenario, and as needs arose they could really be consultive in that.”

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