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Use Cases For Technology Change Management

VNS Health

Company Description

Founded in 1893, VNS Health is one of the largest not-for-profit home- and community-based health care organizations in the U.S., serving approximately **43,000 patients** and members in home health, hospice, and personal care settings on any given day throughout the five boroughs of New York City as well as Westchester County and Long Island.

Examples Where CM Has Been Used

Implementing new technology

New products or major updates added to existing technology

Their Approach

Achieving a high standard for CM has taken many years of practice and has become more sophisticated as the organization has grown, according to Robert Orlando, VP of Software Engineering & Product Development. He says the company really started standardizing its process and getting full executive buy-in several years ago, as the need to work with third-party technologies became increasingly apparent.

Since then, Orlando says VNS Health has adopted a much broader perspective beyond the Information Technology team, one in which executive leaders and Human Resources are actively involved in managing change.

"We have a team called **Talent and Learning.** They have specialists (in HR) who focus on this," Orlando says. "They have focused work sessions and do a lot of interactive preparation and interviewing with team members who are going to be impacted by whatever technology is being implemented."

Orlando says a cross-sectional CM team not only ensures that deadlines are accounted for, but keeps teams informed, engaged, and energized. Super users, fun activities, and promotional materials are all used to give front-line users a feeling of ownership in the project.

In the past two years, Orlando says VNS Health has implemented **objectives and key results (OKRs)** that have kept business goals tightly aligned with technology changes and the groups who support them:

1 The CEO and Leadership set top company objectives for the year

2 Leaders have a planning session to set their own annual and/or quarterly objectives based on how they roll up into the top company objectives

3	Smaller groups review OKRs to determine how they contribute, assigning team members and setting new OKRs that are consistent with leadership as needed	**4**	Progress is reviewed and updated monthly, with leaders coming together at the end of each quarter to celebrate successes and lessons learned.

It's a collaborative effort that keeps the organization aligned and team leaders informed of specific metrics along the way and allows various perspectives to be heard, Orlando says.

"It's like breaking down a big project or initiative into chunks; when you clearly indicate what success looks like, it becomes more manageable, and you can see growth while also having an opportunity to pivot when necessary," he adds.

What Practices They Stress

While Orlando believes VNS Health has begun to address all the tenets of CM fairly consistently and effectively, he says what the organization does best is prepare a plan for change and then communicate it to the staff.

"That's just so important because the issue with change isn't really the technology. It generally works, it solves business problems," Orlando says. "It's presenting it to the people involved that is the most challenging and essential step. It's really about reimagining and re-engineering the way people work and think about their jobs. We spend a lot of time making sure that team members are engaged, because that positivity translates to better consumer engagement, quality scores, and patient satisfaction. At our heart, we're a people organization providing home- and community-based health care."

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ROBERT ORLANDO | VP of Application & Integration Services

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