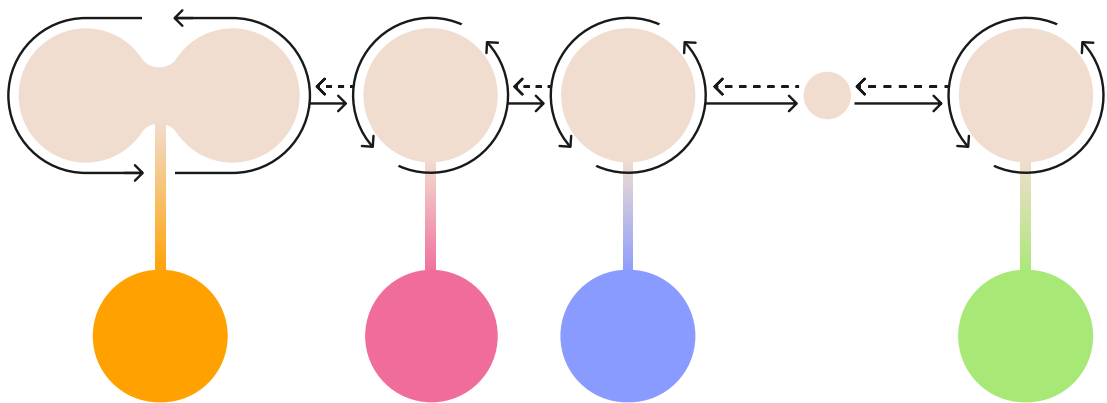


Planning key user involvement



Milestones towards successful
technology implementation in healthcare

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This guide was developed as part of the master's thesis "*Unlocking technology adoption. Guiding key user involvement for successful healthcare implementation.*" within the *Design for Interaction* program at TU Delft, in collaboration with Reinier de Graaf Hospital in Delft. You can find more information about the project here: <http://resolver.tudelft.nl/uuid:ce1c6b9a-b6c7-4650-b1a6-e5e1a2dc2c49>

We encourage you to use this guide to support your implementation process. However, please note that further research is needed to fully evaluate its effectiveness in practice.

ChatGPT was utilized to improve the text's flow and coherence, ensuring a unified tonality. The foundational insights, guidance, and recommendations are based entirely on in-depth research.

Unlocking technology adoption

In the rapidly evolving world of healthcare, technology has become an indispensable ally. From improving patient outcomes to streamlining administrative tasks, the potential for innovation is limitless. Yet, the true power of technology lies not in its design but in how seamlessly it integrates into the complex, dynamic workflows of healthcare professionals.

This is no small challenge. Introducing new tools into healthcare settings often feels like navigating uncharted waters. Despite their benefits, technologies can struggle to find acceptance, leaving valuable solutions underutilized. The key to overcoming this lies in thoughtful implementation, collaborative adaptation, and most importantly, the involvement of people at the heart of the system—healthcare professionals themselves.

This guide is designed to bridge the gap between technology and practice. It focuses on **harnessing the insights and influence of key users**. These individuals, often early adopters or respected peers, play a critical role in championing change, fostering communication, and shaping how technology is embraced.

Guiding key user involvement for successful implementation

Key users play a pivotal role in the success of technology implementation in healthcare. They drive change in two important ways: they foster enthusiasm and acceptance among peers within their departments, and they gather and share feedback from the work floor with the organization to ensure the technology aligns with real-world needs.

Research shows that key users that are well supported and empowered, can significantly enhance the success of implementation efforts. By combining real-world insights and actionable recommendations, this guide aims to help implementation teams to understand the complex process and plan for lasting success.

Above all, it's essential to remember that implementation isn't just about technology—it's about people. Understanding and addressing the human side of this process is just as important as the technology itself.

What you can expect

This guide offers you a structured approach, but it's important to keep a few things in mind:

- » **The process is fluid:** Implementation is rarely linear. Be prepared to revisit earlier phases or adjust timelines as new challenges or insights arise. This isn't just normal—it's necessary for success.
- » **Key users aren't everything:** While this book centers on the role of key users, their involvement alone isn't a guarantee of success. Every context presents unique barriers, and addressing them requires uncovering the tacit assumptions of all stakeholders and finding the right strategies to address them. Keep in mind that other factors like the technical setup are equally important and should not be overlooked, even though they are not addressed here.
- » **Each context is unique:** The recommendations in this book describe an ideal pathway, but real-world constraints—such as organizational or technological politics—might make it challenging to follow everything exactly as outlined. Use the insights and strategies shared here as tools to navigate these challenges and build persuasive arguments when facing opposition.

By staying flexible and adapting the offered recommendations to your context, you'll be well-equipped to make the most of this guide that consists of two parts.

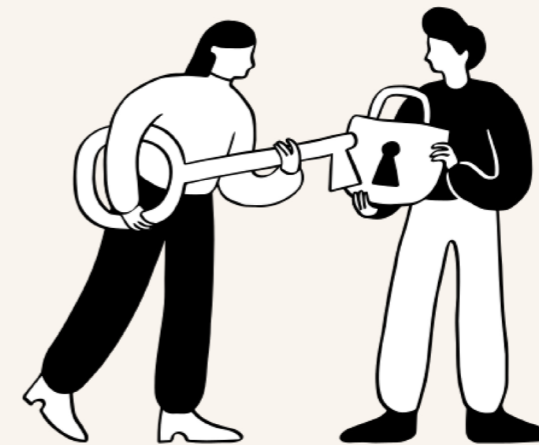
The **poster** provides a clear **overview of the entire implementation process**, highlighting key phases and milestones. Designed with practicality in mind, it's printed on rewritable material, allowing you to customize the title and timeline for your specific project. This flexibility means you can easily adjust your timeline as needed and reuse the poster for future initiatives. Each required step on the poster includes a page reference to this book, making it simple to dive deeper into any topic and quickly access the guidance you need.

This book offers **detailed insights** to support you through the implementation process. Each chapter focuses on one of the four milestones, breaking it down into required steps with clear, actionable recommendations. To make it even more practical, the book includes space for your personal notes and reflections. As you document your learnings from different projects, this guide evolves with you, becoming a richer and more tailored resource for your hospital and its technologies.

Use the poster and book to plan implementation projects in your hospital, or, if you're part of a technology company, use this guide to plan implementation with your clients. It fosters better collaboration between both parties, serving as a shared resource during joint meetings to track progress and maintain alignment. Giving both parties access ensures everyone is on the same page, making conversations more focused and productive.

With that in place, let's get started.

We wish you a successful implementation journey!



The actors and their roles

Actors within the hospital



Organizational employees

Employees that support the hospital operations and patient care processes. Most work in departments like IT, Quality & Safety, communication, management, etc. but also (medical) managers within the hospital fall into this description. They are in charge of the implementation process on the side of the hospital.



Key user

Key users are motivated clinical staff that volunteers/is appointed to take part in various implementation activities, like providing feedback or spreading enthusiasm among their colleagues, with the goal of promoting the change within the hospital. They are a big factor in successful implementation.



Non-key user

The other healthcare providers within the department that are not directly involved in the implementation process. They need to be convinced, motivated and well-supported to use the technology to ensure long-term success.

Actors outside the hospital



Technology company

The company that supplies the technology that should be implemented. Their setup and way of working might differ, depending on size, experience and product.

Roles

The actors are the group that is mainly in charge of the described part of the implementation process (solid outline). They are sometimes joined by supporters (dashed outline). If their actions affect another group, those affected are shown behind the arrow.



The phases

Need assessment

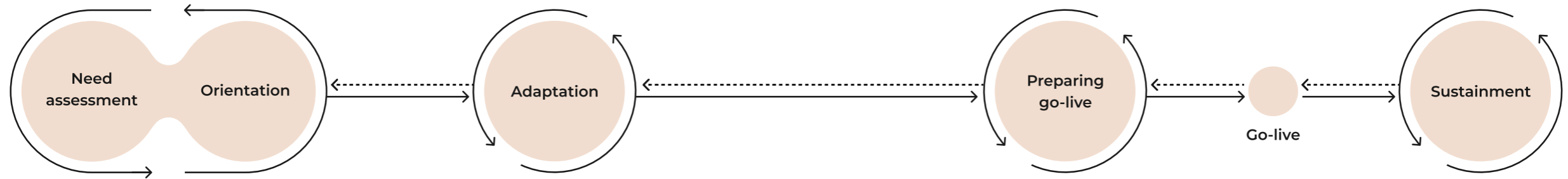
Projects can begin in various ways: a problem within hospital workflows may be identified by healthcare professionals or organizational staff that requires a solution. Alternatively, it could stem from an idea to optimize a workflow, proposed by either clinicians or organizational employees. In some cases, a technology company may present a product to a hospital that seems well-suited to their needs. Regardless of how the project begins, it's essential to **thoroughly understand the existing workflow, the surrounding context, and the needs** of the people affected. To gain these insights, collaborating closely with the healthcare professionals who work within that context is invaluable.



Orientation

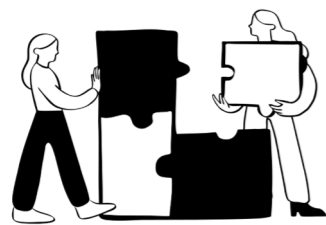
This phase goes hand in hand with the needs assessment, and it's common for both to overlap or run in parallel. Here, potential solutions are identified and evaluated against the functional and technical requirements that have been defined. With the information from technology companies and input from healthcare professionals, the technology that best aligns with the needs is chosen. At the same time, the **implementation team is assembled**, and key users are identified to support the process.





Adaptation

Once the setup is complete, key users test the technology and provide valuable feedback. This input is then used by technology companies and organizational employees to **refine and adapt the technology**, ensuring it aligns with the context and the envisioned workflow. The complexity of this phase can vary, depending on factors such as the disruptiveness of the technology and its development stage. The more innovative or still-in-development the technology, the more iterations and adjustments may be needed to ensure it fits seamlessly into the context.



Prepare go-live

In this phase, the department is prepared for the upcoming changes. **Future users are trained** on how to effectively use the technology, ensuring they feel confident and ready. Additionally, plans for the go-live day are made, including the setup of user support to address any issues or questions that may arise. This phase focuses on smooth integration, ensuring that both the technology and the users are fully prepared for a successful launch.



Go-live

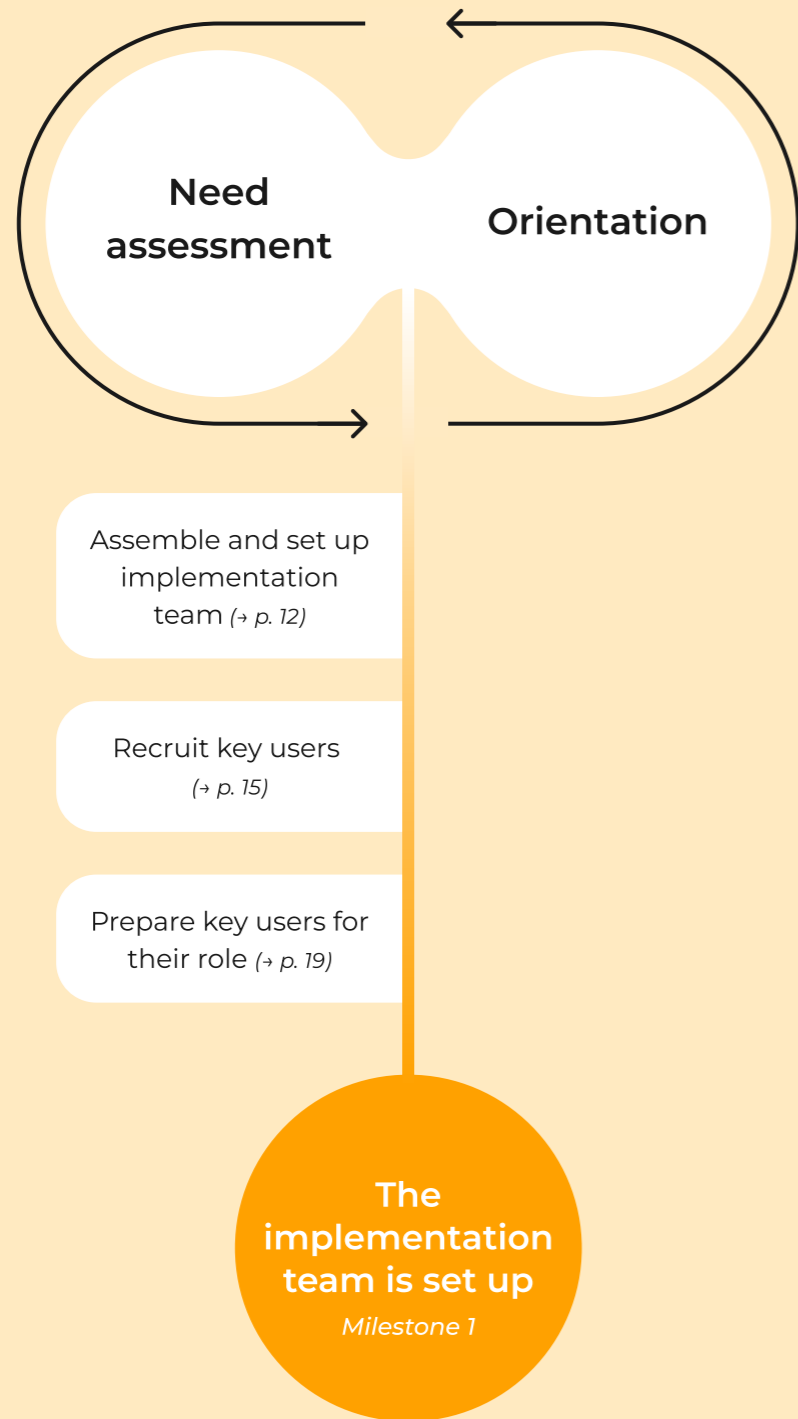
From this point forward, the **technology will be used across the entire department**. Ideally, the schedule is adjusted to accommodate fewer patients on the first day(s), giving users more time to familiarize themselves with the new system. On-site support is provided for a duration appropriate to the complexity of the technology, ensuring that any issues are addressed promptly and users feel confident navigating the new tools. This support is key to making the transition as smooth and successful as possible.



Sustainment

As the new technology becomes more integrated, its use will gradually feel like **the new normal**. However, long-term user support remains essential. Key users monitor usage from within the department, while the technology company oversees it from the outside. If new needs arise or the context changes, the technology will be adapted once more to ensure it continues to meet the demands of the department. This phase is ongoing until the technology eventually becomes obsolete or is replaced in the future.





Milestone 1

The implementation team is set up

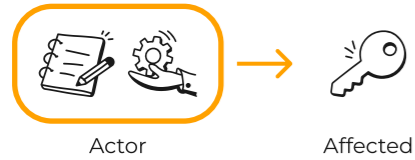
This milestone focuses on establishing a strong foundation for successful implementation by assembling the right team. It begins with analyzing the project's needs and defining specific roles to ensure clear responsibilities. The more defined the setup, the better the team can work together.

Recruiting key users is equally essential. Once in place, key users must be prepared for their role by equipping them with the necessary knowledge and support to engage their peers and provide valuable feedback.

With a well-organized team and prepared key users, the implementation is set for a smooth start.

My notes:

Assemble and set up implementation team



Before diving into the adaptation phase, it's crucial to set up a strong implementation team. This means identifying the right people, defining clear roles, and creating a collaborative structure that supports smooth communication and progress.

Define roles and responsibilities

A well-structured team with clearly defined roles ensures that everyone knows their part, paving the way for a smoother implementation process.

✓ Recommendations:

- » Begin by analyzing what the project aims to achieve. Use this to identify the roles needed and the people best suited to fill them. This includes organizational employees of the hospital as well as key members from the technology company.
- » Each role should have clearly defined responsibilities, and these should be communicated to all team members—including key users—so everyone knows who to approach for specific concerns.

Pro tip: For streamlined communication, consider appointing a dedicated contact person on each stakeholders side to connect the hospital, key users, and the tech company.

Align on goals and communication

Every stakeholder will come to the table with their own goals, needs, and priorities. Open discussions at the beginning of a project are essential to uncover these perspectives, build mutual understanding, and find common ground.

✓ Recommendations:

- » Each stakeholder should take some time to reflect on their personal needs and wishes. Questions like this can help you to get started:
 - » What are my priorities for this project?
 - » What concerns do I have about the implementation process?
 - » How do I define success in my role?
 - » What do I need from others to succeed?
 - » What is my preferred way of receiving updates, sharing information and staying in touch with the other parties (e.g., emails, meetings, project management software)?
- » Bring these insights into a group discussion to make them tangible, find common ground, and build compromises where necessary.

Pro tip: Encourage each party to explain why specific needs are important to them to foster collaboration and reduce misunderstandings.

Create a realistic and flexible plan

A clear timeline is vital for keeping the project on track and creating momentum. However, it's equally important to be able and open to adjust the plan on the go, as unexpected challenges will arise.

✓ Recommendations:

- » Start with a high-level plan that includes major milestones like training and the go-live day. Feel free to use the proposed milestones for this and keep track of your timeline on the poster.
- » Needing to change the timeline is very common as even the best research phase will not uncover all possible barriers. That's why the poster is rewritable.
- » Working iteratively helps to break the change into smaller, manageable steps to minimize disruption for healthcare professionals.
- » Communicate the timeline to everyone involved to set expectations and reduce uncertainty.

Pro tip: Avoid too tight deadlines, especially for teaching sessions and go-live support. Adequate time for these steps reduces stress and boosts confidence in future users.

My notes:

Recruit key users



Key users can significantly increase the success of your technology implementation. They are insiders of the work floor, ensuring that the technology is well-suited to the hospital's unique context. By helping their colleagues understand and embrace the benefits of the new technology, key users can foster trust among their peers and increase acceptance of change.

How to approach healthcare professionals

When approaching the department staff, it's important to explain the expected value of the technology and be transparent about the role of key users.



Recommendations:

- » Collaborate with the department head to approach potential key users. They can help to identify individuals who are well-respected and influential among their peers.
- » Department meetings are a great platform for introducing the technology and searching for key users. Presenting it in this setting allows you to speak directly to the staff and answer any initial questions they may have.
- » Clearly communicate the plan and expectations:
 - » Discuss the technology's benefits: Talk about the expected benefits of the new technology. This stresses the relevance and helps frame the change in a positive light.
 - » Outline their role: Give them a general idea of what will be expected of them: Testing the technology and giving feedback, be a contact person between the organization and the department and motivate and support their peers.
 - » Provide a timeline: Let them know the rough project timeline and steps (the poster might be helpful) to set realistic expectations. Also be transparent about the amount of time they will have available for their new role.

Characteristics of effective key users

Key users are often early adopters who embrace new technologies and understand the value of change. They're comfortable working with versions of the technology that are still being refined, which allows you to gather valuable feedback early in the process. However, it's important to strike a balance between enthusiasm and realism. While their excitement is essential, too much enthusiasm can sometimes come across as disconnected from reality which might lead to distrust from their peers.

The following characteristics might be beneficial in key users, however it is not necessary to combine all of them in one person.

- » **Influence:** Can be formal (due to their hierarchical position), informal (because they are well respected), or institutional (able to navigate organizational culture to overcome resistance).
- » **Ownership:** Key users have an intrinsic motivation and take personal responsibility for the success of the technology's integration.
- » **Presence at the point of change:** A deep understanding of workflows and being physically present at the point of change makes key users visible role models for their colleagues.
- » **Grit/resilience:** The ability to stay persistent through setbacks is crucial.
- » **Tailored persuasiveness:** The ability to speak to different audiences and tailor messages to their informational needs.
- » **Participative and empathetic leadership:** Key users should be able to listen, involve others in the process, and validate concerns to make everyone feel heard.

Recommendations:

- » Some skills can be taught (e.g. how to be an empathetic leader of change within the department) and therefore key users groomed to their role, while others are context dependent (e.g. if the key user is able to be physically present at the site of the change) and therefore hard to influence.
- » A group of key users with varied characteristics can offer a more balanced and well-rounded approach to the project.
- » Key users don't have one specific personality type—while extroverts may thrive in certain situations, introverts can be equally effective. Each key user will bring their own unique approach to the role, shaped by their individual strengths and working style.

Volunteering vs. appointed key users

While volunteers may have a natural enthusiasm for the project, appointed key users can also be effective as long as they are convinced of the technology's value. Successful key users understand the bigger picture and are motivated by the long-term benefits.

Foster collaboration among key users

The output of key users can be enhanced when they are able to connect with each other and exchange experiences, troubleshoot together and exchange tips and tricks.

Recommendations:

- » Depending on the size of the department and the complexity of the technology, it might be worthwhile to employ more than one key user.
- » If possible and appropriate, connect key users across departments. This creates a network of individuals who can share knowledge and best practices.

Pro tip: Staying in control of the user group

Occasionally, some future users might get very excited about the new technology and would love to use it rather earlier than later. This might lead to them getting access to trial versions without the organizational employees' knowledge. While this is normal and it's great to have enthusiastic people, unstructured usage can pose certain risks:

- » If users aren't properly introduced to the technology and lack support, they may become overwhelmed and stop using it. This can make it harder to regain their trust and enthusiasm in the future.
- » Without a structured approach, user enthusiasm can fade quickly and the project loses momentum. If there are no clear next steps after the initial excitement, users may lose interest and disengage.
- » Users may feel frustrated if they don't receive enough support or updates, leading to confusion or resentment toward the organization.

To stay ahead of potential challenges, it's helpful to anticipate situations like this and plan in advance how you'd like to address them if they arise. You can ask yourself the following questions:

- » Are these individuals potential key users who could take on a more active role?
- » If they're not suitable for key user roles, could they provide valuable insights as informal sparring partners for the key users?
- » Could the technology company direct any trial version requests to the implementation lead, ensuring a more controlled and structured approach?
- » What is the best way to tap into this initial enthusiasm without compromising the structured implementation process?

My notes:

Prepare key users for their role



Key users are essential to the success of the project, so it's crucial to prepare them thoroughly for their role. This involves providing them with a clear understanding of their responsibilities, the timeline, and the technology they'll be working with. Proper preparation ensures they feel equipped to support their peers and effectively contribute to the implementation process.

Define responsibilities

Key users will have a variety of important tasks, so it's important to clearly outline their roles. At a high level, their responsibilities may include testing the new technology, providing feedback, motivating their colleagues, and offering support within their department.

✓ Recommendations:

- » As the project progresses and the next implementation phases approaches, refine these responsibilities based on the specific needs of the project. You can use the milestones and required steps as outlined by this guide.
- » Keep key users up to date with the project timeline so they can plan their involvement accordingly.

Introduce the technology

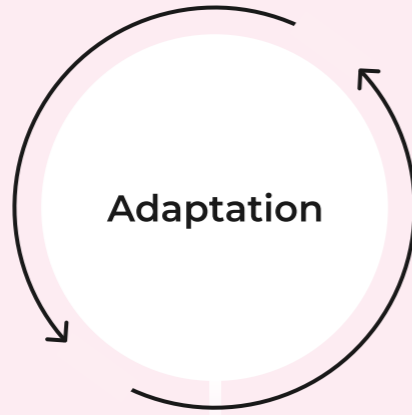
Before key users begin testing the technology, it's crucial to provide them with a comprehensive introduction. This ensures they understand the intended workflow, familiarize themselves with the features, and can offer meaningful feedback on how the technology might need to be adapted to better fit their department's needs.

Allocate time for key users

Key users are busy healthcare professionals, and it's important to recognize that they may not have a lot of extra time for additional tasks like testing or training. Ensure they are allocated enough time within their work schedule to fulfill their role without compromising their regular duties.

My notes:

My notes:



Enabling use of technology (→ p. 24)

Setting up the feedback-loop (→ p. 26)

The team is ready to start adaptation
Milestone 2

Milestone 2

The team is ready to start adaptation

This milestone marks the transition from preparation to action. The team begins to adapt both the technology and the existing workflows to shape the future way of working. It's more than just placing the technology into the workflow; it's about transforming existing processes to support the new system.

Equally important is setting up the feedback-loop. By establishing a system for continuous feedback, the team can gather insights from key users and healthcare professionals, ensuring that any issues are identified and addressed promptly. This two-way communication helps guide the adaptation process, making sure the technology evolves in line with real-world needs.

With the technology set up and the feedback-loop in place, the team is ready to start refining and optimizing the system for maximum impact.

My notes:

Enable use of technology



Before handing over the technology to your key users, it's essential to ensure that it's fully set up. Taking care of technical, legal, and organizational aspects ahead of time will help avoid unnecessary disruptions and stress for the key users.

Check ethics, security, and legal compliance

Ensuring that the technology is compliant with all necessary ethical, security, and legal standards is a critical first step. Address any concerns or regulatory requirements before key users start using the technology to prevent future complications.

Technical setup in department

Before handing the technology to key users, make sure the technical setup is ready in the department. It's essential to ensure that key users will have access to the technology to enable testing it, whether that's specific rooms or workstations.

✓ Recommendations:

- » Ensure the necessary equipment is in place and that rooms are ready to facilitate the technology's use.
- » Coordinate with the scheduling team to reassign key users to rooms that are suitable for technology use if certain rooms aren't ready in time.

Delegate tasks

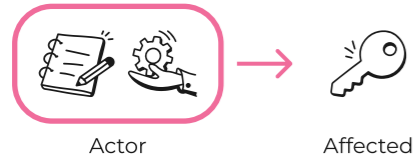
Healthcare professionals are often stretched thin with their primary responsibilities. Identify administrative tasks related to technology use, such as collecting informed consent from patients, that could potentially be handled by other staff members. Offloading these tasks can help healthcare professionals focus on patient care.

✓ Recommendation:

- » Together with key users, the organizational employees can assess which steps in using the technology can be delegated without affecting the quality of the patient experience.

My notes:

Set up the feedback-loop



collaboration between key users, the organizational employees, and the technology companies are essential.

The feedback loop is one of the most crucial aspects of a successful implementation. The quality of the feedback you receive directly impacts the quality of the technology adaptation. For the feedback loop to work effectively, clear communication and

Commitment of the implementation team

Key users play a central role in the feedback loop. Their active involvement in testing and providing feedback will help shape the technology to better suit the needs of the department. The technology company on the other hand commits to using this feedback and using it to adapt their product. However, non-key users should also commit to reflect on the proposed change and talk to key users about their concerns, needs and wishes.

✓ Recommendations:

- » Key users should regularly talk about their experience with their peers to keep the implementation project visible and enable their peers to ask informed questions.
- » If concerns are voiced by non-key users, they need to be taken seriously and the implementation team should work together to find a suitable way to address them as they can pose risks to acceptance.
- » As discussed previously (→ *Recruit key users*, p. 15) key users benefit from co-creating knowledge and should therefore stay in close contact with other key users.

Pro tip: Key users should act as ambassadors for the technology, fostering discussions within their departments and addressing questions from their peers. Actively prompting colleagues for their input might be needed to ensure their involvement.

Collecting feedback: Define needs and methods

To get valuable feedback, it's crucial to first define what kind of feedback you need and how to collect it. This can ensure that the process is structured and doesn't overwhelm key users. Creating a safe space for feedback will also help avoid insecurities and make key users feel comfortable sharing their thoughts.

✓ Recommendations:

- » Define your feedback-needs. Key questions to ask yourself could be:
 - » What constitutes useful feedback?
 - » How often should feedback be provided?
- » Choose the right method for collecting feedback based on your identified needs—not the other way around. You can also ask key users for their preferences to collect it in the least disruptive way.
- » What do you do if feedback doesn't align? Consider meetings or focus group discussions with key users if the feedback you're getting is pointing in different directions. This way you can find a common ground or identify the underlying need.

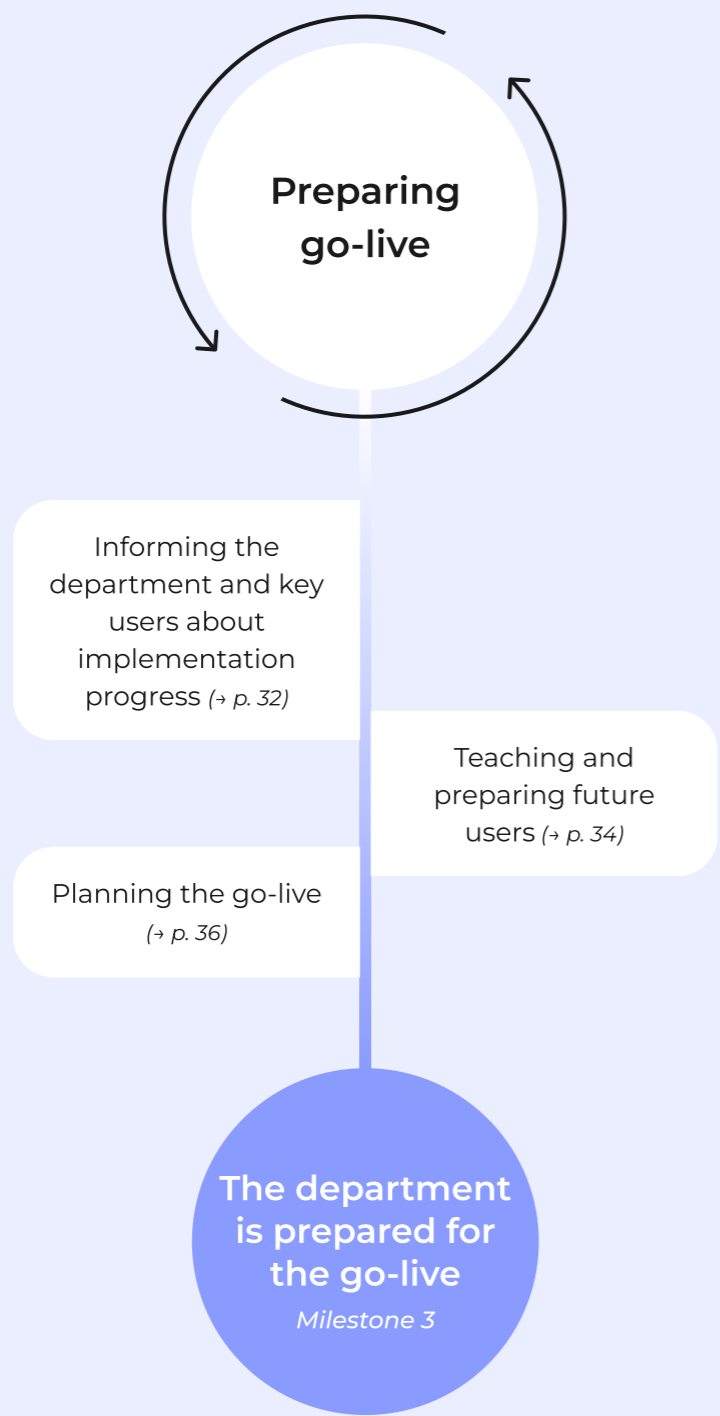
Pro tip: Observing the technology in use can offer invaluable insights. Schedule opportunities for the technology company to observe the technology live in action, as this often benefits both healthcare professionals and the development team.

Keep key users informed

To maintain engagement and ensure key users remain motivated, it's important to keep them updated on how their feedback is being used and what changes are coming up.

✓ Recommendations:

- » Provide regular updates on how key user feedback is being implemented and the overall progress of the adaptation process. Share what new features or improvements are coming up so they can prepare for those changes.
- » Keep communications brief and to the point to ensure healthcare professionals will read it and avoid overloading them with meetings whenever possible.



Milestone 3

The department is prepared for the go-live

This milestone focuses on ensuring that the department is ready for the technology to be fully integrated. It's a crucial phase where communication, training, and planning come together to set everyone up for success.

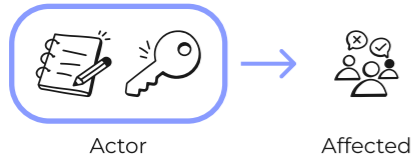
First, it's important to inform the department about the progress of the implementation, so everyone is aware of the upcoming changes and what to expect. Keeping them informed helps reduce uncertainty and fosters a sense of involvement in the process.

Next, future users need to be trained and prepared for the new system. Providing hands-on learning and addressing any concerns will ensure they feel confident using the technology on go-live day.

Finally, careful planning for the go-live is essential. This includes scheduling, on-site support, and making sure the necessary resources are in place for a smooth launch. With all this taken care of, the department will be ready to embrace the new technology.

My notes:

Inform the department about implementation progress



Keeping the department informed about the implementation phases is critical for maintaining momentum and building a positive attitude toward the upcoming changes. This communication helps create a sense of urgency, motivating future users to start preparing themselves for the new technology.

Communicate organizational updates

Regularly sharing organizational updates, such as the project timeline and the expected go-live date, shows that the project is progressing. This not only helps non-key users feel more at ease with the upcoming changes but also encourages them to begin preparing on their own as they see time passing and the go-live date drawing closer.

Communicate functional updates & key user experiences

As the technology is being tested, it's important to communicate key users' experiences and how the technology is evolving. Sharing reports or insights from key users helps to build trust in the system and reinforces the benefits of the new technology.

Recommendations:

- » Emphasize the benefits to ensure the department understands the advantages of the technology and how it can make their work easier and more efficient.
- » Be empathetic and understanding of upcoming concerns. Discuss with your key users how to address resistance and turn hesitation into motivation.

Pro tip: Don't wait until the go-live to engage with resistant team members. Instead, proactively work to convert doubts into motivation and readiness with the help of your key users. Every department member needs to be convinced and prepared for the technology's rollout.

My notes:

Teach and prepare future users



A proper introduction to the technology is key to its success. Without it, future users are unlikely to engage, no matter how intuitive the tool might seem. Simply sending

instructions by email or providing printed guides won't work—most people won't take the time to read them, and trying to figure it out alone often feels too daunting.

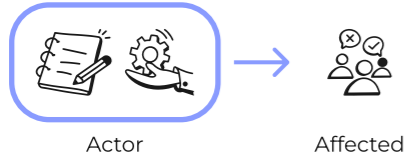
✓ Recommendations:

- » Whether the tool is simple or complex, users will need time to get comfortable. Provide opportunities to explore the technology in a low-pressure environment. Offering a demo version they can experiment with is a great way to build confidence without the fear of making mistakes.
- » The technology company should co-create a teaching session with the help of the key users to ensure it fits into the department's everyday workflows. This way the training will be context-sensitive and relatable for their peers.
- » Practical experience beats theory when it comes to learning new tools. Interactive elements like role-playing real-life scenarios can help users feel prepared and confident before they use the tool with patients.
- » Provide a clear, actionable summary of the teaching session, including tips, example phrases, or key steps that users can have at hand when engaging with the technology.

Pro tip: As one healthcare professional explained, *"You just need someone who knows how it works to stand next to you and show you. And it has to be a quiet period of time; you need the mental space to do it."* Creating a calm, focused learning environment is just as important as the training itself.

My notes:

Plan the go-live



A well-structured go-live plan is crucial for a smooth implementation experience. It helps everyone in the department to stay calm, reduces stress, and ensures the technology is integrated effectively into daily workflows.

Schedule a reduced workload for the go-live phase

Allowing extra time during the initial rollout ensures healthcare professionals can focus on adapting to the technology without feeling overwhelmed. If data transfer is required, consider allocating additional time for this as well. As one professional shared, *“When the time is lacking and you’re not that experienced that you can do it easily, then you’re falling back into your routine.”*

✓ Recommendation:

- » Consult your key user to figure out how much time might be needed for a smooth start. Some systems might only require one morning, others would benefit from multiple days. See what is possible in your project.

Organize on-site support

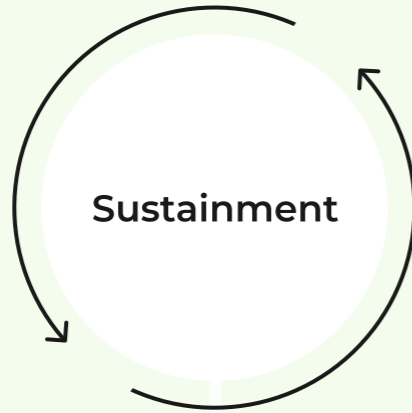
After the go-live, it’s vital to have accessible support for functional and technical issues:

- » **Key users:** Ensure they are present during most shifts to assist their colleagues. For departments that operate around the clock, such as ICUs or ERs, plan for key user coverage across all shifts to maximize availability.
- » **Technology company:** Discuss the possibility of having experts on-site to address questions about the technology’s functionality on the spot.
- » **IT department:** If needed, involve IT employees to handle technical troubleshooting during the early days.

Adapt the level of support based on how complex and disruptive the technology is.

Pro tip: Each department will have unique challenges and requirements. Collaborate with key users to identify these needs and tailor your support to addresses them effectively.

My notes:



Provide long-term support to users
(→ p. 40)

Monitor use of technology and adapt if needed
(→ p. 42)

The technology creates tangible benefits
Milestone 4

Milestone 4

The technology creates tangible benefits

The final milestone is about turning the potential of the technology into measurable, lasting improvements for the department. By this stage, the focus shifts to ensuring the technology continues to deliver value while supporting users in their everyday work.

Providing long-term support is key. Ongoing guidance and assistance help users feel confident and capable, ensuring the technology remains a helpful tool rather than a source of frustration.

At the same time, the use of the technology should be monitored to ensure it continues to align with the department's needs. If workflows evolve or new challenges arise, the system can be adapted to stay effective in its context.

This commitment helps secure long-term success, ensuring the technology remains impactful and relevant.

My notes:

Provide long-term support to users



system in place to address these is key to maintaining trust and usage.

Even after the go-live phase, consistent long-term support is essential to ensure the technology remains effective and user-friendly. Updates and changes to the technology can introduce new questions or challenges, so having a

Maintain the role of the key user

Key users should remain an integral part of their department to support the long-term success of the technology. While their responsibilities will decrease after the initial phases, they will continue to play a crucial role.

✓ Recommendations:

- » Communicate to the department that the key users will stay their go-to contact point for any questions or challenges related to the technology. In some cases they might be supported by organizational staff in the IT department.
- » Keep key users as the bridge between the department and the organizational team. In one direction they will inform the organizational employees about emerging problems within the department and in the other direction shared updates and news about the technology with their colleagues to keep everyone informed and aligned.

My notes:

The role of the technology company

Whenever the technology is updated or other things change this offers opportunity for new problems, so having the option to report (technical) problems is crucial.

✓ Recommendations:

- » Offer accessible channels for resolving (technical) issues and providing feedback for long-term improvements.
- » Notify the hospital in advance of any major updates or changes to the technology to avoid unwelcome surprises during the busy schedules of healthcare professionals.

Pro tip: Long-term support doesn't just fix issues—it reinforces confidence in the technology. Clear communication and accessible help channels ensure that even as the technology evolves, it remains a reliable and valuable tool for users.

My notes:

Monitor use of technology and adapt if needed



The implementation journey doesn't end with the go-live. To ensure the technology continues to meet its intended purpose, it's essential to actively monitor its use, reassess its fit within the department, and make adjustments as necessary. Regular

evaluation helps sustain benefits and prevents the technology from becoming a burden over time.

Key users responsibilities

Maintaining the right fit between the technology and its context is critical for long-term success. When workflows or department needs change, the technology might need to be adjusted to stay effective.

✓ Recommendations:

- » Key users should assess if the technology still aligns with departmental workflows over time. If this is not the case, they should get in touch with the organizational team to discuss necessary adaptations.
- » They should be a role model for their colleagues by continuing to use the technology and showcasing its benefits. By regularly checking in with them they can address concerns and keep the enthusiasm alive.

My notes:

Stay in contact with the technology company

Maintaining an open dialogue with the technology provider ensures that the technology evolves with the needs of the department and supports its users effectively. Collaboratively adapt or update the technology if new requirements emerge or usage patterns shift.

✓ Recommendation:

- » Most technology companies offer periodic reports on usage data to track performance and identify trends or issues. These can be great opportunities to also revisit the formulated usage goals, evaluate whether they're being met and, if needed, develop strategies to improve.

Pro tip: Encourage feedback from all users—also non-key users—over time. Continuous insights from a broader audience can uncover hidden needs or new opportunities, helping to shape the technology's ongoing evolution.

My notes:



Closing words

Congratulations!

You've reached the end of this guide—but in many ways, your journey is just beginning. Implementing new technology in a healthcare environment is no small feat. It takes **thoughtful planning, collaboration, and adaptability** to bring about meaningful change that truly benefits both healthcare professionals and patients.

Throughout this book, we've covered the essential steps to ensure a successful implementation process: assembling the right team, preparing and empowering key users, creating a supportive environment for future users, and maintaining the momentum post-go-live. Each step is an opportunity to engage, learn, and refine—not just the technology itself, but the way your organization embraces innovation.

Remember, the success of any implementation isn't just about the technology; it's about the people who use it. By fostering communication, empowering your team, and staying committed to improvement, you're not just introducing a tool—you're building a foundation for better care, stronger collaboration, and lasting impact.

Take these lessons with you, but don't stop here. Every implementation is a learning experience, and every organization's needs are unique and this guide is here for you whenever you need it. Use it to **collect your learnings** and improve with each project. Adapt, iterate, and make this process your own.

Here's to your success—both now and in the future. Together, we can transform the way healthcare works, one innovation at a time.

Best of luck on your journey!

