

Technology and Managing Change

People are creatures of habit. Yet, many resist change. It is ironic since change happens constantly throughout our lives. When implementing innovative technology, we purposely make a change from current underperforming state to a newly tech enabled one that we hope will add more value. The technical transformation is managed by project plans. While Microsoft Project and other tools will prepare the technology for go live, it is equally important to make a people plan to manage this transition.

While communication strategies, policies and procedures training and scorecards provide structure going forward, the people in your organization will need to establish new routines that incorporate the new technology and processes. Routines are important in organizational dynamics. They provide stability, predictability, and familiarity. They also help us organize work and ensure consistent behavior and performance. Guiding your organization to their new norm requires managers to dig deep with interpersonal and organizational skills to help their teams move forward.

Humans and Change

Even when we know technology is essential to gain a competitive advantage, the change to our well-established routines that come along with the implementation of new technology and processes can be scary. In my experience, the bigger consideration for implementing technologies is managing human behavior – how each person on the team reacts to change.



Change and Insecurity

When change is announced, people tend to become insecure. Fear of the unknown breeds questions and anxiety. These emotions are counterproductive to efficiency. There may be questions about future job responsibilities. There will be questions whether the current role will even still exist after the new tech is up and running.

It is important to start by communicating the project vision. What does this mean for the organizational structure? What should the business, the department and each member of the team expect to “get” in exchange for the change? Just as important as it is to manage the tasks associated with implementing new technology, its equally important to manage communication and help staff assimilate to a new routine and expectations.

The Tempo of Change is Escalating

Change is a constant in healthcare and its pace seems to be accelerating. With the payer policies moving toward value-based care, new contracts every year or two, and ongoing provider credentialing while staff turns over - not to mention new codes and coding guidance, RCM is constantly changing. And that does not take into consideration system upgrades and the intellectual capital that is lost when employees exit your organization.

These days, it is almost impossible to stay afloat financially or operationally without technology. The simple fact is that we all need digital tools to monitor KPIs, to identify and stem revenue leakage, to ensure efficient operations and to add velocity to collections.

Managing People Through Change

As process automation begins, organizations need to be mindful of the changes its staff will need to navigate. Any technology change affects people and processes too. These changes may affect others outside of our organizations too such as payers, clearinghouses, outsourcing partners, and others.



While it sounds fine that routine tasks will be taken over by a machine that will not make any mistakes, employees need to know what that means to them. Will they still have a job? If so, how will their current role change? Will the staff like their new roles? If they do not, how long will it take them before they get fed up and leave? How long will recruiting, training, and the entire process of getting them up to speed take? Managers who have the forethought to consider the human implications of change and who devise person-centered strategies to manage it will be position their organizations for success.

About Gautam Char



Gautam Char is the president and CEO of WhiteSpace Health. He has a wealth of experience bringing products to market and rapidly growing companies. Known for building high performance teams that create valuable products and solutions for customers, Char's talent for collaboration and his industry knowledge will position WhiteSpace Health for growth and excellence. Contact: Gautam.char@whitespacehealth.com.