

Guiding Clients Successfully through Change

Kronos® Workforce Scheduler™ helps healthcare organizations of all sizes control labor costs, improve workforce productivity and safety, and deliver high-quality patient care. In order to realize maximum value from your solution, it's important that your nursing staff and schedulers use the system properly and consistently as part of daily operations. But getting employees to change established behaviors and adopt new tools and processes in a fast-paced and demanding healthcare environment can be a formidable challenge. Fortunately, Clinical Solutions Group (CSG) Partnership Services are available to help.

CSG Partnership Services delivers expert guidance to assist your organization with the change management processes essential to successful implementation, high user adoption, and long-term optimization of your Workforce Scheduler extension capabilities. In addition to providing strategic consultation, best-practice planning, and tactical advice, our CSG Partnership Services team helps you address the human side of change management by facilitating conversations, leading exercises, and guiding stakeholders through key decisions — at just the right point in the process — to yield optimal results.

Helping you manage the human side of change

Starting at project kickoff and continuing through the first year of engagement, a dedicated Strategic Client Advisor (SCA) works closely with your organization to help you deal with cultural change and user adoption issues to prepare for a success program rollout.

Foster understanding: Change management begins by helping employees at all levels — from frontline staff to senior executives — to fully understand how the Workforce Scheduler extension capabilities can enhance business processes and support quality patient care. Through a series of workshops, demonstrations, and exercises tailored for specific organizational roles, your SCA provides opportunities for individuals to participate in planning and decision-making, thereby creating a widespread sense of ownership and lessening the burden on the leadership team. These initiatives lay the groundwork for success by helping your team understand and appreciate why this change is needed and how it will benefit patients, staff at all organizational levels, and the bottom line.

Key Benefits

- > **GET EXPERT GUIDANCE** in managing the people side of change
- > **DRIVE HIGHER USER ADOPTION** of tools and processes
- > **FOSTER UNDERSTANDING**, sense of ownership, and acceptance at all organizational levels
- > **PREPARE FOR A SUCCESSFUL ROLLOUT** and ongoing system management
- > **DRIVE CONTINUOUS IMPROVEMENT** and maximize return on your investment

To successfully manage major transformation within large enterprises, leadership teams need to extend their focus beyond strategic and tactical planning and understand the human side of change management — the alignment of the company's culture, values, people, and behaviors — to drive the desired results.¹

¹John Jones, DeAnne Aguirre, and Matthew Calderone, *10 Principles of Change Management* (accessed September 10, 2014), found at <http://www.strategy-business.com/article/rr00006?pg=all>.

Prepare for system go-live: CSG Partnership Services supports an assessment of your current organizational culture and its readiness for change in order to plan for a successful implementation of your Workforce Scheduler extension capabilities. Your SCA will help:

- Identify barriers to the success of the implementation and ongoing use of the system
- Develop a communications plan that targets stakeholders with the right messages at the right time to gain buy-in
- Analyze your current processes, policies, and procedures and determine how they may need to change to support Kronos workload-driven staffing approach
- Coach your internal Kronos champion and leaders on how to drive a successful program

Plan for ongoing system management: Your SCA will help key stakeholders make critical decisions about ongoing training, measurement of continued user adoption, internal system support, and annual maintenance. These plans are crucial for gaining full acceptance of the implemented software and assessing the success of your change management initiatives moving forward.

Drive continuous improvement: Once your solution goes live, CSG Partnership Services supports your team in fostering a spirit of continuous improvement to optimize software utilization. Your SCA helps you monitor compliance and measure results, sharing innovative best practices from successful implementations nationwide. In addition, this service will help your organization fully leverage the solution's reporting capabilities to enhance patient care and improve financial decision-making.

Establishing a continued partnership for success

During our initial one-year engagement, CSG Partnership Services will help your organization improve staffing processes, manage cultural change, and drive user adoption. However, because dynamic healthcare organizations experience leadership and staff changes over time, it's important to revisit the principles of system utilization and optimization in order to achieve long-term return on your investment. That's why Kronos recommends a continued relationship with Partnership Services — beyond the first year — to uphold leadership accountability, enhance reporting value, and preserve the positive momentum gained through a successful implementation.

Providing expertise and guidance to drive success

CSG Partnership Services is uniquely qualified to support your organization through the critical and challenging stages of change management to optimize system adoption and acceptance. Our team has the proven expertise and best-practice experience needed to help you avoid change management pitfalls and successfully implement, utilize, and maintain a highly effective workload-driven staffing solution that drives continuous value.

In a recent survey, more than 70% of client respondents cited “solving utilization issues” as a primary benefit of using CSG Partnership Services.²

²Kronos Incorporated, *Kronos CSG Partnership Services Survey*, August 2014 (17 Respondents), at p. 9.

