Internship Training

at

"TrioTree Technologies Private Ltd."

"Strategic Transformation: Empowering digital health through effective change
management"

by

Name – Dr. Vishaal Govinda

Enroll No. - PG/21/129

Under the guidance of

Dr. Sumant Swain

PGDM (Hospital & Health Management)

2021-23

# International Institute of Health Management Research New Delhi

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# IIHMR DELHI

# International Institute of Health Management Research, New Delhi

# (Completion of Dissertation from respective organization)
## The certificate is awarded to

**Name – Dr. Vishaal Govinda**

in recognition of having successfully completed his Internship in the
department of

and has successfully completed his Project on

"Strategic Transformation: Empowering digital health through effective change
management"

**Date – 19/06/23**

Organisation - "TrioTree Technologies Private Ltd"

He comes across as a committed, sincere & diligent person who has a
strong drive & zeal for learning.

We wish him/her all the best for future endeavors.

**Training & Development**                                           **Zonal Head-Human Resources**
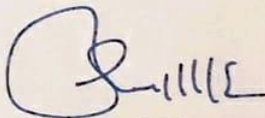
Annexure D

## TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr.Vishaal Govinda** student of PGDM (Hospital & Health Management) from International Institute of Health Management Research, New Delhi has undergone internship training at "**TrioTree Technologies Private Limited**" from 20/02/23 to 20/05/23.
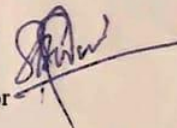
The Candidate has successfully carried out the study designated to him during internship training and his/her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfilment of the course requirements.

I wish him all success in all his future endeavors.

Dr. Sumesh Kumar
Associate Dean, Academic and Student Affairs
IIHMR, New Delhi

Mentor

IIHMR, New Delhi

# Certificate of Approval

The following dissertation titled **"Strategic Transformation: Empowering digital health through effective change management"** at **"Triotree Technologies Private Ltd"** is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **PGDM (Hospital & Health Management)** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

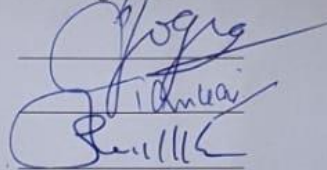Dissertation Examination Committee for evaluation of dissertation.

Name                                                      Signature
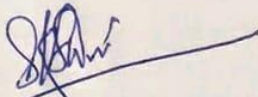
DR. GOGIA

DR. PANKAJ TALREJA

DR. SUMESH KUMAR

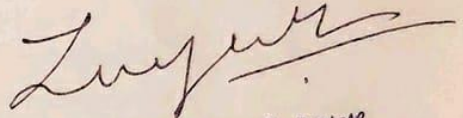## Certificate from Dissertation Advisory Committee

This is to certify that **Dr. Vishaal Govinda,** a graduate student of the **PGDM (Hospital & Health Management)** has worked under our guidance and supervision. He is submitting this dissertation titled **"Strategic Transformation: Empowering digital health through effective change management"** at **"TrioTree Technologies Private Ltd."** in partial fulfilment of the requirements for the award of the **PGDM (Hospital & Health Management).**

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.

Institute Mentor Name,
Designation,

Organization

Organization Mentor Name DR. ZUNJAR
Designation, GENERAL MANAGER -
CLINICAL / FUNCTIONAL TEAM
Organization TRIOTREE TECHNOLOGIES
PVT. LTD.

# INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH, NEW DELHI

## CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled "Strategic Transformation: Empowering digital health through effective change management" and submitted by Dr. Vishaal Govinda. Enrollment No. – PG/21/129 under the supervision of Dr. Sumant Swain for award of PGDM (Hospital & Health Management) of the Institute carried out during the period from 2021 to 2023 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Signature

Annexure F

FEEDBACK FORM

Name of the Student:   DR. VISHAAL GOVINDA

Name of the Organisation in Which Dissertation Has Been Completed: TRIDTREE TECHNOLOGIES PVT. LTD.

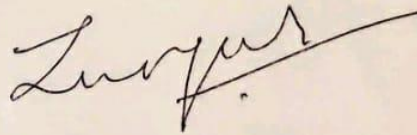Area of Dissertation:   DIGITAL HEALTH AND CHANGE MANAGEMENT

Attendance:   100 %

Objectives achieved:   EMR IMPLEMENTATION, HIS TRAINING, BARRIERS IDENTIFIED

Deliverables:

Strengths:   promptness, technically sound, focused, Individual.

Suggestions for Improvement:   —

Suggestions for Institute (course curriculum, industry interaction, placement, alumni):  —

Signature of the Officer-in-Charge/ Organisation Mentor (Dissertation)

Date: Place:

# **ACKNOWLEDGEMENT**

# TITLE: -STRATEGIC TRANSFORMATION: EMPOWERING DIGITAL HEALTH THROUGH EFFECTIVE CHANGE MANAGEMENT

## INTRODUCTION

What is digital health: Digital health is a bridge between technologies and healthcare. It aims to use the computational power of digital tools and technology so that there can be connectivity and continuity between patients and healthcare providers. [1]

What is change management:  Change management is a systematic approach towards dealing with the transformation of an organizations goals, processes and technologies.

Strategic transformation is crucial in empowering digital health through effective change management. Digital health transformation has become increasingly important in today's healthcare landscape. With the rapid advancements in technology and the growing demand for more efficient and patient-centered care, healthcare organizations are recognizing the need to embrace digital solutions. [2,3]

To successfully implement digital health initiatives, it is essential to have a well-defined change management strategy in place. Change management involves the systematic planning, coordination, and implementation of changes within an organization to ensure a smooth transition and successful adoption of new technologies and processes. This includes managing resistance from stakeholders, addressing organizational and cultural challenges, and ensuring the engagement and empowerment of staff throughout the transformation process. The success of digital health transformation relies not only on the technologies themselves, but also on strategic imperatives such as establishing digital resources, defining organizational structure, developing a growth strategy, and setting clear metrics and goals. Digital transformation in the healthcare sector requires the active involvement and support of top management. [4,5]

It is important to recognize that digital transformation in the healthcare sector requires the active involvement and support of top management. The inclusion and implementation of new technologies necessitate the participation of various stakeholders affected by the transformation. Additionally, a well-defined change management strategy is crucial in empowering digital health through effective change management. [6]

Digital health transformation has become increasingly important in today's healthcare landscape due to rapid advancements in technology and the growing demand for more efficient and patient-centered care. Healthcare organizations are recognizing the need to embrace digital solutions to meet these evolving needs.

To successfully implement digital health initiatives, strategic imperatives must be considered. These include establishing digital resources, defining organizational structure, developing a growth strategy, and setting clear metrics and goals. Furthermore, the success of digital health transformation is not solely dependent on the technologies themselves.

The human factor plays a vital role in driving successful change. Healthcare professionals and administrators must be equipped with the necessary skills and knowledge to navigate the digital transformation effectively. [7,8]

This includes understanding the potential benefits and challenges of implementing new technologies, as well as being capable of effectively using these tools to provide high-quality care. In order to ensure the engagement and empowerment of staff throughout the transformation process, it is essential to address any national and cultural challenges that may arise. Considering the importance of effective change management, stakeholders' views and needs regarding digital technology must be understood. This understanding will enable healthcare organizations to tailor their digital transformation strategies to meet the specific needs and expectations of stakeholders. In conclusion, digital transformation in healthcare requires the active involvement and support of top management. It also necessitates a well-defined change management strategy that takes into account the views and needs of stakeholders. These factors are crucial in empowering digital health through effective change management. [9,10]

With the rapid advancements in technology and the growing demand for more efficient and patient-centered care, digital transformation has become increasingly important in today's healthcare landscape. [11]

Healthcare field is ever evolving and changing and with recent advances and requirements, it has become difficult for the stakeholders with cope with the change effectively. In comparison to other domains adopting new technologies, the healthcare industry is quite backwards in embracing the change. A catalyst for improving this pace came during the Covid-19 pandemic, when the need for better research tools, data capturing and better connectivity with patients in need was felt

immensely. [12]

## **PROBLEM STATEMENT**

The scenario is dire as research claims that 60 percentages of all projects (not healthcare alone) requiring change fail due to poor change control methods. This arises due to lack of involvement of upper management in allocating time, resources and support to employees in embracing the change. It is clear that companies that did not consider the significance of changing business environment and customers' preferences lost their market shares, customer's loyalty and in some cases went into bankruptcy. [13]

A good example of effective change management in healthcare to promote EHR usage amongst physicians is the Meaningful Use program, 2017 put forward by the US government. This program introduced an incentive/penalty based system to promote the uptake of EHRs resulting in a steep rise in adoption. [14]

In healthcare the major digital transformation is the digitalization of hospitals and clinics with the use of HIS/EHR/EMR. In this perspective the major roadblocks are:

- Lack of validation of requirements: Requirements gathering is probably one of the most important steps towards developing a well-tailored healthcare software and solution. However poor validation of such requirements results in a solution which does not satisfy the overall goal of streamlining the process. Very often the client's demands become unreasonable and this results in what is called feature creep with the software having more features than actually needed. The other side is poor understanding of the market and its need which help to understand the most crucial to the least important requirements which will benefit the workflow. Market research becomes an important factor in sound requirements gathering.

- Lack of documentation envisioning the roadmap: Documentation is crucial but is often overlooked resulting in scope issues with the vendor and the client haggling over unnecessary requirements.

- Lack of training/Participation in training: prior to implementation of the software and systems, there is poor focus on training either in the sense that enough sessions are not

conducted for the end users or the end users do not attend the training sessions. This inadvertently can be attributed towards lack of commitment by the management to promote these sessions.

- Lack of provision of appropriate resources and hardware: May it be the basic specifications required to run the software, to investment in subpar and cheap substitutes in the name of cost cutting can result in a non-user friendly experience in the prolonged run resulting in slowness issues and crashing of the software in turn irritating the end users.

- Poor IT Infrastructure and Manpower: Lack of support from the organizations IT team can result in delayed solutions resulting in disgruntled end users and eventual abandoning of the software.

- Lack of reinforcement: Very often organizations fail to set positive/negative means of reinforcement, which gives the end users freedom to not take the process and change seriously. The users will often complaint the software is not good and is too cumbersome to use without even putting in the effort to learn the functionalities for daily use. The potential benefits of reinforcing the change has been already indicated with the example of meaningful use program in the US. Hence absence of reinforcement has been attributed to attract unnecessary hurdles.

- Feedbacks and survey: During implementation and conducting parallel runs, very often the valuable feedback of end users is not taken into consideration, or the feedback given importance and brought to light will not actually contribute in any way to improving the efficiency. This falls in line with the validation of requirements pre implementation similarly, wherein the effort to understand the feedback of the users is not done properly by the management resulting in a software that is either under or over scoped. [15,16,17,18]

## DISCUSSIONS:

The problem lies in understanding the complexity of change within large scale organizations and industries. The human element is often disregarded in the change process. The emotional readiness is quite often poor and disregarded during the course of change. Burnt out and egoistic mentality of physicians and specialists; disregarded and disgruntled supporting health workforce (nurses, therapists, administrators); care free upper management hell bent on making quick profits at the

expense of proper and ethical treatment of patients; poorly compensated employees at most levels below seniority level experience and many other subfactors make healthcare a very complicated domain where adopting new ways and methods becomes challenging. [19,20]

Some valuable references and case studies have been mentioned below:

- Netflix's intervention in digital entertainment and its strategies for coping with market and competitors while keeping its employees satisfied and content and making profit can be serve as a lesson for adopting change management and in general overall management strategies for other domains as well. Case Study available at: https://www.themarcomavenue.com/blog/a-case-study-on-netflixs-marketing-strategies-tactics/

- Accounts Commission , 2018. Health and Social Care Integration. Update on Progress.Edinburgh: Audit Scotland. Available at: www.audit-scotland.gov.uk/uploads/docs/report/2018/nr_181115_health_socialcare_update.pdf

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- Rafferty, A.E. , & Minbashian, A. , 2019. 'Cognitive beliefs and positive emotions about change:
- Relationships with employee change readiness and change-supportive behaviors'. Human
- Relations, 72(10): 1623–1650.
- Rafferty, A.E. , & Minbashian, A. , 2019. 'Cognitive beliefs and positive emotions about change:Relationships with employee change readiness and change-supportive behaviors'. HumanRelations, 72(10): 1623–1650.

Apart from we can observe in the graphs provided below that the digital market growth for the healthcare field is expected boom in coming years as new tools and technologies are embraced. (Figure 1 amd 2)
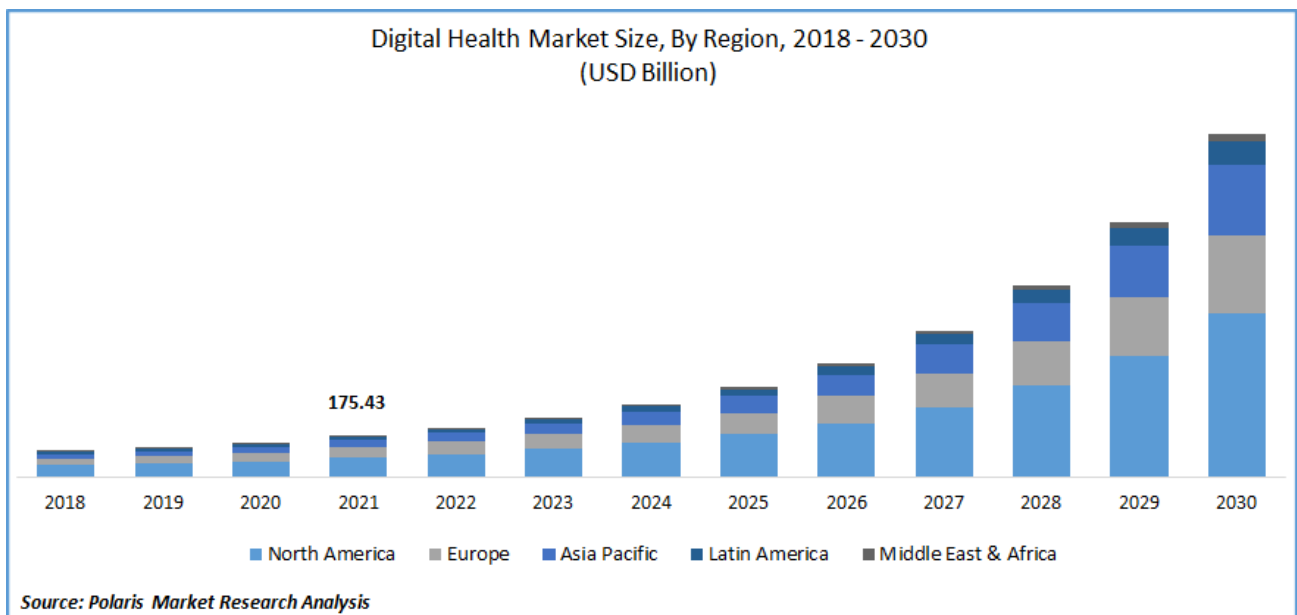


Figure1: Growth of digital health market in United States. Source: Polaris market research
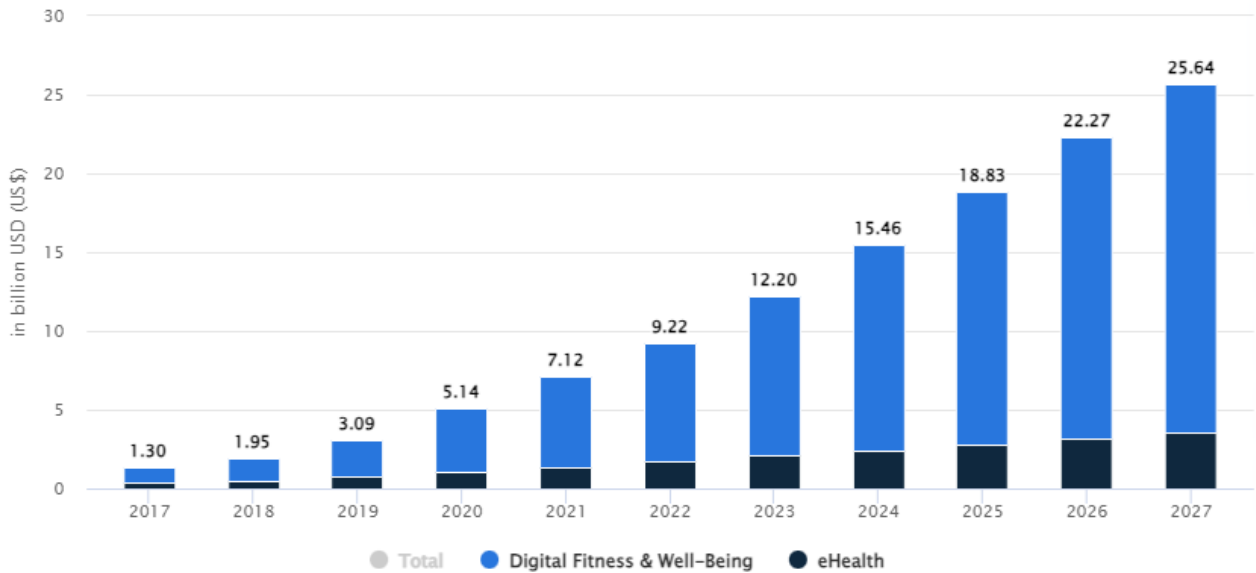
Figure 2: Growth of digital health in the Indian Market. Source:https://www.statista.com/outlook/dmo/digital-health/india#revenue

## RESULTS

A total of 20 articles were reviewed which have been cited throughout this paper along with the case studies mentioned in discussions, to understand the most important factors affecting uptake especially in developing countries. It was observed that uptake and adoption was better amongst more educated individuals, Males users were more inclined than female users to learn and adapt and overall the uptake was better amongst urban as compared to rural/semi-rural healthcare setups. High acquisition costs affected the uptake with private sector embracing the change more than public sector healthcare setups due lack of appropriate resource allocation and funding. Also the involvement of upper management played a crucial role in affecting these numbers in both the private and public sector.
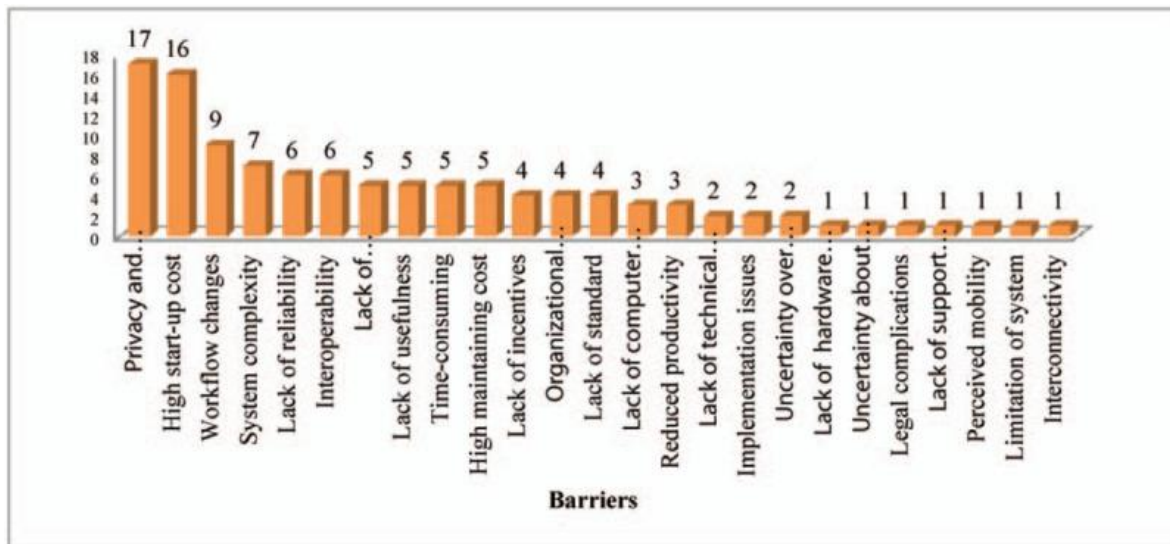
Source: Dutta B, Hwang HG. The adoption of electronic medical record by physicians. Medicine [Internet]. 2020 Feb;99(8):e19290. Available from: https://journals.lww.com/md-journal/fulltext/2020/02210/the_adoption_of_electronic_medical_record_by.75.aspx

## CONCLUSIONS

In conclusion, a strategic change management strategy is crucial in empowering digital health through effective change management.

With the rapid advancements in technology and the growing demand for more efficient and patient-centered care, digital transformation has become increasingly important in today's healthcare landscape.

Digital transformation is a critical factor in meeting the evolving needs of the healthcare industry. However, successful implementation requires more than simply adopting new technologies. In order to effectively navigate this transformation, strategic imperatives must be considered.

First and foremost, healthcare organizations must establish digital resources and define their organizational structure. This involves creating the necessary infrastructure and ensuring that roles and responsibilities are clearly defined. Additionally, developing a growth strategy is crucial for expanding digital capabilities over time.

Setting clear metrics and goals is another essential aspect of successful digital health transformation. By establishing measurable objectives, organizations can track progress and ensure that initiatives are aligned with desired outcomes and the employees are keeping up with the changes in workflow without causing any unnecessary problems.

Several models for change management and control have been recommended by experts from different industries, however since healthcare is an ever changing domain a combination of models

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and critical thinking have to be applied to adapt to the challenges posed by digital transformation. Looking to others who are managing such changes and utilizing the lessons learnt portrayed in their experiences will definitely help prevent loss of time and resources while being able to tackle risks and challenges more efficiently. It is often better to follow a strategic roadmap rather than a linear or traditional  one, as following the prior highlights where we are today while anticipating the decision points which  will diverge towards different outcomes, thus enabling better response and reaction to achieve the over goal of change and efficiency in the long term.

## **LIMITATIONS**

♦ Dependency on the words of other experts in managing change from various industries may bring in bias and lack of exposure to various new challenges across the domain.

♦ Curation of vast amounts of scattered data during a short duration of time and deadline.

## **RECOMMENDATIONS**

♦ Establish a change management team

♦ Communicate effectively and frequently

♦ Develop a robust training and support program

♦ Monitor and measure progress

♦ Document the roadmap and also the unexpected challenges that may arise with risk management plans

♦ Foster a culture of continuous learning and improvement

♦ Constantly gather and validate requirements periodically to separate the good requirements from bad ones

♦ Understand the human aspect in change from a broader perspective

♦ Employ methods of reinforcement to promote change and increase buy in

♦ Promote education of the potential benefits of change to employees in the longer run

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Vishal Govinda D

| 1 | V.C. Olivier-Pijpers, J.M. Cramm, A.P. Nieboer. "Cross-sectional investigation of relationships between the organisational environment and challenging behaviours in support services for residents with intellectual disabilities", Heliyon, 2020 <br> Publication | 2% |
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| **Course Specialization (Choose one)** | Healthcare IT | | |
| **Name of Guide/Supervisor** | Dr. Sumant Swain | | |
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