

Clinical Workflow Analysis

For a successful single sign-on and authentication management deployment, engage your clinical community early. Here's how.

You cannot underestimate the clinical workflow differences across the many venues of care and care providers.

Imprivata has successfully deployed single sign-on, authentication management and virtualized desktop access solutions to hundreds of hospitals across the globe.

That experience has taught us that the greatest single influencing factor in the success or failure of an authentication initiative is engagement with clinicians and care providers.

Single sign-on usually represents a major time saving – every single day – in a clinical professional's workflow. It frees up time for the provision of care; which is far more likely to be what clinicians "signed up for in the first place" versus learning new technology. Imprivata therefore has many dedicated evangelists.

And yet success is not simply assured. Change always represents complexity, even if it's a change for the better. Just as importantly, nobody likes change forced upon them without due consideration for the nuanced and subtly different ways in which they work. Does your desktop look different to the person next to you? Of course it does: it's the little things which make a difference.

To make your deployment successful, follow these best-practice strategies.

Get physicians and care providers involved early and often

Any new technology initiative that impacts clinical workflows requires physician buy-in. Don't wait until the implementation phase to get clinical staff involved: engage them from the very outset of the project. Identify possible "power users" and include them in the planning, design, vendor evaluation and implementation processes. Your project team should certainly have a sitting clinical representative, and a power user is likely to be the ideal candidate. These power users will become advocates for the solution and both spread the word for you in their respective departments whilst neutralising objections as peers rather than technologists.

Answer the crucial question: "What's in it for me?"

Too often, physicians and care providers feel that technology is imposed upon them by the IT team. Worse still, any long-standing clinician will have fairly low expectations: many clinicians' experiences of the early years of technology in the consulting room have been less than satisfactory.

Communicate and demonstrate the benefits to clinicians from the outset. Imprivata regularly sets up pilot schemes in individual departments which serve to allow clinicians hands-on experience of single sign-on tools. When your thought leaders and power users can see the results in "live" situations, they will rapidly convince their peers of the benefits, smoothing the path for IT.

Recognise that workflows are different in each discipline

Workflows vary significantly within different roles and clinical disciplines. You cannot underestimate the fact that the systems, hardware and processes used by nurses compared to consultants, hospitals compared to community services or specialist centres compared to open wards all represent hugely different use

About Imprivata

Imprivata, the healthcare IT security company, enables healthcare globally to access, communicate, and transact patient information, securely and conveniently. The Imprivata platform addresses critical compliance and security challenges while improving productivity and the patient experience.

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cases. Don't design for one workflow and expect it to work across multiple roles and areas of the hospital. For a successful rollout, analyse and understand the top five or six most important workflows before starting; and maintain a diligent and sensitive appreciation of clinical need for each subsequent deployment.

Analysing clinical workflows

Before undertaking a single sign-on, authentication management and virtualised desktop access project, it's critically important to understand existing clinical workflows. This will put you in a much better position to eliminate the clicks that slow down and interrupt your care providers in their day-to-day work and maximise their productivity.

A clinical workflow analysis is a benefits realisation study conducted in partnership between the hospital and the clinical and technical expertise available from Imprivata. The analytical process is divided into two parts, spread across a pre-determined time period; typically around six months:

Benchmark

The benchmark is a workflow scoping process, led by Imprivata clinical and technical experts. It involves:

- A department-specific clinical walk-around
- Identification of key workflows to be assessed
- Measurement of agreed KPIs by clinical and technical leads
- An in-depth discussion of workflows with customer clinical leads
- A 'Benchmark Summary Report' that highlights walk-around findings and implementation recommendations
- A 'Knowledge Transfer Workshop' in which all the findings are formally handed over to the customer. All key measurement methodologies are shared and a blueprint for action agreed so that the customer can repeat measurements during the pre-determined assessment period.

Reassessment

- Following the deployment period, Imprivata will conduct interviews with clinical and IT stakeholders to identify the perceived benefits and establish in-depth the qualitative experience of participating clinical staff.
- The Imprivata team will repeat the KPI's measurements and analyse the data to make a realistic assessment of the organisational, and potentially cash releasing, benefits which is summarised to a final 'Benefits Realisation Report'.

We invite all participants to review and discuss the Benefits Realisation Report openly and in a strategically validated fashion, either individually or in a workshop setting. Indeed, where relevant, we will recommend additional workflow assessments. This ensures that the optimum and most realistic business case can be put forward; based exclusively on real-world clinical experience.