Service Priorities and Programmes

Electronic Presentations

Convention ID: 880
Submitting author: Ms Daisy AU
Post title: Health Informatics Analyst, Information Technology and Health Informatics Division, HO

IPMOE Implementation: Credible champions are key to managing change

AU DYS(1), PANG YWJ(1), TSE WS (1), CHIU KF (1), CHIANG SC (3), CHEUNG AWM (2), CHEUNG NT (1)
(1) Health Informatics, Information Technology and Health Informatics Division , Hospital Authority (2) Clinical Systems, Information Technology and Health Informatics Division, Hospital Authority (3) Chief Pharmacist Office, Hospital Authority

Keywords:
IPMOE
Change Management
Project Management
Implementation
Medication Safety

Introduction

It was well understood by Hospital Authority that the implementation of In-patient Medication Order Entry (IPMOE) would be one of the flagship change management initiatives undertaken. Successful implementation of IPMOE in complex clinical environment would require credible champions, stringent project management, significant clinical involvement and a well-planned change management process.

Objectives

The IPMOE development team (IPMOE DT) was comprised of Information Technology (IT), Health Informatics (HI) and Chief Pharmacist Office (CPO) staff from the HA Head office. Collaborating extensively with frontline Nursing, M&G and Pharmacy department, besides system development, the team was also collectively responsible for the IPMOE implementation. To facilitate the rollout of IPMOE, meetings were held with senior leadership within each hospital to identify physician, pharmacy and nursing champions to assist the IPMOE DT in preparation for the live run. Working closely with the IPMOE DT on as much as monthly basis leading up to the live run, hospital champions supported the efforts and provided specific assistance needed by the IPMOE DT for building the system, redesigning the workflow and preparing to deliver training. The champions also helped with decision-making such as live run schedule, policy making, and promoting the project to their colleagues.

Methodology

It was quickly found that the most effective champions were those who recognized the organizational and personal benefits of IPMOE in prescribing and drug administration process. The champion also had practical and comprehensive knowledge of the daily clinical processes within the hospital services. The champion was respected by their peers as credible leaders. A strong teamwork with ongoing system enhancement and commitment had built the internal and external confidence. By the mid of February 2015, the IPMOE had been implemented and was fully operational in PMH, TKOH, NLTH. The implementation in PWH was also on track and according to the project plan.

Result

The IPMOE DT spent a great deal of time and effort ensuring the IPMOE deployment went as smoothly as possible. Efficient project management methods such as engaging clinicians and captivating leadership are highly emphasized in the change process of IPMOE implementation. The IPMOE implementation is a significant step to realize HA's goals of improved patient safety.