

Driving Digital Transformation in Healthcare through Effective Organizational Change Management

IQVIA's Hospital Information System (HIS) implementation program

Situation

As part of a large-scale digital transformation initiative, within the healthcare sector, IQVIA was engaged in implementing its Hospital Information System (HIS) across multiple care delivery environments. In parallel with the system deployment, IQVIA also led the Organizational Change Management (OCM) stream, with the objective of ensuring staff readiness, sustaining adoption, and driving the cultural and behavioral transformation critical for the long-term success of digital health initiatives.

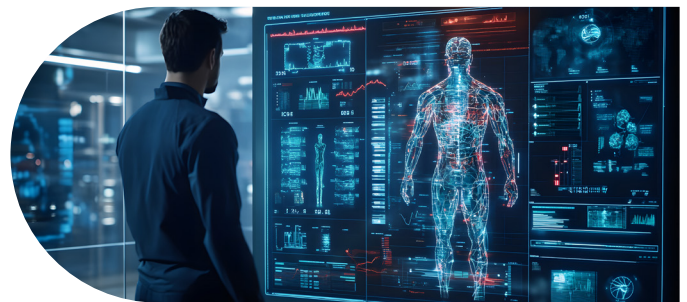
The engagement required not only the successful rollout of a complex enterprise system, but also a structured approach to managing change across diverse clinical, administrative, and operational teams.

Challenges

The program faced several people- and process-related challenges, including:

- Varying levels of readiness and awareness among departments and teams across the hospitals
- User resistance, driven by changes in workflows and limited digital familiarity and literacy
- Gaps in digital skills and hesitancy in adopting new processes, negatively impacting adoption rates, user confidence, and system usage

These challenges underscored the necessity for a comprehensive change management approach tailored to the healthcare sector.



Solutions

IQVIA's OCM Subject Matter Experts (SMEs) implemented a hybrid change management model that combined elements from ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement), the NHS change model, and a health system approach. This ensured transformation at both the individual and organizational levels.

The key interventions included:

- Conducting readiness assessments involving hospital leadership, IT, and key departments
- Delivering awareness and role-based training sessions for change agents, super users, Heads of Departments, and frontline staff
- Providing on-site coaching and go-live support to address real-time challenges and reinforce new behaviors
- Implementing a structured feedback and resistance management loop to promptly capture and resolve staff concerns
- Engaging leadership through continuous communication and alignment sessions to sustain momentum after go-live

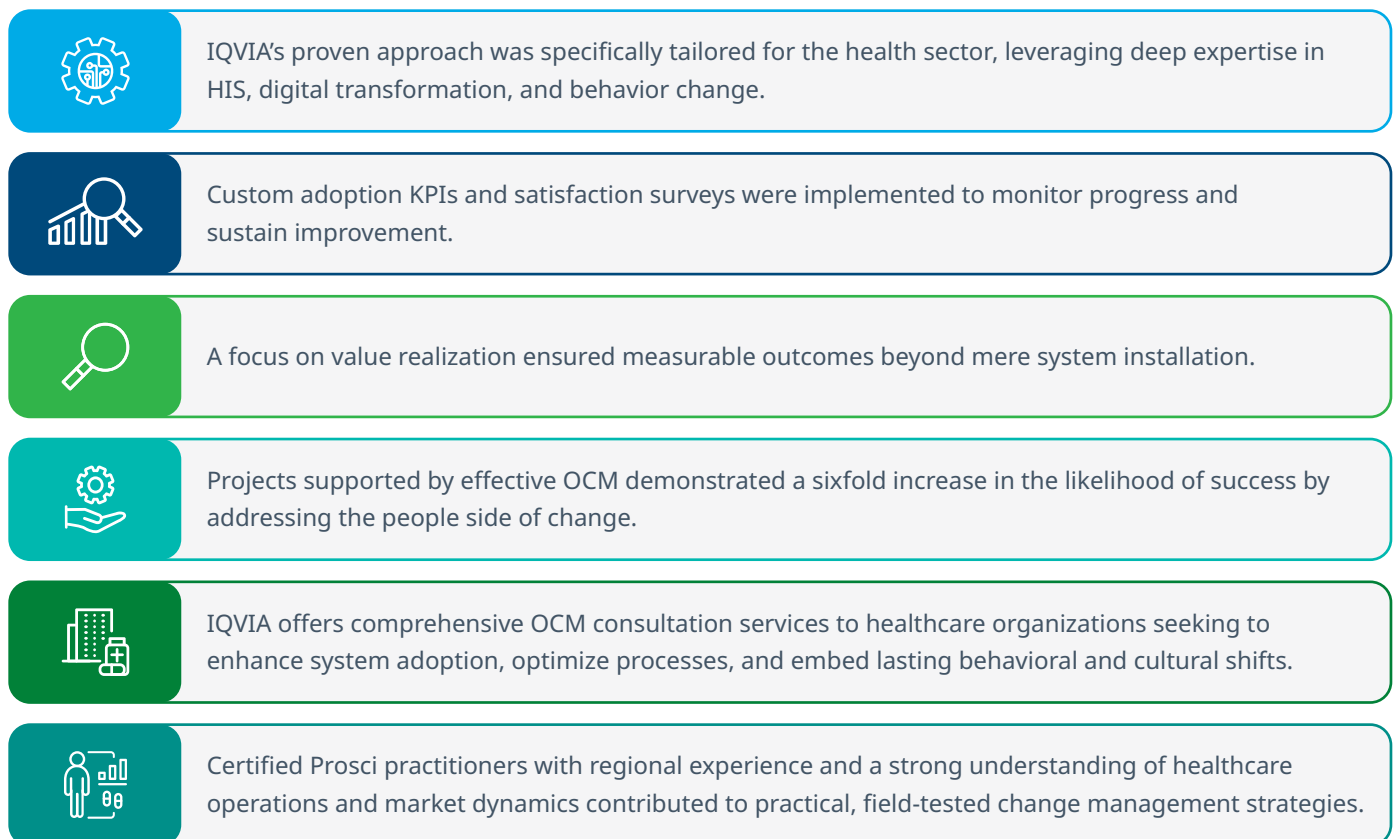
This multifaceted approach was designed to facilitate both the technical and cultural aspects of digital transformation.

Results



The OCM initiatives ensured that the HIS implementation delivered lasting value by embedding behavioral change and driving ongoing system utilization.

Notable development achievements



IQVIA's expertise and hands-on implementation background have enabled the successful delivery of multiple large-scale digital transformation projects, ensuring measurable and sustainable change within the healthcare sector.