SOFTTECH HEALTH

Document Management Software Rollout Plan

A guide to managing your document control implementation from start to finish, on time and on budget

Starting a Project and Picking Your Team

Congratulations on your decision to install electronic document control software in your facility. This guide breaks down the project rollout management process into a series of manageable steps regardless of your system vendor.

BUILDING THE TEAM

1. DENTIFY THE STAKEHOLDERS:

- Which members of the lab will benefit from the software?
- Who are the drivers for the success of the project and define the project deliverables?
- Who will support you in your efforts (and are there parties who don't support the project)?
- Who is the project champion and has the authority to take action when problems arise?

2. CREATE A SPREADSHEET WITH TWO COLUMNS.
Column one: List the stakeholder's names. Column two:
Categorize the names as Beneficiaries, Drivers, Supporters, or
Champions (some people may appear in more than one
category).

3. CHOOSE THE KEY PLAYERS you will team with to
brainstorm, define the requirements of the software, evaluate if
requirements were delivered and handle problems.

Creating the Work Scope Document

With your team in place you can now define The Work Scope Document to answer four crucial questions:

- What is the PURPOSE of the project?
- What are the REQUIREMENTS for the software?
- What is EXCLUDED from the project?
- What ACCEPTANCE CRITERIA will help us define the success of the project?

Begin with the end in mind: Define the purpose

Clarify what your team expects from the software. Examples: enhanced functionality, time-savings, cost reductions, improved regulatory compliance, and increased patient satisfaction.

Your definition of the project purpose must be agreed upon by both the Players and management.

Specify and clarify: Pin requirements to the purpose

• Collaborate with core Players to define requirements for the software: What functions and features will be included to help us serve our purposes.

• Solicit input from everyone on the Players list and document their person-specific expectations.

• You may need to educate staff on what the software can do to avoid unrealistic expectations.

• If other departments can benefit from the project, explain what you're doing and how this software could benefit them.

Once management approves the Work Scope Document, share it with all lab staff who might interact with the software.

NOTE: obtaining consensus and input on the project at this early stage is important.

What NOT to expect when expecting new software

Your Work Scope Document must also contain the Project Exclusions: a list of what is not included.

Especially important in functional areas where existing software systems in your lab have similar or overlapping capabilities.

Define your acceptance criteria

All the requirements in your Work Scope Document must be paired with matching criteria answerable in simple Yes or No terms.

This list also serves as documentation everyone was aware of the Acceptance Criteria at the start, and limits wiggle room in your deliverables for the team and for the vendor.

Managing Your Project

Fine-tuning and tweaking as you go

A successful software installation requires constant updating and management to stay on schedule and running smoothly.

• Review plan updates or changes with all members of the core team. If you have consensus on your proposed changes, submit and/or meet with the project initiators or senior management.

• It's critical you meet these situations head-on so senior management won't be surprised when changes or delays occur.

Work with the software vendor to itemize the deliverables needed to complete the project:

- A list of all read-only users and their email addresses
- A list of administrator users
- Digital copies of all records to be migrated into the software
- A series of "lunch and learn" training sessions, led internally

• Also track the list of deliverables the software vendor is responsible for.

• If important deliverables are behind schedule, meet with your laboratory's leadership to keep them updated on the issue and solicit their advice.

The Home Stretch: Completing Your Project

As you enter the final stages of deployment, assess and evaluate to what extent the Acceptance Criteria are satisfied.

Compare your team's initial milestone planning with the actual dates of completion (for the individual deliverables/activities, and for the project as a whole).

At this point, do the following:

- Verify all activities are complete
- Check all deliverables to vendor or other departments are satisfied
- Verify the vendor has completed all deliverables
- Verify all items in the Acceptance Criteria function as expected (per your Work Scope plan)

- Ensure the system and documentation are backed up or archived

- Third party contracts signed off on or closed out.

And finally...

Announce (through emails or meetings) the project is complete and send individual members of your team a formal Thank You in recognition of a job well done.

Document Control

Requirements Checklist

Requirements Checklist	Notes
Can the System serve as a central repository for imported documents and files?	
Does the system have customizable approval routes for users to approve documents?	
Create specific revision types which have preloaded approval groups?	A specific type of edit may require signoff by a lead tech then their supervisor and then the Lab Director. Can the system pre-create all approval routes so they can be sent at the click of a button?
Can the system create "Stacked" approval routes?	This gives you the ability to send to the Anatomic Pathology approval group (perhaps there are 4 people in this route) and then for example the Quality approval group (another 2 people) without having to create approval routes manually over and over.
Can you "recall" a file which has been submitted for approval?	In the real world you might find out information which would dictate that you change the file in question after you submitted. In these cases you would want to recall it before it gets into your Director's inbox.
Does the system add the header and the footer and a template directly into the PDF so each printed copy is valid?	For a lab which has been in operation for over a year, you need to be able to tell a printed copy of a file from a historical version. This is done through information in the header and footer. The time savings on using automated headers is estimated at 15 minutes per policy or procedure times the number of SOPs in the lab times the number of revisions (minimum one per year per SOP).
Does the system allow for read and signs?	Track and prove that all required staff members have read and understand important document changes.
Can the system do mass updating of the header/footer/template?	In the eventuality that the lab or an accreditation agency requires different or updated information on printed documents can the system update groups of files and/or every single file with a single click.
Can the system create unlimited custom fields so that we can track information that the vendor did not anticipate as our needs evolve?	

Automatically generated reports of every file in your system and where they are in each approval route? With the ability to notify the "bottleneck" person who should have approved it and/or emergency publish the file yourself?	This feature handles all of the things that "fall between the cracks" in a real laboratory. I.E.: Jennifer is on leave, Sam didn't get the memo/email, someone missed the meeting or didn't tell you everything you need to know for a file, etc.
Collaboration: can the system rollback to a previous version of a file?	
Collaboration: insert comments and changes by each member of the team?	
Collaboration: after a file has been approved are you still able to review the collaboration and all of the interim edits with comments by all members?	
Ad hoc reporting screens to show any combination of document information from any file or combination of files (or every file)?	You may be asked from your director to find all files which have a revision date within a specific range and that have cross references to other files and what the revision history of those files is if Joan Smith in was one of the approvers. The system has the ability to report on the entire system with any fields including the custom fields you have added to handle your labs unique data.
Customizable on the fly Automated annual Reviews for Directors or their designee's	While reviewing each document it is common that the Director may benefit from seeing the editor's name on the top, so he can ask questions about the document content. Alternatively, she may wish to see when the document was last revised, as an indicator of the probability that the file is up-to-date. Or the last Approval Workgroup or Cross-references (so the reviewer can easily see all other files linked to the one she is reviewing); or Revision Number or notes or any other system data or any lab specific custom data.
Reading lists which can be sent to entire groups of employees on a recurring schedule.	A group of files which automatically updates itself and sends itself out to your user groups (chemistry, blood bank, all supervisors, new employee orientation). All of the members of the user groups then signoff that they have read and understand. Like all things in lab it has a built in escalation process so the system will tell you if anyone did not complete them within any custom specified number of days.
Auto updating Reading Lists?	For example, key documents from the Safety Policy manual might need to be reviewed annually by all staff. The system will automatically add new files to one or all of the Reading Lists that refer to that folder. In this example, if a new Safety policy is published into the Safety manual, then all of the safety-related Reading Lists can be set so that from then on, the reading list reminder and tracking system will automatically include that new document. This means you and your staff do not need to worry about forgetting to update the Reading Lists so that it includes the new document; the List will get updated on its own.
Ability to assign users to semi-admin functions?	

Train the Trainer: Taking Control of Your Software Education

THE PROBLEM:

How can labs get staff up to speed efficiently on a new document control system when:

• Staff don't have the time or money to take days or weeks off to attend "Vendor University"

• Your software vendor may not be able to handle dozens or hundreds of trainees at once or in a series of sessions

• Many laboratory organizations consist of geographically separated campuses making staff scheduling difficult

THE SOLUTION:

TRAIN-THE-TRAINER SESSIONS. The vendor trains a select group of super-users who in turn, train the rest of your staff.

Benefits of Train-the-Trainer:

- COST: When the vendor tells you training is included, they've added it to the price of your system. Any further training later will be an add-on cost.

- SCHEDULING: Easy access to in-house expertise lets you quickly set up training sessions as needed.

- KNOWLEDGE BASE: Your core group's proficiency with the software grows as they train others – so your staff gains access to expert help without the hassle of contacting IT or vendor support.

- RECURRING TRAINING: Ongoing staff training needs like refresher courses and new hire orientation become much easier.

Training Plan: begin with the end in mind

Create a list of training objectives: the software functions your users will be able to complete after the session is done.

Ask your vendor: "Please provide me with a list of training activities, starting with the easiest and getting progressively more sophisticated."

Understanding users fall into different types

User types are based on what users are allowed to do with your software: Read-Only, Editor, Administrator, System Administrator, etc.

Each sub-group or type of user must have its own training session. Trainees appreciate focused training that answers the question, "What do I need to know?"

"Buy-in" is not for Training

Ensure team buy-in is accomplished prior to hands-on learning so staff can focus on "how" to use the software rather than "why" they are learning it.

Hands-on interaction is critical

• Make sure training sessions place each staff member at a computer, navigating through the software functions they will actually use.

• Ensure your groups are small enough that trainers can work with each team member.

Time for a pop quiz

Reinforce what your users have learned and identify areas needing review by giving pop quizzes along the way or a formal quiz at the end.

Maximizing the Train-the-Trainer approach:

FIVE ESSENTIAL STEPS:

- Create a training plan with measurable objectives
- Understand your user groups and tailor the training accordingly
- Make sure buy-in takes place before the training
- Structure training so users get hands-on experience
- Quiz your users to reinforce what they've learned

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