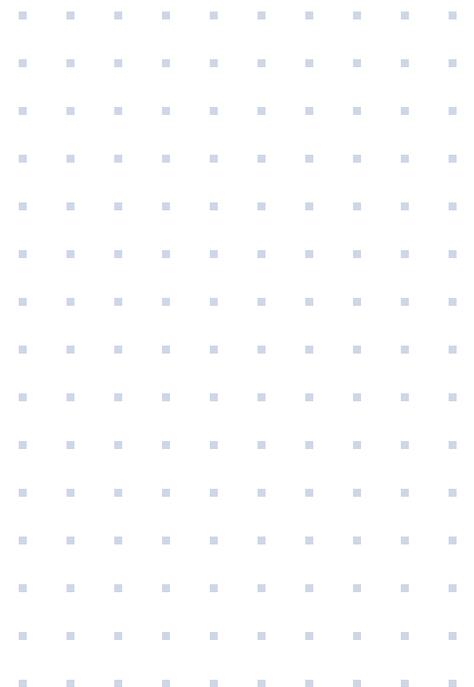
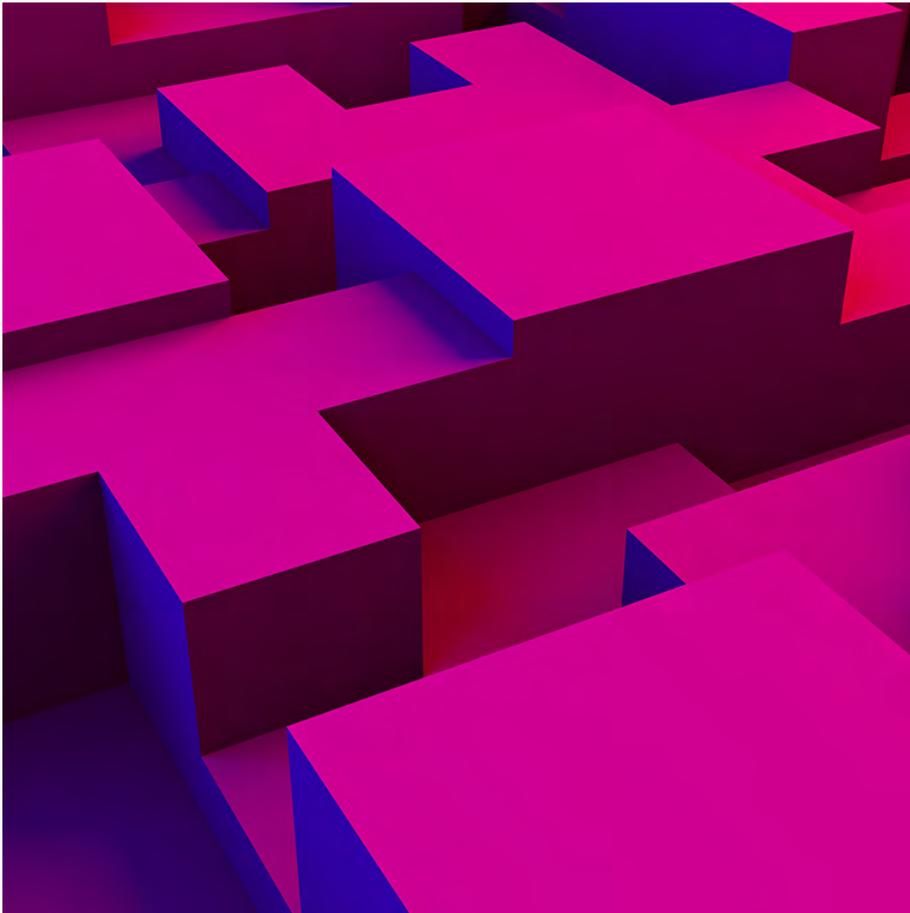


REPORT

DIGITAL HEALTH COUNCIL

Optimizing digital tools to empower healthcare providers



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Introduction

West Monroe’s Digital Health Council (DHC) is comprised of healthcare industry leaders from across the country that meet quarterly to share perspectives on industry issues. They recently gathered for a roundtable discussion on digital transformation, sharing insights on critical focus areas that could help reshape leaders’ strategies when navigating and integrating digital technologies.

Our main takeaway? Rather than viewing these technologies as burdens, they emphasized their crucial role in enhancing efficiencies and—most importantly—empowering healthcare providers to prioritize their patients and customers.

THE DIGITAL STORM

As the healthcare industry continues its quest for digital solutions to enhance patient care, providers are grappling with an overwhelming influx of digital tools that sidetrack them from their primary goal of meeting patient needs. Conversely, patients' expectations for seamless interactions, mirroring other industries' technologies, persist. How can providers maintain focus, scale efficiently, and ensure patients aren't left disappointed amid these challenges?

The DHC pinpointed three key areas for successful digital transformation:

- Understanding digital beyond technology: A people challenge
- Prioritizing change management and stakeholder engagement
- Establishing early alignment and defining key metrics



UNDERSTANDING DIGITAL BEYOND TECHNOLOGY:

A PEOPLE CHALLENGE

Digital transformation extends beyond a mere technological challenge; it's deeply rooted in people and organizational dynamics.

Aligning strategy with the right stakeholders

Many provider organizations struggle with the optimal placement of digital and the responsibility for its management and implementation. For example, when IT leads a digital initiative, they may prioritize technical aspects—potentially overlooking important requirements for efficient workflows and benchmarks. Conversely, while operations play a vital role in the initial success and scalability of pilot projects, they may lack the tools or expertise needed to fully realize these initiatives.

Ideally, organizations should establish a digital steering committee comprised of representatives from all supporting stakeholders. This may include—but is not limited to—operations, IT, legal, finance, clinical, and administrative. The result is more balanced digital management that increases chances of success in both the short and long term.



“

Jennifer Olson

Principal and Sr. Healthcare Advisor at BlueInnovo Advisors, LLC

Risk exposure in an organization starts as an aspect that slows you down. Then it becomes a barrier.

Remaining focused on the core mission

Organizations must prioritize technology that aligns with patient needs, without getting distracted by the next big thing—or risk diverting attention away from the core mission.

Successful transformation hinges on resolute leadership—fused with agility—as leaders navigate challenges into opportunities for growth and innovation. Alignment with strategic vision and adaptability are paramount, necessitating early involvement of stakeholders to foster crucial collaboration. This collaboration becomes imperative when tackling complexities such as HIPAA compliance and cybersecurity—ensuring that new solutions are not only financially viable but also operationally sound.

Looking ahead

Dedication and communication across all levels of organizational leadership is paramount in the face of such challenges. If alignment and engagement are not a priority from the beginning, organizations are more likely to accrue unnecessary financial costs and risk exposure—while encountering additional challenges down the line.

Leaders must not only align with the strategic vision but also be agile enough to adapt to changes when ensuring the successful implementation and scaling of digital initiatives. By doing so, they can transform these challenges into opportunities for growth and innovation.



“

Kristin Myers

EVP, Chief Digital Officer,
Northwell Health

An agile governance structure is a necessary and helpful mechanism to navigate change and ensure we are making the right technology decisions through a collaborative forum to align with our mission and organizational goals.

PRIORITIZING CHANGE MANAGEMENT AND STAKEHOLDER ENGAGEMENT

The successful scaling of digital solutions not only depends on alignment at the top but also the intricate interplay of inter-department dynamics at the ground level.

Adoption & Communication of New Digital Solutions

Any inter-departmental misalignment or disregard for these key components can create roadblocks, hinder progress, and potentially jeopardize the acceptance of future initiatives.

Navigating complexities in digital transformation demands an inclusive change management strategy that engages all stakeholders. Effective communication tailored to users' needs facilitates successful adoption, ensuring they understand the associated benefits.



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Larry Briski

Managing Partner, Healthcare & Life Sciences, West Monroe

The biggest challenge lies in the friction and inertia associated with change. We must improve our capabilities in change management and embrace a more transformational leadership approach, or we risk stagnation.

Leadership plays a crucial role in fostering buy-in and long-term adoption while respecting stakeholders' time and involvement. Embracing a mindset shift toward understanding users' needs and promoting cross-departmental collaboration is vital for successful transformation. By nurturing these elements, technology becomes a powerful tool to empower staff and enhance patient care, contingent on intentional, precise, and secure implementation.

Looking ahead

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Leaders must not only align with the strategic vision but also be agile enough to adapt to changes when ensuring the successful implementation and scaling of digital initiatives. By doing so, they can transform these challenges into opportunities for growth and innovation.



ESTABLISHING EARLY ALIGNMENT ON **SUCCESS METRICS** AND PLANNED RESPONSE

Early success metric definition is critical for transformation, providing a means to evaluate progress, optimize resource allocation, and drive continuous improvement in patient care while serving as tangible evidence of value delivery and change.

Defining success—and failure

Measuring return on investment is a significant challenge for organizations embarking on digital scaling efforts. Many struggle to precisely identify measurements of success and evaluate the needs of all impacted users before initiating a project. If these conversations aren't had and key metrics aren't predetermined, it only becomes more difficult to foster buy-in, calculate success, demonstrate progress, and report ROI down the line.



Prashanth Sarpamale
Chief Executive Officer,
Althea.ai.

To understand the ROI of digital, we need to measure more than just the digital tool. We need to measure the impact across the patient's entire journey.

Ensuring cross-organization alignment is crucial for unified efforts toward common goals and objectives. Ambiguity during design and implementation can lead to temporal and financial setbacks, hindering progress and sound decision-making.

As digital programs scale, managing costs becomes a central challenge—requiring stakeholders to balance investments with anticipated ROI. Persuading users to embrace change during scaling can be challenging, but concrete metrics demonstrating clear impact can alleviate reluctance and encourage full commitment.

EXPLORE MORE



The Digital Disconnect: Linking Vision to Real-World Execution

[LEARN MORE](#)



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Brian Stahulak

Sr. VP & Chief Nursing Officer,
Anna & Robert H. Lurie Children's
Hospital of Chicago

Meaningful dashboards can be used to enhance visibility and improve operations and outcomes—that should drive what you're creating and how projects are reviewed. If effectively used, they can help share performance and tell the appropriate story.

Looking ahead

Cultivating readiness for change is essential, yet organizations should acknowledge that timing is equally important. It's at times beneficial for organizations to accept their current state, align their resources, and prepare for future scaling endeavors before embarking on a digital initiative.

Data and user feedback—encompassing both clinical and patient perspectives—are instrumental in providing organizations with insights into operational efficacy, identifying adoption gaps, and pinpointing areas requiring refinement or adjustment.



Rahul Singh

Senior Partner, Healthcare & Life Sciences, West Monroe

Things like “pilot fatigue” are also on the rise, in which providers are consistently testing new and different things, making it harder to fully embed when a final decision is made to adopt one of the piloted technologies.

CONCLUSION

Digital transformation is a nuanced approach that prioritizes people over technology. By fostering buy-in, defining metrics, and mitigating risks, organizations can enhance efficiency and patient care—ultimately achieving long-term strategic goals.

Provider organizations should examine their current skillsets and technological maturity before launching pilot initiatives or scaling digital health solutions. Developing a strategy that fosters innovation through modernized policies while acknowledging limitations will help to ensure successful implementation, minimize operational disruptions, and improve the overall patient experience.

COLLABORATORS

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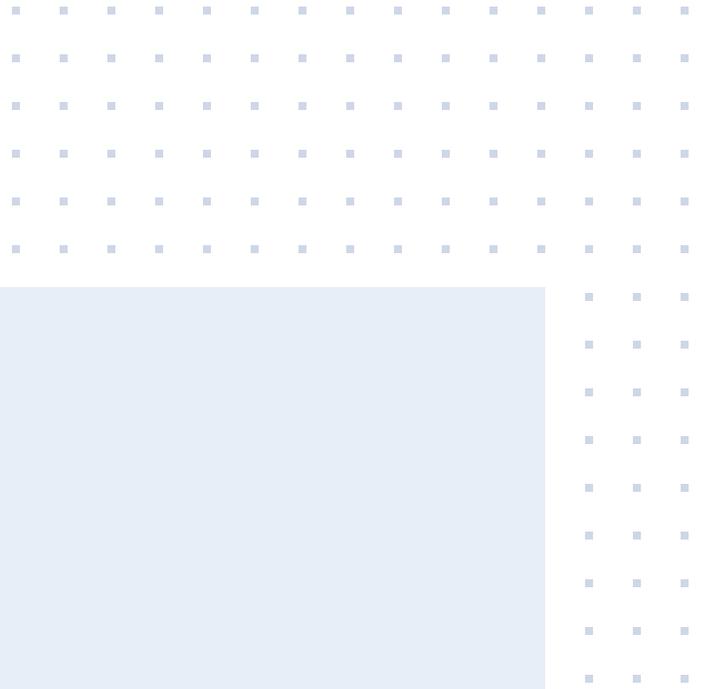
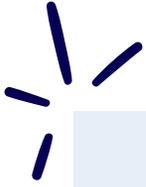
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ABOUT US

West Monroe is a global business and technology consulting firm passionate about creating value for our clients. We co-create solutions that accelerate results now and prepare industries to tackle what's next. We're excited by the possibilities that technology creates. We work with our clients to deliver on the possible, building on their goals, generating fresh insights and creating inspiring outcomes.

We excel at the intersection of industry, strategy, people and technology—always driving rapid impact. Our all-in approach comes from our unique employee ownership structure. Our clients' success is our success. From the beginning, our growth has come from putting people at the center. Fortune and USA Today consistently celebrate West Monroe as a top workplace, and we're recognized as a leading consultancy by Forbes and Forrester. Let's find more value for your business.

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