

Insanitech Solutions - CHANGE MANAGEMENT SOLUTION

The Situation

Insanitech Solutions is a technology company that serves three distinct markets through separate business units. One business unit provides services to the healthcare industry by providing secure exchange of Electronic Medical Records (EMR) and aggregate medical data to healthcare and government organizations. A second business unit provides electronic payment processing and settlement services between healthcare institutions including hospitals, medical laboratories, and insurance companies. The third business unit facilitates medical reimbursement through government issued healthcare solutions such as Medicare and Medicaid.

Until recently, each of the business units had operated independently and had built separate IT infrastructures. Management changes in the organization have driven the need for increased efficiency. The new management started an initiative to move to a shared IT infrastructure. Management estimates this can reduce unnecessary capital expenditures related to IT infrastructure by as much as 50% and create a similar reduction in operating expenses due to role overlap between the business units.

Until Friday, the shared infrastructure project was moving along quite well. Most of the integration had been completed with less than 10% of the systems in each business unit still segregated. On Friday morning, the EMR business unit moved forward with an upgrade to one of the core network devices to apply a necessary security patch. Because of the shared infrastructure, the EMR business unit's work seriously impacted the Electronic Payment Processing business unit. Although not impacted by the upgrade, the Medical Reimbursement business unit is now concerned about the shared infrastructure and wants to make sure changes to the shared infrastructure are coordinated across each of the business units.

Change Management has always been embedded within each of the business units. There is one change manager in each of the business units who reports to the head of the business unit. It has been suggested that IT resources, including change management, be pulled into a new Shared Services business unit as no one is currently accountable for change management of the shared infrastructure.

The EMR business unit is concerned that any course of action will add too much bureaucracy. None of the business units have formally established change windows which management has indicated must be published.

Management has given your team of consultants two weeks to implement actions that address the change management situation. There is a very limited budget in place so your solution should not require additional resources. You must identify a solution that gains the support of all three business units and enables the organization to complete the infrastructure integration.

Management has also indicated your solution should address several issues:

Changes made without proper notification.

Change Authorization levels aren't defined in the Electronic Payment Processing unit.

Changes aren't documented and recorded in a centralized system

The EMR unit is worried that a solution will impact their ability to quickly apply security changes. This could cause issues in the regulatory environment.

The Electronic Payments unit is worried that even small changes that take place on a routine basis will be held up by an overly bureaucratic process.

The Medical Reimbursement unit is concerned that there will be a lack of coordination between the business units and wants to ensure that your new solution drives collaboration.

As the consulting team hired to address this issue, you must find a way to improve the change management process. What do you do?