

Final Assessment: Question 1 Email Responses

OPTION A

July 29, 2015

Dear Leidos leadership,

Congratulations on landing this contract! In order to be successful with the roll-out of telemedicine, I think there are two steps from Kotter's 8-Step Process that will be very important for the military health system (MHS) to be mindful of. First, I think it will be very important to channel efforts into creating the guiding coalition." With so many stakeholders to appease—congressmen, military leaders, providers, patients, and even the tax payers footing the bill—a central, powerful, team of key figures is essential to ensure successful adoption of telemedicine. The 2nd step is generating short-term wins. This is because we are starting a multi-year project and we don't want our key teams and players to lose momentum. Celebrating milestones as we roll features out to various clinics and facilities will be important. This will enable us to reward everyone for their sacrifices, while building morale and motivation.

Thanks for your time in reading through my thoughts!

OPTION B

July 29, 2015

Dear Leidos leadership,

Congratulations on landing this contract! In order to be successful with the overhaul of the electronic health record (EHR) system, I think there are two steps from Kotter's 8-Step Process that will be very important for the military health system (MHS) to be mindful of. One step that I think will be very important in our particular undertaking is: **developing a vision and strategy. In particular, an effective strategy for managing system rollout will help facilities proceed with the MHS adoption at a realistic pace, as any errors are discovered and new elements of the MHS are introduced.** Another step that I think will be valuable is: generating short-term wins. Funding for the project depends on politics, which are, in turn, shaped by public opinion. As elected officials, those with political appointments, and military leadership turns over constantly alter the consumers and target audience, the newest stakeholders will need to be convinced and reassured the transition is both of value and on track to deliver the desired benefits. Ultimately, **success breeds success. As staff and patients see aspects of vision accomplished and systems advance, momentum of change will continue and consolidation of processes will improve.**

Thanks for your time in reading through my thoughts!

OPTION C

July 29, 2015

Dear Leidos leadership,

Congratulations on landing this contract! In order to be successful with this move to value-based reimbursement, I think there are two steps from Kotter's 8-Step Process that will be very important for the military health system (MHS) to be mindful of. One step that I think will be very important in our particular undertaking is: creating a guiding coalition. This step is relevant to our scenario because With so many stakeholders to appease—congressmen, military leaders, providers, patients, and even the tax payers footing the bill—a central, powerful, team of key figures is essential to keep the project moving forward efficiently.

Another step that I think will be valuable is generating short term wins. This is because, the sooner we are able to demonstrate the upside in shifting from fee for service to a value based model, the more momentum the initiative will have going forward.

Thanks for your time in reading through my thoughts!

OPTION D

July 29, 2015

Dear Leidos leadership,

Congratulations on landing this contract! In order to be successful with this large electronic medical record (EMR) deployment, I think there are two steps from Kotter's 8-Step Process that will be very important for the military health system (MHS) to be mindful of. One step that I think will be very important in our particular undertaking: establishing a sense of urgency. This step is relevant to our scenario because **stakeholders will be looking for signs of success during early stages of change**. Recognizing these early wins will be of value in making the staff feel motivated to continue with the EMR overhaul.

Another step that I think will be valuable is: creating the guiding coalition. **This is because we want to ensure that the reason for change is well established and communicated. This will ensure that employees understand why we are making this move towards a unified EMR for the Military Health System. Without that sense of urgency, there could be higher rates of complacency which count potentially lead to resistance to the change because it will indeed take a lot of effort.** Thanks for your time in reading through my thoughts!