

OPERATIONAL MODELS UNDER PRESSURE

Technology Adoption & Workforce Impact

hfma[™]
greater heartland

Missouri Hawthorn Chapter
AAHAM
American Association of Healthcare
Administrative Management
*Empowering the future of healthcare
revenue cycle excellence.*

**Winter
Conference
2026**



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January 29th | 3:15 PM

Learning Objectives



Define what technology adoption in healthcare operations entails



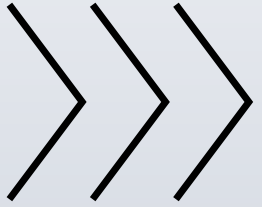
Explore how technology drives cost savings, operational improvement, and employee retention/satisfaction



Understanding change management strategies for technology disruption



Identify risks, mitigation steps and success factors



Laying the Foundation

The mindset and principles that guide successful transformation.

Technology Adoption at its Best

1. Understanding the Purpose of Technology Adoption
 - It's NOT about acquiring tools – it's about solving operational problems such as access delays, inefficiencies, administrative burden, and gaps in patient experience or safety
 - It focuses on using digital capabilities to improve efficiency, reliability, scalability, and safety across the care continuum
2. Aligning Technology with Organizational Strategy
 - Adoption should reinforce key strategic priorities – not compete with them
 - Each technology initiative should clearly tie back to measurable outcomes
3. Building Data-Driven Decision Capability
 - Effective adoption requires using data to inform baselines, understanding and decisions
 - Technology should enhance the organization's ability to monitor operations in real time and adjust proactively
4. Managing Change and Transition
 - Structured change management: open communications, readiness assessment, training, rollout planning, performance monitoring, and feedback loops
 - You're not just introducing a tool – you're shifting behaviors, roles, and sometimes culture

Technology Adoption at its Best

5. Integrating Technology into Operational Workflows

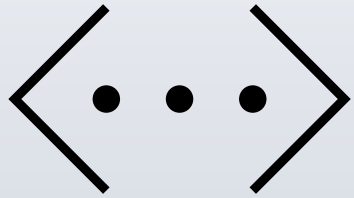
- Operational translation
- Adoption is successful only when new tools are embedded into daily operational processes, not layered on top of them
- It requires mapping current workflows, identifying friction points, and aligning the technology to support the way people work, not disrupt it unnecessarily

6. Ensuring Staff Readiness and Engagement

- True adoption hinges on people, not the technology itself
- Role-specific training, communication, and change readiness, and ensuring staff understand why the change matters and how it improves their work

7. Measuring Impact and Ensuring Sustainability

- Define metrics before go-live
- Understand adoption is not complete until the technology delivers consistent value and becomes the operational norm



From Principles to Practice

How our organizations are navigating technology adoption today.

About Lake Regional Health System

- Who We are
 - **Based in Osage Beach, Missouri**
 - **Founded in 1973**, the hospital was established to serve the Lake of the Ozarks area as a non-profit organization, now a **121-bed** system with more than **1500+ employees** supporting patient care across **40+ zip codes**.
 - Operating **1 Sole Community Hospital (SCH)**, **35-bed Emergency Department**, **7 RHC** locations, **20+ Specialty** locations, and **3 Express Care** locations and recently moved to **Provider Based Billing** model.
 - Located in the **heart of the Lake of the Ozarks**, our travel destination population flexes from **5M-10M people** each season from **May through September** providing over **403,800 visits annually** across the health system.
- Our Commitments
 - Mission-driven to **provide exceptional health care** and to **improve lives through dedicated, compassionate, and high-quality care**.
 - **Recognized nationally for patient safety, quality, and excellence** – including designated a Level II Stroke Center, Level II STEMI (heart attack) Center and Level III Trauma Center, as well as The Joint Commission's Gold Seal of Approval® and the American Stroke Association's Heart-Check mark for Primary Stroke Center Certification. Lake Regional is the only hospital between Columbia and Springfield that is a state-designated center for all three emergencies – Stroke, STEMI, and Trauma.

Our Current Technology Adoption



- Systemwide implementation of front end Patient Access solutions – 10/22/25
 - Quality Assurance, Eligibility Verification, & Payment Estimation
- Big Bang – all hospital, clinic locations – streamline processes
- Vendor Consolidation – Cost reduction vs Efficiencies/Quality
 - Waste/Cost Reduction across RCM – Contract Review/Maintenance
 - Disparate solutions – QA vs EV/PE – Cost savings w/BVA Functionality
- Meditech Optimization – Analysis & Opportunity –
 - Vendor partner analysis, prioritization, build
 - Patient Connect (Artera) – Engagement Solutions
 - Patient Portal Optimization



Our Why: *Because it's time to...*



Provide an exceptional patient experience – both clinically and financially – frictionless pre-service and financial service options for patients.



Ease the administrative burden on Patient Access to allow more time for revenue integrity, quality assurance, and increased POS Collections - leading to prevented/reduced denials.



Improve how consumers navigate their care and communication through omnichannel opportunities – meeting patients where they are.



Enhance employee engagement/satisfaction by automating tedious mundane tasks into an exception based workflow focused on a higher value work product.



Empower Patient Access to improve employee retention, patient acquisition/retention, and reduce overall cost to collect.

About CoxHealth

- Who We are
 - **Based in Springfield, Missouri**
 - The region's **leading, locally owned, not-for-profit health system**, serving southwest Missouri and northwest Arkansas
 - **Founded in 1906**, now a **six-hospital**, 1074-bed system with more than **14,000 employees** supporting patient care across 25 counties
 - Operations **more than 100 clinics**, five emergency department, and provides over **1.9 million clinic visits** annually
- Our Commitments
 - Mission-driven to **improve the health of the communities we serve with integrity, safety, compassion, and respect**
 - **Recognized nationally for patient safety, quality, and excellence** – including multiple accreditations from DNV and Magnet recognition for nursing excellence

Our Current Technology Adoption

- Systemwide implementation of Epic – March 1st, 2026
- Big Bang – all hospitals, clinics, home health, retail pharmacies
- Across Clinical and Revenue Cycle
 - Includes about 150 3rd Party Application
 - Heavy integration streamlines use of 3rd Parties
- St Louis Children's at CoxHealth – Joint Venture with BJC

Our Why: *Because it's time to...*



Put our patients first with a world-class electronic health records system that allows for the highest quality of frictionless care for patients.



Ease the administrative burden on providers and give them more time for patient care.



Improve how consumers navigate our systems with a more agile and intuitive platform.



Enhance the employee user experience with a one-stop solution for many of our everyday operational processes.



Take the next natural and necessary steps that will enable us to best fulfill our mission to improve the health of the communities we serve.

Guiding Principles “Rules of the Road”

THE **6** GUIDING PRINCIPLES



PATIENT FIRST (EPIC)



COMMIT TO FOUNDATION
BEST PRACTICES



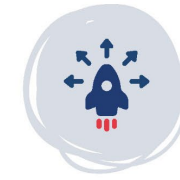
ADOPT STANDARDIZED
WORKFLOWS



BE ACCOUNTABLE
FOR OUR SUCCESS

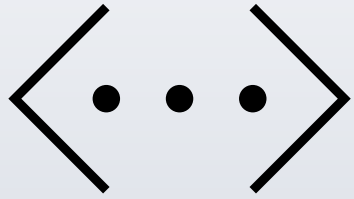


PROGRESS OVER
PERFECTION



NO TRAINING
NO ACCESS

NO KIDDING!



Taking a closer look: 3 themes that really matter

*Strong Operational Ownership * Understanding Workforce Impacts *
Leading through Change*

Operational Ownership



Clinicians and Operations must own the implementation



Department Leaders are accountable for the success of processes and users in their department




Operational representatives must bring forth feedback from their departments and participate actively to help shape the system



Prepare staff for the coming work changes well in advance of go live

Operational Ownership in Practice

- Empower a broad base
 - Don't carry the load on your shoulders - no matter where you are in the hierarchy
 - Leverage non-traditional leaders to help with design, communication and change adoption
 - Identify change advocates and super-users
- Engage Early and Often in Application Design
 - Claim a seat at the table from the beginning – and engage fully
 - Participate, document, share, and seek input 
 - Make decisions deliberately – not passively
- Don't Wait for Technology to be 'Translated' for You
 - **New tools are only effective when operations actively interprets what the change means for real-world operational workflows**
 - Clinicians, leaders and frontline teams must proactively ask: *How does this change my day?*

Operational Ownership in Practice

- Treat Technology as a Catalyst for Process Improvement
 - Every technology implementation is a chance to revisit outdated or inefficient workflows
 - Leverage standardization and best practices
 - Think ahead for the future – post live optimization and continuous improvement
- Drive the ‘Last Mile’ with Intention – Training, Practice, Reinforcement
 - Leaders must ensure their teams understand how, why and when to use the new technology
 - Communicate often – listen and respond to challenges
 - Make training and practice time a priority
 - Emphasize key change impacts and provide extra support and resources
- Manage Expectations – bidirectionally
 - Clarify what the technology will and won’t solve
 - Be transparent about readiness,
 - Communicate learning curve
 - Reinforce that early friction is normal – it takes time to adjust and stabilize

Workforce Impacts

- **Technology reshapes operating models – requiring updated leadership structures and team roles**
 - Legacy structures designed around old systems must evolve to support standardization and modernization
 - Complete a team-by-team assessment early to understand where structure changes are needed
 - Prioritize standardization and best practice workflows as the foundation
- **Some roles may need sunset as automation reduces manual work**
 - Early identification of roles impacted enables transparent planning and redeployment opportunities
 - Early transparency gives employees time, options and dignity – and creates greater trust in the change
- **New technology may enable insourcing of functions previously outsourced due to system limitations**
 - Creates sustainable pathways to redeploy internal talent into higher-value roles
 - Unlocks efficiency and cost savings by consolidating work inside a unified platform

Workforce Impacts

- **Organizational agility should become a core competency**
 - Workforce impacts are not a one-time event; they evolve as optimization continues
 - Operating models must be flexible enough to adjust as adoption and efficiency grows
 - Teams need to expect, and be ready, iterative changes in responsibilities
- **Clear communication and intentional planning reduce fear and increase engagement**
 - People don't resist technology – they resist ambiguity
 - Proactive communication reduces anxiety and increases buy-in
 - Frame technology as an enabler of better workflows, not just a system replacement

Technology changes things – but with intention, it creates opportunity

Our Role as Leaders in Managing Change

- **Champion Change with Clarity**

- Set the tone for change with clear, steady and frequent communication
- Reinforce the 'why' to help teams see purpose, not just process
- Communicate openly and often – and ensure communication cascade
- Acknowledge upfront – *We won't know everything at go-live and things won't be perfect – and that's expected*

- **Protect and Elevate Team Morale**

- Be visible, supportive, and quick to remove barriers – Listen closely
- Recognize effort and celebrate small wins to keep energy up

- **Stay Steady Under Pressure**

- Model adaptability when workflows shift or issues surface
- Pivot with purpose – calm leadership keeps teams grounded

Our Role as Leaders in Managing Change

- **Drive Accountability and Clarity**
 - Ensure everyone knows their role, their responsibilities, and escalation paths.
 - Hold yourself and others accountable for readiness and follow-through
 - Become familiar with oversight tools, use them consistently, and be transparent
- **Lead by Example**
 - Attend, engage, and adopt new workflows just as you expect your teams to
 - Show curiosity, patience, and willingness
 - Collaborate in solving challenges
- **Manage Expectations – Yours and Theirs**
 - Reinforce that early friction is normal – it takes time to adjust and stabilize
 - It also will not be perfect – expect issues and the need to pivot
 - The best learning comes after go-live
 - Post live optimization will be a key component of success and sustainability



Leadership in times of change isn't about having every answer... it's about creating the confidence that together, we can navigate whatever the answer turns out to be.



Questions & Insights



To Be Continued?



Feel free to email us with questions or ideas:

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