

Employee Perception Towards Implementation of DaytoDay Health Patient On-Board and Follow Up Services

By

Pampi Das

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2018-2020



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This certificate is awarded to

Pampi Das

In recognition of having successfully completed her internship and project

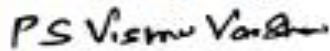
On

**Challenges regarding implementation of DayToDay services in the Hospital:
A Gap analysis at DayToDay Health.**

She comes across as a committed, sincere & diligent person who
has a strong drive and zeal for learning

We wish her all the best for future endeavors.

Authorized signatory



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ABSTRACT

DayToDay Health is a health IT Company, which provides follow up services to the patients after surgery. They follow B2B business model, where they first tie up with hospital to cater patients. DayToDay has innovative product/service which helps patient monitor their vitals, take online consultation and live chat with care coaches. Though the service model is very innovative and unique care team faces trouble while implementing services. Previous studies showed that implementation of new products or services in healthcare sector are not an easy task, especially technologically advanced ones. In many studies it has been noticed, there are different challenges involved in transition of traditional healthcare service delivery system. In this study we are trying to capture challenges and perception of employees during implementation of the product/service in different phases. Main objective of the research is to find out the key challenges faced by care team in implementation of product, perception of employees & a competitive analysis of top market players. This study is based on exploratory research design, since the problem is not clearly defined. Quantative and qualitative data were obtained from the employees to identify the existing gap in the implementation process. Challenges faced by care team during patient on board process is mainly due to lack of physician support, lack of hospital stakeholder recognition, average acceptability of the product or service among patient, additional service requests & lack of competitive sales advantage. Study dealt with pragmatic challenges of implementation, consistent revision of implementation process, effective communication method and close attention to different phases can help ensure sustainability & growth of product as well as the company.

Key words: Care manager, Care executives, care coaches, Implentation process, on boarding process, Care plan

OPERATIONAL DEFINITION

Care manager: Employees who onboard patients in daytoday. Their main responsibility is to maintain relationship between daytoday and hospital.

Care executives: an employee who helps the care manager during patient on board. They acquire the patient data from the hospital key sheet and enter in daytoday App.

Patient on board: registration of patient in daytoday App.

Implementation process: product implementation encompasses all the activities within hospital to define, develop and launch a new product.

Care coaches: care coaches are directly associated with care process of the patient. They provide personalized care to the patient according to their need during follow up.

Care plan: care plans provide direction for individualized care of the patient. A care plan flows from each patient's unique list of diagnosis and should be organized by the individual's specific needs.

ACKNOWLEDGEMENT

The internship opportunity I had with a MIT based startup company DayToDay Health, Bangalore was a wonderful chance for learning and professional development. Therefore, I consider myself as a very lucky individual as I was provided an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful and professional people who led me through this internship period.

I am using this opportunity to express my deepest gratitude and special thanks to the CEO and COO of the company, who in spite of being extraordinarily busy with their duties, took time out to see my presentation, guide and keep me on the right path and allowing me to carry out my project at their esteemed organization and extending during the training.

I am expressing my deepest thanks to Prem Sharma (CEO), Dr. Vishnu Vardhan (COO), Fathima Jansi (Senior operation Manager) for taking part in useful decision & giving necessary advices and guidance and arranged all facilities to make life easier. I choose this moment to appreciate their contribution gratefully. Dr. Nazia Zaidi and Sophiya Mary Gurusumuthu is a great inspiration, as they were monitoring my work, also helping me to expand my knowledge and experience.

I would like to extend my thanks to the management, Medical, paramedical staff of the company for providing me all the support and information required to complete my dissertation.

It is my radiant sentiment to place on record my best regards, deepest sense of gratitude to my mentor Dr. Seema Mehta of IIHMR University for her careful and precious guidance which were exceptionally valuable for my study both theoretically and practically.

I consider this opportunity as a biggest milestone in my career development. I will Endeavour to use gained skills and knowledge in the best possible way, and I will continue to work on their furtherance, in order to attain desired career objectives. Hope to continue cooperation with all of you in the future.

Sincerely,

Pampi Das, MBA in Hospital administration (2018-2020)

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SECTION-1**ORGANISATIONAL PROFILE****History**

DayToDay was founded in 2018 with a mission to become the gold standard in patient-centered care. Day to day health provides step-by-step, tailored care journeys for hospitals to guide patients throughout the preparation and recovery process. Because the majority of care journeys reach beyond hospital walls, patients are often inadequately supported in the preparation and recovery phases that will determine the quality of their treatment outcomes. DayToDay Health™ equips hospitals to unleash the full potential of their caregiving teams to transform patients' lives. The company customizes the care journey based on clinical pathways, evidenced based knowledge of the procedure along with surgeon's instruction.

Location and area

DayToDay's India office is in Bangalore, as a multinational company with headquarters in Boston, USA. They also have an office in London, UK.

Personalized acute care management

DayToDay health's differentiated approach includes three service pillars backed by products that reinforce each other.



CONTENT

- Consumer friendly

Patients and their families can access our resource library tailored for them.

- Control & transparency

Patients can be an ‘Active’ contributor in their own care by accessing their daily progress reports.

CONTEXT

- Patient centric

Assessments captured via our **Patient Management System** distil information into patient insights.

COACHING

- Complete clinical expertise

Virtual care team comprises of **well-trained** nurses, physiotherapists, pharmacists, and psychologists to hand-hold patients through the care journey

- High touch

Care team handles patient questions, directing urgent needs to the hospital team via **chat, calls, and home visits.**

Features

Critical metrics tracking

Hospitals need patient status updates to give the best care possible. But capturing these updates can become an administrative burden. By automating follow-ups, our platform streamlines the collection process and reduces the variability of patient-reported outcomes.

Holistic care plans and communication

Three service pillars – expert coaching, dynamic content and data- driven personalization- relieve patient anxiety by ensuring that their questions and concerns are addressed. They also

become freer to focus on things that matters most and they help ensure patients arrive at visits informed and confident, having done all the right things.

Expert care coaches

Provide clinical nurse specialists trained for the procedure or treatment patients are undergoing. They are the first line of contact for questions and concerns, offering compassionate support, and direct urgent needs to hospital staff when necessary.

Dynamic patient journeys

The content is designed to guide patients through scheduled daily tasks and longer courses of mental and physical building. Rich interactive media, ground in behavioral psychology methods and practices provide a patient experience well beyond static information.

DEPARTMENTS OF DayToDay Health

- Data analytics
- Operations
- Marketing
- Product development
- Sales
- Clinical operations
- Human resource
- Information technology

EMPLOYEE PERCEPTION TOWARDS IMPLEMENTAION OF DAYTODAY HEALTH PATIENT ON-BOARD AND FOLLOW UP SERVICES

SECTION.2

2.1. INTRODUCTION

DayToDay health began its journey in 2018. The organization aims to provide a fully integrated healthcare management platform. DayToDay team is addressing two critical challenges in healthcare, which are accessibility and clinical outcomes. DayToDay health has three major key stakeholders; Doctors, Hospital and patients.

India is undergoing a major epidemiological transition, non-communicable diseases and injuries are contributing to the overall disease burden. Due to an increase in the population and non-communicable diseases, there has been a significant increase in the disease burden of India. It is causing difficulty for the existing traditional healthcare delivery system of hospitals to provide quality inpatient and outpatient services. The healthcare crisis is further triggered by the fact that there has been a rise in the number of nuclear families, rendering several people unable to manage the health of their loved ones. In order to ease this pressure both on the hospitals and patients, DayToDay has designed its services in such a way that a patient is empowered and taken care of during their peri-operative period. DayToDay's idea is innovative and unique as they collaborate with the hospitals and involve doctors in the care giving processes. Ultimately they are contributing towards reducing disease burden and empowering patients by educating them. The company is currently providing services to cardiac and orthopaedic patients. In the near future they are trying to cover all the six systems; namely- Neurology, Cardiology, Orthopedics, Urology, Oncology, Gastrology.

DayToDay follows a B2B model, where they first tie up with the hospital to provide care to the needed patient. Though Fortis, Aster and few other hospitals are business partners of DayToDay, the main product of the startup is a mobile application, which records live chats, calls and doctors consultation according to registered patient's needs. The care team is primarily looking after the needs of patients throughout their journey. It consists of care managers and care

coaches. Care managers usually establish relationship with hospitals and doctors to attain patients. In this process care managers faces certain challenges such as resistance for change in healthcare people, acceptability of new change. This study mainly talks about the perception of care team and challenges faced by them while implementing the patient onboard and follow up services in the hospital sector. The next section represents the research methodology used for the study. The results are discussed in the fourth section followed by concluding remarks on it.

2.2. OBJECTIVES

- To find out the service implementation process and its challenges.
- To study employee perception towards implementation process of patient on-board and follow up services.
- To do a competitive analysis of top market players.

2.3. RATIONALE

- The main reason for conducting this study is to identify the challenges and perception of care team both in onboard process and follow up process. Perhaps, it will also improve business operation and increase employee satisfaction.

2.4. LITERATURE REVIEW

Health IT service companies are delivering same or similar solution to healthcare industry again and again over a time period. Implementation of new product or services in the healthcare is not an easy task; it is very difficult to bring changes in traditional practices of healthcare. For instance, hospital information system is a comprehensive, integrated information system designed to manage the administrative, clinical and support aspect of hospital. In spite of effective planning and implementation in phase manner the concern remains regarding the challenges faced during implementation & usability of HIS (B.K Murthy, P.K Srivastava, P. & cheema, 2014). Similarly mhealth is definitely a much-needed boon for improving the healthcare delivery process. However, challenges like usability and reliability call for a focus on areas in need of change (Gurupur, V.P., & Wan, T. 2017). Prior literature so far discussed regarding management and challenges of new product implementation. Key challenges found in studies are

designing and identifying the right resources, poor communication and alignment (koteswar churumalla 2017) The challenges does not only limit upon acceptability and usability, the existing literature cover wide range of practical issues faced by the employees while implementing health IT services.

2.5. METHODOLOGY

The research was done in a MIT based health IT Startup Company, which deals with virtual care. This project is based on exploratory research design since the information obtained concerning the current status from the respondents and to investigate the problem which is not clearly defined. The present study is based upon primary data obtained from 27 employees which includes care coaches, care managers, care executive and physiotherapist who works on patient on boarding and follow up process. Data collection was done by a self designed questionnaire and qualitative discussion. Sampling technique which has been used in this study is known as total sampling technique.

2.5.1 Data collection

Two different questionnaires were developed to capture quantative data. One of the questionnaires captures challenges of Care managers & Care Executive as they are the first point of contact in hospital. Total 11 care managers and care executives were included in the study to cover the on boarding challenges in terms of comfortabilty of pitching the product, marketing, adequate resource allocation, communication, cooperation of hospital staff & customer rating. Second questionnaire deals with follow up services and challenges faced by care coaches and physiotherapist while delivering services in terms of acceptance of product, satisfaction with the care plan, approaching doctors and additional service requests. Total 16 care coaches and physiotherapist were asked to fill up the second questionnaire. With the consent of the participants, the questionnaire response was collected.

2.5.2 Data analysis

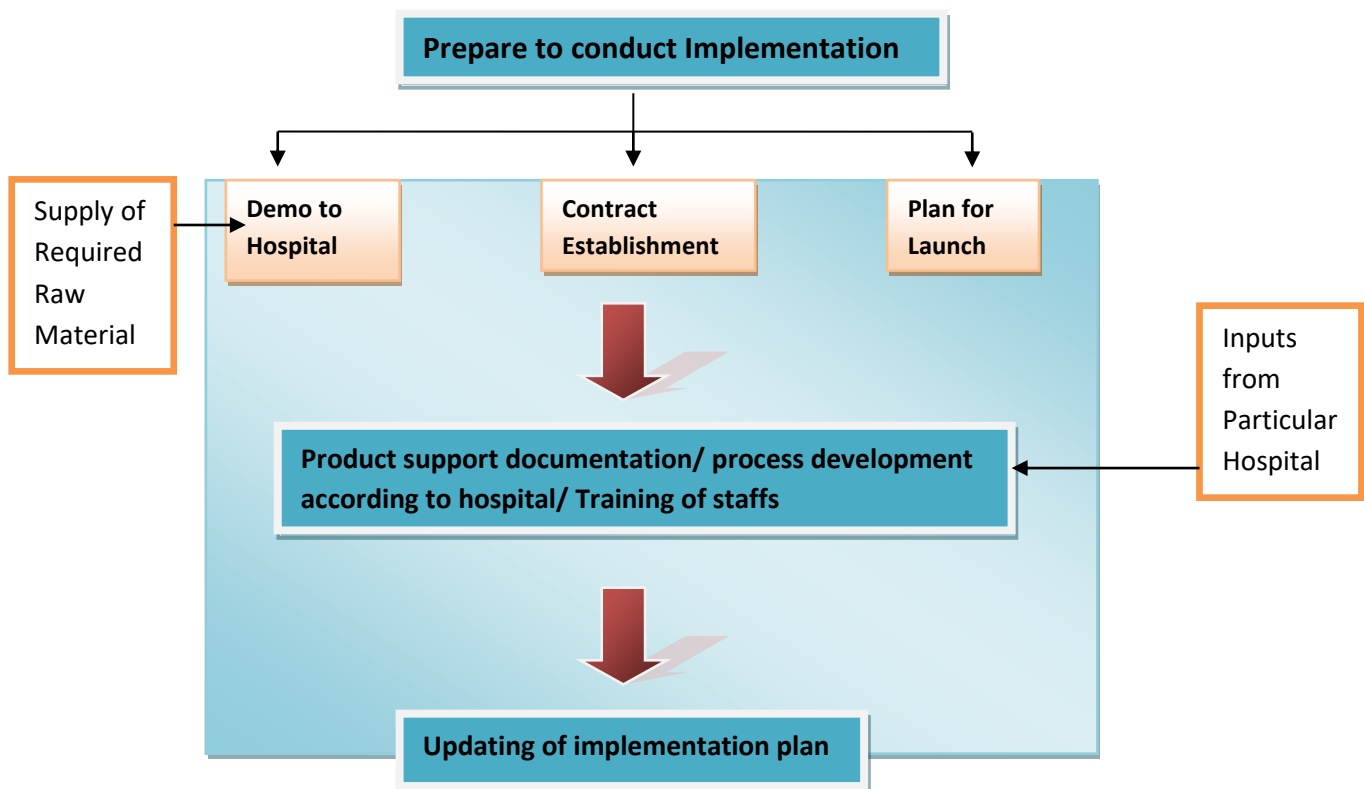
Data from the questionnaire were compiled with Microsoft excel sheet. For the purpose of anonymity no demographic details were collected. Descriptive statistics were used to calculate the responses in terms of percentage.

2.6. RESULTS

SERVICE IMPLEMENTATION PROCESS

The implementation of services is carried out in many phases. The phases are namely pre on boarding phase, on boarding phase and follow up. Pre on boarding stage includes contract and launching of the service in the hospital and the on boarding stage is nothing but registration of patients. The purpose of the study is to identify the key challenges and employee perception during on boarding phase and follow up phase. The question is now, Are there unique challenges to implementation of daytoday health services that is unexplored and may cause burden on operation and smooth functioning.

Figure2.6.1 Service Implementation Process



(Note: own contribution of researcher)

Figure 2. 6.1 provide a typical flow diagram for the product/service implementation process and identify inputs and output and activities to consider during implementation.

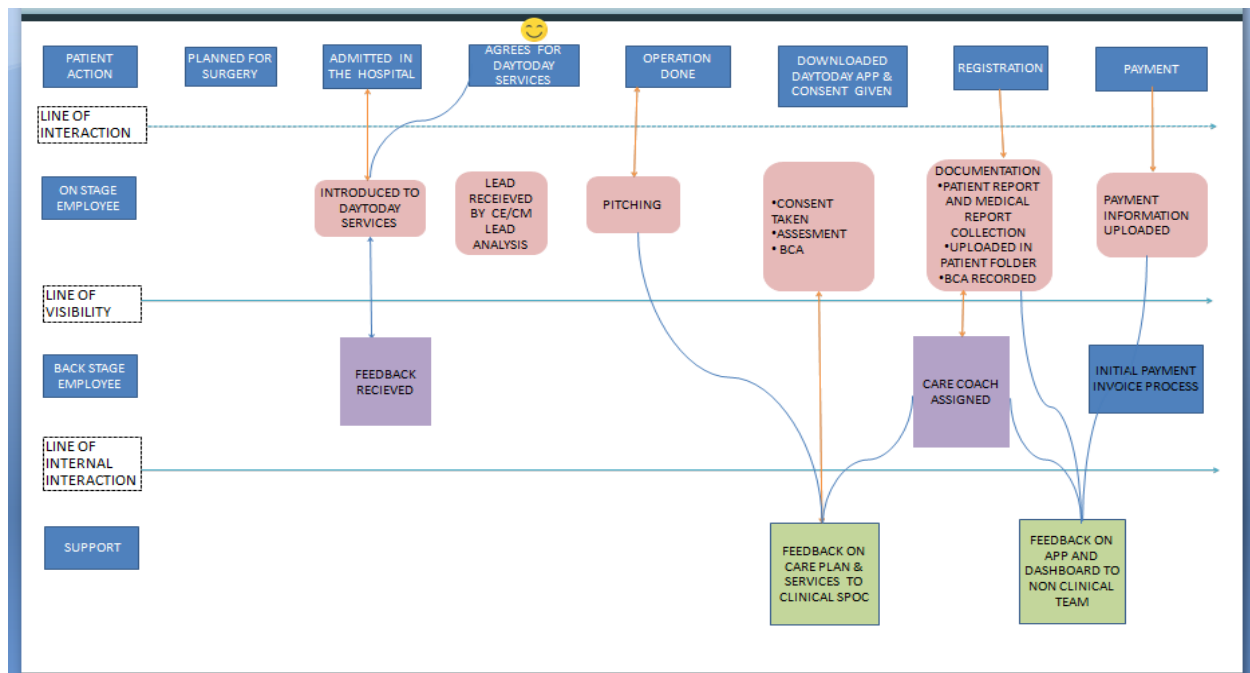
Step.1 Prepare to service implementation

This steps deal with internal preparation, which happens inside organization. Defining the objective of implementation, market research & performance evaluation of that particular hospital.

Step.2 Demo presentation, contract establishment and launch of service

A service demo is different than a technical demo; here the hospital with whom DayToDay ties up is given a detailed demo of product and the value it provides. Once the demo is presented, if hospital considers becoming business partner of DayToDay Health than contract is signed. The contract contains agreement and consideration of both the parties. Launch of DayToDay service is a formal function among key stakeholder of both the organization

Figure 2.6.2 Patient on boarding process for DayToDay Health



(Note: own contribution of researcher)

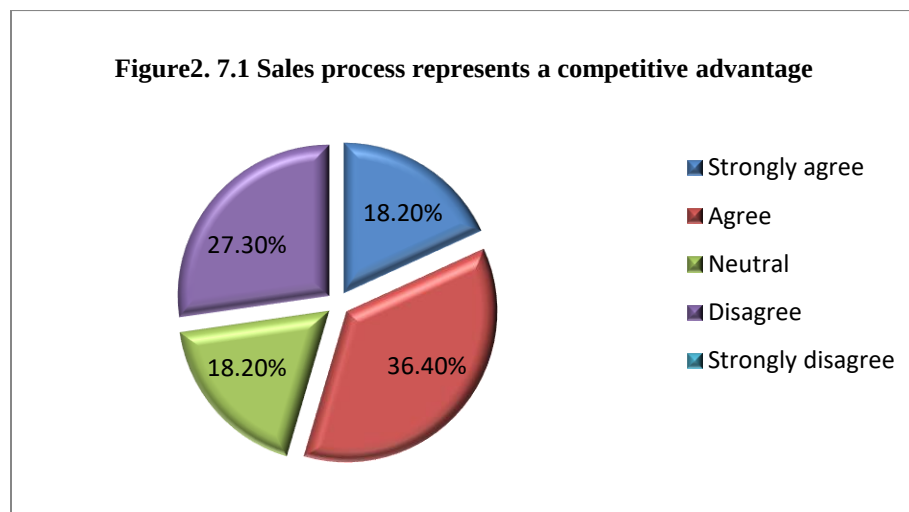
A service blueprint is an operational planning tool that provides guidance on how service will be provided. Fig 2.6.2 explains the on boarding process of DayToDay health where the onstage employee is CM/CE who interacts with patient and registers the patient. Backstage employees are those who work from backend to smoothen the front end operation.

EMPLOYEE PERCEPTION TOWARDS PATIENT ONBOARD AND FOLLOW UP SERVICES

The entire employee involved in implementation of patient onboard and follow up services completed the survey measuring their perception.

Employee perception towards competitive sales advantage:

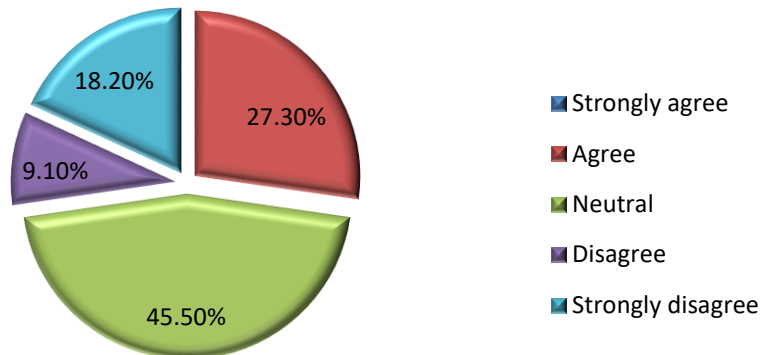
Figure2. 7.1 show out of 11 respondents 4 (36.40%) agrees with fact that we have competitive sales advantage but 3(27.3%) disagree with the statement. Out of 27 respondents 81.8% responded that it is necessary to consider performance of the hospital.



Employee perception towards appropriate methods of communication:

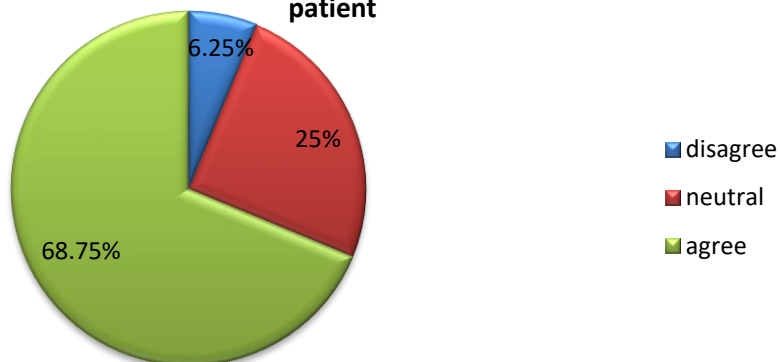
In Figure 2.7.2 Out of 11 respondents 5(45.5%) responded neutral with the fact that appropriate communication is carried out during implementation process.

Figure 2. 7.2 Appropriate methods of communication were applied throughout the implementation process.



In figure2.7.3 total 16 care coaches and physiotherapist were asked about updated communication regarding product features, 11(68.75%) agreed with the fact that they were updated with new product features.

Figure2.7.3 I get updated with recent updates of our product and explain the needed information with the patient

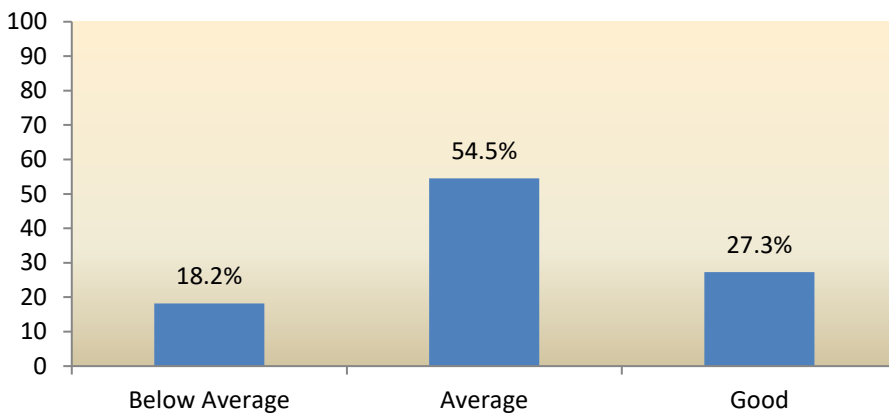


Similarly 7(63.6%) respondents were neutral if DayToDay has enough recognition among hospital stakeholders.

Employee perception towards of acceptability of the product:

In Figure2.7.4 the participants were asked about the acceptability of the product among customers. Out of 11 respondents 6(54.55%) responded customer acceptability is average for the product.

Figure2. 7.4 How would you rate the customer acceptability for our

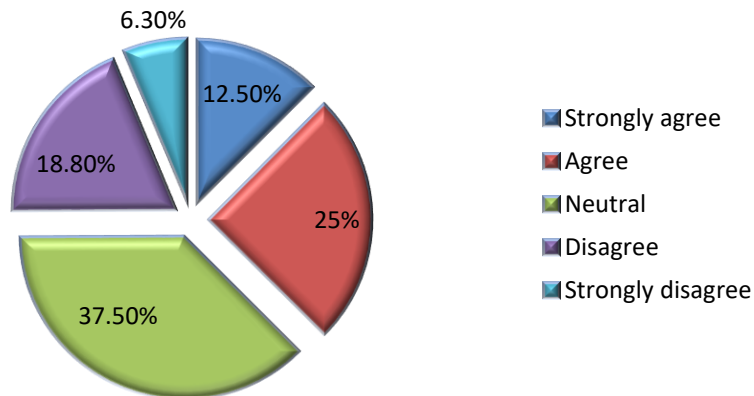


Acceptability of the product among doctors is low, that was discovered during discussion with the care team. Out of 11 respondents 5(45.5%) disagreed and 4(36.4%) were neutral about doctors understanding and recommendation of the product to their patients.

Employee perception towards approaching doctors:

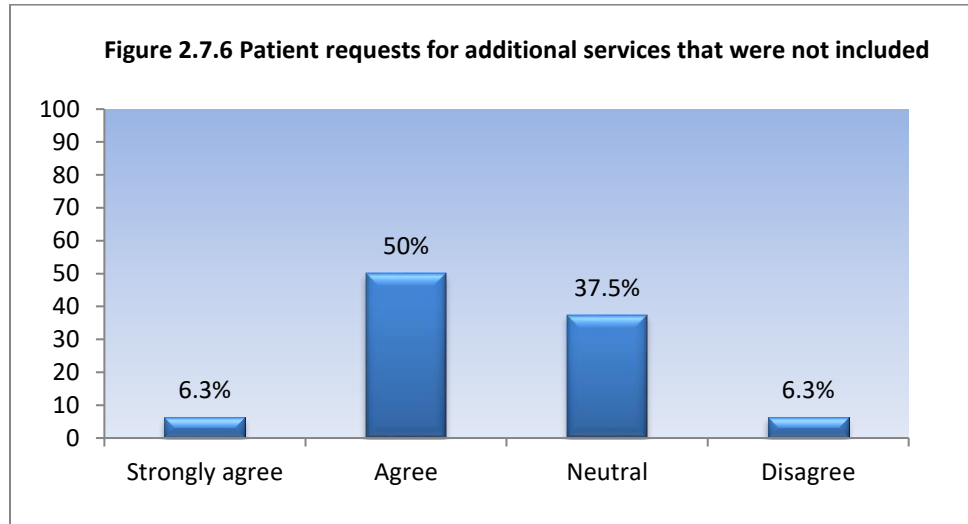
In figure2.7.5 out of 16 respondent 6(37.50%) responded neutral and 4(25%) agreed with the fact that care team faces problem while approaching doctors.

Figure 2.7.5 I have difficulty in approaching doctors when patient complaints



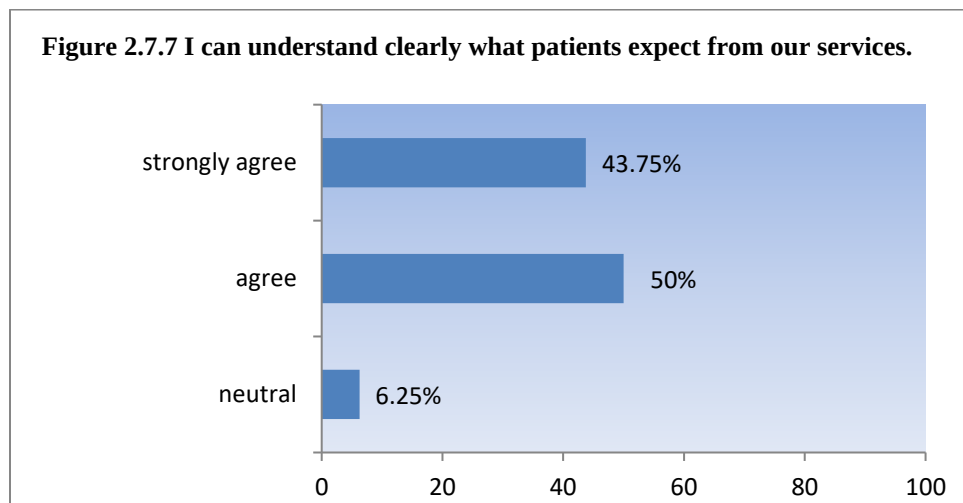
Employee perception towards additional services requests

In figure 2.7.6 50% of the respondents agree with the fact that patients ask additional services that were not included in the package. During the discussion care team addressed that most of the patient asks additional service which is not possible to deliver, that is one of the reason for customer dissatisfaction.



Employee perception towards understanding patients need:

In figure 2.7.7 show that out of 16 respondents 8(50%) agrees and 7(43.75%) strongly agree that they can understand patients expectations from daytoday health services.



2.8 FINDINGS AND RECOMMENDATIONS

The following are the key observation & recommendation, based on assessment findings. The challenges give opportunities to handle process more efficiently. After summarizing the results of the study some challenges are found, which can lead poor functioning if not resolved at right time.

2.8.1 Challenges, Opportunities and recommendation

S/N	CHALLENGES	OPPORTUNITIES of DayToDay	RECOMMENDATION
01	Challenges of patient on board phase Lack of physician support	- To add value to their life - To generate more lead	- Doctors dashboard - Demonstrate time saving feature - Be an information partner
02	Lack of Hospital stakeholder recognition	- For effective, collaboration & partnership - To run smooth operation in hospital	- Establish clear roles - Determine the key stakeholder - Develop unique concept
03	Average acceptability of service	- To add more product mix - To make people aware of the product - To improve marketing strategy	- Evaluation & improving product acceptability - Improving availability and affordability - Improve product acceptability by enhancing product awareness.
04	Lack of competitive sales advantage	Improving strategy based on sales cycle stage	- Develop a competitive analysis periodically - Evaluate performance
05	Challenges during follow up Difficulty in approaching doctor	Invention of shorter and effective communication tools for care team	Using digital form of communication tool
06	Additional service request by patients	To get ideas regarding needs of the patient	Be accessible

2.9 COMPETITIVE ANALYSIS

A good competitive analysis helps identify the strength and weakness of the organization. As one of the challenges showed that there is lack of competitive advantage for sales, it is very important to do competitive analysis to know competitors. It is also important to know competitors sales strategy to improve sales.

Figure-2.9.1 **Competitive analysis**

Company	Founded	Features	Platform	Target Customers	Rating	Users	Pricing	Funding
3Hcare	2016	Healthcare services, Nearby labs and hospitals	Website	Surgery patients, Diagnosis	NA	NA	Diagnosis around 500-5000 Surgery starting 1 lakh	\$1.2 m
ekincare	2014	24*7 chat with doc, check-ups, medicine delivery, Save medical docs, graphs/charts from records	Android, iOS	Generic patients	3.2 (Android)	50k installs	In App purchases	\$2 m
Practo	2008	Book appointments, Buy health plans, maintain records, Get tips	Android, iOS	Generic patients	4.4 (Android)	5 m installs	Pay per appointment	\$251 m
Lybrate	2013	Chat/Forum, Online consultation, Book appointment	Android, iOS	Generic patients	4.2 (Android)	5 m installs	Per call pay, monthly plans	\$14.4 m
DocsApp	2015	Chat/Call doctor, order medicine, keep records	Android, iOS	Generic patients	4.4 (Android)	5 m installs	Pay per call	\$19.6 m
Doctor Insta	2015	Video call Doc, ambulance service, order medicines	Android, iOS	Generic patients	4.2 (Android)	100k installs	Pay per call	\$7 m

3. CONCLUSION

There are two types of sustainability, programmatic sustainability and financial sustainability. This study dealt with programmatic challenges of implementation. Consistent use of the implementation drivers and close attention to implementation stages can help ensure sustainability. The study results indicate that company can devise strategies to control challenges of clinical team. Continues adoption and innovation is a good way to sustain robust implementation process. However, at times adoption and innovation does not ensure its implementation. Adopted policies may never be put into action. Better implementation of services will reduce the business challenges and maintain effortless operation. In this study, it can be perceived that a service implementation can be more efficacious, if there is effective communication among stakeholders, improved competitive sale advantage and increase the product mix.

4. Appendix

The information in this appendix may contain inaccuracies or typographical errors. Every effort was made to ensure the accuracy of this information at the time of final edit.

A. Questionnaire for Care manager/ care executives

1. Based on your experience how comfortable do you feel to pitch the product to the customer?
 - Very confident
 - Confident
 - Not confident
 - Doubtful
2. Based on your experience, how comfortable you would feel to recommend our services to your known people?
 - Very confident
 - Confident
 - Not confident
 - Doubtful
3. Our sales process represents a competitive advantage for us.
 - Strongly Disagree
 - Disagree
 - neutral
 - agree
 - Strongly Agree
4. We understand and utilize the best sales and marketing technologies to our advantage.
 - Strongly Disagree
 - Disagree
 - neutral
 - agree
 - Strongly Agree
5. We understand hospitals' strategic initiatives and focus on how to help their businesses improve.
 - Disagree
 - Mostly disagree
 - Somewhat agree
 - Agree
6. In selecting hospital it is necessary to consider the performance of the hospital.
 - Strongly Disagree

- disagree
 - neutral
 - Agree
 - Strongly agree
7. The implementation plan continuously adjusted to maintain its suitability, adequacy and effectiveness.
- Strongly Disagree
 - disagree
 - neutral
 - Agree
 - Strongly agree
8. Adequate resources were provided throughout the implementation process the company?
- Strongly Disagree
 - disagree
 - neutral
 - Agree
 - Strongly agree
9. Appropriate methods of communication were applied throughout the implementation process.
- Strongly Disagree
 - disagree
 - neutral
 - Agree
 - Strongly agree
10. Service delivery were completed and signed off within the planned timeframe.
- Strongly Disagree
 - disagree
 - neutral
 - agree
 - strongly agree
11. Training on updated product features to the care team is given during updation.
- Strongly Disagree
 - disagree
 - neutral
 - Agree
 - Strongly agree
12. Our company has enough recognition in the hospital among all the stakeholder.

- Disagree
- Mostly disagree
- Somewhat disagree
- Agree

13. The doctors are convince and understands the product properly and recommends it to their patients.

- Disagree
- Mostly disagree
- Somewhat disagree
- Agree

14. Cooperation and responsiveness of hospital staff based on your experience towards our company.

- Very satisfied
- satisfied
- neutral
- dissatisfied
- very dissatisfied

15. How would you rate the customer acceptability for our product?

- Very good
- Good
- average
- Poor

B .Questionnaire for care coaches and physiotherapist

1. Patients showed positive responses towards acceptance of the service features provides by daytoday health.

- Strongly agree
- agree
- neutral
- disagree
- strongly disagree

2. Patients are satisfied with the care plan and follow up process of daytoday health.

- Strongly agree
- agree
- neutral

- disagree
 - strongly disagree
3. I can understand clearly what patients expect from our services.
- Strongly agree
 - agree
 - neutral
 - disagree
 - strongly disagree
4. I receive enough information, help, equipment and facilities to get my job done.
- Strongly agree
 - agree
 - neutral
 - disagree
 - strongly disagree
5. I have difficulty in approaching doctors when patient complaints about their condition.
- Strongly agree
 - agree
 - neutral
 - disagree
 - strongly disagree
6. I get updated with recent updates of our product and explain the needed information with the patient.
- Strongly agree
 - agree
 - neutral
 - disagree
 - strongly disagree
7. Patient's response towards the care team is the same irrespective of the patient's payment status.
- Strongly agree
 - agree
 - neutral
 - disagree
 - strongly disagree
8. Patient requests for additional services that were not included in the care plan.
- Strongly agree
 - agree
 - neutral

- disagree
 - strongly disagree
9. The content & schedule of the care plan is clearly understood and agree by the patient.
- Strongly agree
 - agree
 - neutral
 - disagree
 - strongly disagree

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