Paper-based to digital time and attendance

The role of training and stakeholder engagement in successful app implementations

VMCH successfully transitioned 100% of their support workers onto CarelinkGo in their roll-out of the time and attendance mobile app by focusing on training, stakeholder involvement, and embedding the app into their existing processes.

VMCH (formally Villa Maria Catholic Homes) is a Victorian-based not-for-profit organisation under the Catholic Archdiocese of Melbourne. VMCH offers community care services including home care, retirement living, residential aged care, affordable homes, and disability care services. They also have a school that provides specialist education, early learning, and therapy.

The organisation went live in September 2019 with over **300 users** on CarelinkGo across their aged care and disability care services. The timeline for the implementation was approximately **three months per service**. This included internal project management discussions, training, and the rollout of the application to corporate-supplied devices. VMCH's choice of a **mobile device strategy** and their **focus on stakeholder engagement ensured a smooth implementation with full user buy-in**. In addition, the comprehensive user training conducted in partner-ship with Civica helped to ensure that every support worker within the project who transitioned onto the new app, had a positive experience.

The implementation journey

VMCH implemented CarelinkGo across their disability and aged care services. Adi Buonowikarto, VMCH Business Analyst, said that "the transition was quite easy and relatively painless". VMCH chose to keep the initial transition very simple, only implementing the CarelinkGo roster and time and attendance functionality. In the future, VMCH plan to build on the core functionality with add-ons such as Documents, Reminders, Alerts, and Vacancies. In addition to their initial implementation strategy, an **important factor contributing to their success was their investment in training and user engagement**, which resulted in a 100% transition onto the CarelinkGo app.

Focus on training

VMCH ran training for small groups which involved face-to-face sessions that were quite personal and thorough. Users attended approximately two hours of training, which ensured that they could learn how to use the solution. For those who couldn't attend in-person training sessions, VMCH utilised a Train-the-Trainer approach. VMCH also worked with Civica to provide clear documentation that was shared with care workers.

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"We really walked them through what their concerns were, why they were concerned, and gave them the option to go back to the paper-based option if they were really struggling with it. For some people that was good for peace of mind when transitioning - but that rarely actually happened. We actually converted those people who were resistant onto the app."

User engagement and buy-in

VMCH also used the roll out of CarelinkGo as a platform to encourage engagement with users and allowed those in charge of the implementation an opportunity to gain valuable feedback from their stakeholders. This process helped them to understand user apprehensions, views and concerns. Adi says, "We actually ran surveys before and after the training because we were quite concerned. We have some people from a generation that aren't as familiar with the technology and there were some challenges there, especially initially. But because of the way we ran our training which was in very small groups, quite personal, and very in-depth training, we really got that deep conversation and discussion with them. In the end, we actually converted those people who were resistant to the app."

Focusing on a two-way communication also translated into a positive experience for all those involved, resulting in 100% of the support workers within the project transitioning onto the CarelinkGo app. Adi adds that "from the surveys and feedback, it's been overwhelmingly positive. We've received feedback saying it's been great and that VMCH should have done this years ago".

User engagement and buy-in

Adi says that VMCH had a big internal discussion regarding corporate supplied devices vs BYOD. "Did we want our support workers being supplied with

devices, or bringing their own? CarelinkGo can be utilised with both options and while both options are valid, they come with their own pros and cons."

There was also a lot of discussion about security and privacy, how it would be rolled out, and the costs involved. In the end, VMCH decided to choose the corporate supplied device path providing a mobile phone to every support worker.

This worked really well for VMCH because the implementation team could install mobile device management (MDM) software on the phones and control updates. So if there were any problems it was easier to support one type of device rather than multiple devices, and updates could be pushed out with ease.

The decisions surrounding which path to take are important and it is recommended that these discussions be had early in the process, to ensure the most appropriate option is selected for each individual organisation.

Success

Today all of VMCH's support workers from the home care and disability services roll out have transitioned onto CarelinkGo. Stakeholder engagement, gathering feedback, and being empathic surrounding the transition, helped to convert those who were paper-based and quite resistant. VMCH has now received positive feedback from their staff who find using the app to be much more efficient than their paper-based processes of the past.

CarelinkGo implementation recommendations:

▶ **Decide between BYOD vs a Corporate Supplied Device model**

▶ **Work with Civica to prepare detailed training documentation**

▶ **Gauge concerns by conducting pre-training surveys**

▶ **Make sure care workers feel engaged in the process**

▶ **Host personalised and in-depth training sessions to build confidence**

▶ **Monitor/track staff confidence with post-implementation surveys**

▶ **Embed training into the new employee induction process.**

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