

# Digital Strategy Starts and Ends with People

The Canadian Rheumatology Association promotes the pursuit of excellence in arthritis and rheumatic disease care, education, and research.

## Problem

- The Canadian Rheumatology Association (CRA) staff team struggled to manage various unintegrated technology platforms.
- The CRA team did not include a technical lead, and there was uncertainty about whether they were using the best technical solutions for the organization's operational requirements.
- Management of the systems was falling to one person and became cumbersome and expensive, often involving more manual processes than seemed reasonable. Frustration with technology led to staff not always using existing solutions.
- CRA needed an external assessment of its technology ecosystem against best practices and needed recommendations to organize, rationalize, and simplify its technology solutions.

## Approach

Halmyre led CRA through a detailed, objective analysis to develop a digital roadmap and identify technology adoption recommendations. To do this, Halmyre:

- Interviewed key staff to understand their barriers and pain points, concluding that:
  - CRA had implemented several best-in-class technology solutions but had not created a culture that supported consistent and seamless staff adoption of those systems;
  - many of the solutions were not properly integrated into the cornerstone association management software platform;
- Conducted a staff workshop to build empathy across the team for members' varying degrees of digital adoption comfort;
- Included technology adoption and organizational culture considerations when developing CRA's comprehensive digital roadmap;
- Coached the project lead on ways to secure executive buy-in and support for creating and sustaining technology adoption expectations for the team; and
- Created a set of recommendations designed to support digital transformation while underscoring the important human considerations for ensuring technology adoption success.

## Outcome

- An organization with far greater insight into the bigger picture of digital transformation and its potential to change more than just technology;
- A recognition that technology and people are equally essential components in a successful digital strategy;
- A significant shift in senior leadership's recognition of the importance of setting expectations and supporting the team to adopt digital solutions;
- Increased understanding among team members of how to influence colleagues and drive positive change, leading to even greater possibilities for efficiencies than initially anticipated for the digital strategy; and
- A people-centric approach instilled throughout the organization's culture as CRA considers the next steps on its digital transformation journey.

