

## Nine expert tips for a successful mobile program: Boston Children's Hospital and HCA Healthcare discuss proven strategies at HIMSS

The use of shared devices to enable mobile workflows has been revolutionizing the healthcare industry for quite a while. But reaping the full benefits of mobile workflows requires access management solutions that safeguard against the vulnerabilities that emerge with new endpoints.

In fact, comparing the 2024 and 2025 Verizon Data Breach report shows a [34% increase in bad actors exploiting vulnerabilities](#) to gain unauthorized access and cause a data breach. And yet simultaneously, mobile security solutions need to do more than boost cybersecurity – they should also streamline clinical workflows to help prevent care team burnout, maximize cost reduction, and improve patient outcomes.

At the 2025 HIMSS conference, Imprivata hosted two health systems, eager to share how Imprivata secures and supports their mobile workflows. We heard from Mike Villavicencio, Senior Clinical Mobility Analyst with Boston Children's Hospital, as well as two key leaders from HCA Healthcare: Sherri Hess, Chief Nursing Informatics Officer, and Heather Johnson, Assistant Vice President.

Their presentations highlighted how crucial clinical mobility has been for their organizations and offered plenty of practical advice. Here are nine expert tips they gave on launching and optimizing the benefits of a shared mobile program.



**Heather Johnson**

Assistant Vice President  
HCA Healthcare



**Sherri Hess**

Chief Nursing Informatics Officer  
HCA Healthcare



**Mike Villavicencio**

Senior Clinical Mobility Analyst  
Boston Children's Hospital

### 01 Support mobile adoption by first investigating clinician needs – and by involving physician leaders.

"When it comes to [HCA] physicians and providers, we're being very prescriptive about, 'Is this for your hospitalist, for shift workers?' We're looking at whether the shared model is the best for them as opposed to BYOD, or giving them options. We want adoption to be certain, and not about if they want to use the devices.

... We need to have those who can really influence attend our mobile summit, because they're going to be some of our biggest cheerleaders, and they'll tell us what they need mobile technology to help them fix."

– Sherri Hess

## 02 Include care team representatives at all phases of the journey, and never stop asking for feedback.

"We're always listening to clinicians and trying to learn what's working and what's not. For our mobile alert management strategy — at first, we were thinking that everyone has a phone, so everyone needs the alerts. But then the phones were getting noisy. And while the nurses love the alerts and say they can't live without them, it's a love-hate relationship. Their feedback let us know that we needed to make sure alerts only go to the right people who can do the right work at that moment. Now, if I'm the nurse who's assigned to patient Mrs. Smith, and Heather's the tech, then we're the only two who'll get that alert."

— Sherri Hess



**"Their feedback let us know that we needed to make sure alerts only go to the right people who can do the right work at that moment."**

## 03 Always allow for extra time for problem-solving the pre-implementation phase.

"As we prepared for launch at Boston Children's, the intersection of space, power, and network availability was not always seamless, and required strategic problem solving. Be sure to expect the pre-implementation construction phase of your mobile program to take two to three times longer than initial estimates."

— Mike Villavicencio

## 04 When sourcing and implementing a mobile solution, don't lose sight of how mobile devices are physical objects that require a certain amount of space.

"During the implementation process, we didn't do a good enough job of communicating the size of the charging stations. If I had to do it again, I would get a cart and push one around to every single location for folks to understand what they'll get... The other thing I would really think about is using painter's tape to mark off those locations. We had these 'space vultures' who would try to take the spaces we had assigned for these charging stations. So, if you could use painter's tape to identify the spaces, it would probably go a long way."

— Mike Villavicencio

## 05 Thoroughly train end users on how to get the most out of shared mobile before and during rollout, and the value of the solution will prove itself.

"Training — I can't stress that enough. We did training, and hosted events. We should have done more across all of the units. The hardest part for people was getting used to the badging in and badging out, but once they got it, they were very comfortable with it. I will say that initially, people wondered why we were deploying all these phones, but we soon had the clinical buy in, and it's now considered a necessity on a day-to-day basis. They can do all their charting. They can do patient reviews. We've also deployed our phones out into the wild, where we have teams that go to patients' houses. And I'll just reiterate, mobile has become the lifeblood of our clinical staff for daily operations."

— Mike Villavicencio



**"Mobile has become the lifeblood of our clinical staff for daily operations."**

## 06 Choose a mobile solution that helps reduce device loss.

"You know, for us, it's about asset management, too, right? So, for a while we had a loss rate that we were seeing increase year-over-year. And our leadership was asking us, 'What can we do about this?'"

But the smart charging docks that we're piloting now give us the ability to see the check in and check out and hold clinicians responsible for that device during their shift. We've seen some really great improvements in our pilot sites. That's been a huge win for us, and for the clinicians ... being able to really, truly see where that device is within a facility."

— Heather Johnson

## 07 When evaluating mobile solutions, consider how the features and capabilities can have a wide range of benefits that help with cost avoidance.

"Here's another important piece around device loss. Let's say you forget to turn a phone in at the end of the day, and then you leave it at home the next day. You do get to take two phones. But you don't get another one after that, so people are much more apt to bring phones back and return them to where they need to be."

I was talking to one of our charge nurses who said that before and after every shift, he would walk around asking: 'Did you bring your phone in?' **Think about all the time he could've spent doing other things!**

— Sherri Hess

## 08 Keep in mind that while analytics offer significant cybersecurity benefits, they can also help improve day-to-day operations and productivity.

"We have analytics now for our mobile and single sign-on. So, we can find out 'Where are your devices? Who's got them? How long have they been out? What are they being used for? Are they in places that they shouldn't be?' Seeing the migration of the devices is really key. Having those analytics gives us the information to make choices like whether we need to shift devices around amongst the units, rebalancing them again – that's been huge for us."

— Heather Johnson

## 09 Piloting new technology takes time and effort, but the right solution and partner will pay off with day-to-day benefits and ROI.

"Before partnering with Imprivata, the OS updates went horribly, and after, much better — that's the short answer. I'll be honest — the iOS updates have plagued us for years. It comes down to there needing to be a manual touch of the devices. So, when you have 105,000 deployed across an enterprise and you have to tell people at the facility, 'Oh, sorry, we're going to need you to go around and touch all your phones for a required update.' It's a very disappointing conversation."

But with the Imprivata smart charging docks, we're seeing great results. It's a bi-directional feed, right? So, we can gain insights from the devices, but we can also push things onto the devices to help with management. And that's a game-changer for us. You're talking about thousands and thousands of hours of time that field colleagues get back because they no longer have to go around the hospital to do all these individual updates."

— Heather Johnson





To learn more about how Imprivata shared mobile solutions can work for your organization, [tune into one of our live demos.](#)



Imprivata delivers simple and secure access management solutions for healthcare and other mission-critical industries to ensure every second of crucial work is both frictionless and secure. Imprivata's platform of innovative, interoperable access management and privileged access security solutions enable organizations to fully manage and secure all enterprise and third-party identities to facilitate seamless user access, protect against internal and external security threats, and reduce total cost of ownership.

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