IT Management Framework: a Practical Approach with IT Flowin Nexus (Applied in RSIA Stella Maris)

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Abstract

This research proposes and analyzes a novel hybrid IT management framework, IT Flowin Nexus, designed to address persistent challenges in the dynamic healthcare sector, specifically human resource inconsistency and lack of operational discipline. The framework addresses the conceptual gap in existing hybrid models by synthesizing structural foundations from Software Engineering, behavioral discipline from Rockefeller Habits, and quality assurance from Quality Management Systems (QMS). Using a qualitative case study at RSIA Stella Maris conducted over 23 weeks, the study employed rigorous data collection through semi-structured interviews with six key informants, direct observation of communication rhythms, and systematic document analysis. The framework's effectiveness was measured using the Project Consistency Index (PCI), a weighted metric (40% SOP, 30% WCM, 30% Task) developed to quantify team discipline. The findings show an absolute increase of 27 PCI points, shifting performance from a baseline of ~50 to ~77, with significant stabilization observed after the ninth week. Triangulated evidence confirms that the framework effectively translated strategic vision into tangible actions, resulting in improved project completion rates and a marked stabilization of system reliability. This research provides a practical roadmap for healthcare organizations to bridge the gap between flexible management and rigid operational consistency.

Keywords: Rockefeller Habits, Quality Management System, IT Flowin Nexus, Hybrid Approach.

I. INTRODUCTION

Effective information technology (IT) management is an indispensable pillar for driving innovation and operational efficiency in the dynamic healthcare sector. Modern facilities like RSIA Stella Maris are fundamentally defined by complex IT ecosystems, ranging from real-time Electronic Medical Record (EMR) platforms to robust healthcare infrastructures. Despite this reliance, the implementation of these systems frequently faces significant organizational challenges [1].

Academic research indicates that IT project failures are often rooted in non-technical factors, such as HR inconsistency, a pervasive lack of team discipline, and a critical chasm between strategic planning and execution. Within healthcare, HR resistance and inadequate training programs are primary barriers to success. These challenges are amplified by the unique dynamics of the medical environment, making a consistent management framework a necessity [2].

The current landscape of IT management offers established frameworks with specific limitations. Traditional methodologies like ITIL and COBIT provide strong governance but are often perceived as overly bureaucratic and rigid. For instance, the complexity of COBIT 2019 poses significant implementation challenges due to difficult terminology [3]. Conversely, flexible methodologies like Agile frequently fall short in environments lacking a naturally proactive and disciplined culture [4]. Relying solely on individual initiative can lead to instability if a team lacks the internal motivation to self-organize [2][4][5].

These shortcomings necessitate a hybrid approach that can intelligently combine the strengths of Agile and plan-driven methodologies. While hybrid models have been extensively researched, the existing literature reveals a persistent conceptual gap when these models are applied in environments heavily reliant on human resources, such as the healthcare sector. Current hybrid frameworks often succeed in establishing a robust project structure through Software

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Engineering (SE) and maintaining scope control via Quality Management Systems (QMS). However, they frequently overlook the critical "human element" of daily execution, specifically the daily operational discipline and communication rhythms that are essential for maintaining team consistency and accountability. Without these mechanisms, even a well-structured hybrid model can succumb to the ambiguities of individual initiative and the instability of uncoordinated efforts. This study argues that the failure to address these non-technical, behavioral factors is a primary reason why IT projects in healthcare continue to struggle despite the adoption of advanced management theories. Consequently, the lack of a systematic mechanism to instill daily discipline in hybrid environments represents a significant gap that this research seeks to address [6].

Consequently, this study seeks to answer the following research questions: 1. How can Software Engineering, Rockefeller Habits, and Quality Management Systems be integrated into a cohesive IT management framework? 2. To what extent does the IT Flowin Nexus framework improve project consistency and address human resource challenges at RSIA Stella Maris?

II. LITERATURE REVIEW

IT management is a continuously evolving discipline, with numerous established theories and frameworks. The integration of new technologies, such as Generative AI and quantum computing, is increasingly transforming the landscape of IT management and software engineering, demanding a rethinking of existing practices and introducing both new challenges and opportunities [7][8].

A. Conventional and Agile IT Management Frameworks

Traditional frameworks like ITIL and COBIT have long been the backbone of global IT management. ITIL focuses on IT service management, providing a set of best practices to ensure effective and efficient service support. ITIL's focus on processes and governance, while important, can create a rigid and bureaucratic environment that is less responsive to rapid change. Meanwhile, COBIT focuses on IT governance and control, helping organizations balance the risks and value of their IT investments [8]. However, studies indicate that the complexity of the framework and a lack of understanding of its terminology can be significant implementation challenges [9].

On the other hand, flexible methodologies like Agile, such as Scrum and Kanban, emphasize iterative development and team collaboration. The principles of Agile, as outlined in the Agile Manifesto, provide extraordinary flexibility. However, a high dependency on a highly disciplined and proactive team often becomes a point of failure [5]. When a team lacks strong commitment or autonomy, the application of Agile often fails, as explained by research indicating that failures frequently occur due to a lack of management support or an unsupportive organizational culture [10]. Furthermore, research shows that the Agile Project Management (APM) approach has a negative impact on cost performance, and that a mismatch between a project and its methodology can adversely affect project success [4]. To address this, hybrid approaches have emerged, combining elements of Agile and Plan-driven methodologies, which highlights the importance of customizing the methodology based on project and team characteristics [6]. Several established hybrid models have attempted to bridge this gap, such as Scrum-Waterfall, which merges structured planning with iterative execution, and Disciplined Agile Delivery (DAD), which provides a comprehensive toolkit for scaling agile in large enterprises. However, these models predominantly focus on process governance and technical workflows. They often assume a high level of intrinsic motivation and existing team discipline. In environments where human resource inconsistency is a primary barrier, such as healthcare, these frameworks often fail to provide the daily behavioral enforcement needed to sustain project momentum [11].

B. The Pillars of IT Flowin Nexus: A Theoretical Synthesis

IT Flowin Nexus is a synthesis model that combines the strengths of three disciplines to address the weaknesses mentioned above. The framework is built on a solid foundation that integrates a structured approach, operational discipline, and a systematic commitment to quality. This integrated model as illustrated in Table 1 begins by adopting a four-pillar approach from Software Engineering to logically and structurally organize the entire IT management process [7][8]. The SE model provides a robust methodological foundation for understanding and managing system complexity by systematically breaking down large problems into smaller, more manageable components, ensuring clarity and order throughout the project lifecycle. To address human inconsistency, the framework incorporates the Rockefeller Habits (RH). As formulated by Verne Harnish (2001), RH is a set of operational practices focusing on three core habits: establishing a clear Priority for alignment, using Data for real-time progress monitoring, and building a consistent Rhythm of communication through regular meetings. These elements ensure strategy is translated into measurable actions. Finally, the framework places a strong emphasis on a Quality Management System (QMS). QMS is a holistic approach that integrates managerial processes to ensure quality across all organizational operations. Within IT Flowin Nexus, QMS is not an afterthought but is built into the core to guarantee the reliability and consistency of every IT deliverable, from initial documentation to the final software product. The QMS concept emphasizes that quality is driven by leadership commitment and an organizational culture that instills quality in every aspect of management - a crucial factor that is often overlooked and a key differentiator of successful projects [12].

Table 1. Comparison

Feature/Key Dimension	IT Flowin Nexus	Conventional Hybrid (E.g.: COBIT/ITIL + Agile)
Primary Focus	Daily Execution Discipline, Systematic Quality, and Team Alignment.	Governance Structure, IT Services, and Process Adaptation.
Discipline Mechanism	Systematic. Adopts Rhythm of Communication (WCM, QPS) and Goals from Rockefeller Habits.	Team-Dependent. Generally relies on project reviews (Scrum) or audits (COBIT), less focused on daily HR consistency.
Quality Assurance	Integrative (QMS). Quality is measured and applied in every phase (Detail View), ensuring consistent SOP implementation.	Service/Process Based. Depends on ITIL standards (Service Quality) or Definition of Done (Agile).
Targeted Gap Filled	Addresses HR Inconsistency and Lack of Daily Accountability—the primary non-technical IT project failures.	Bridges the gap between business strategy and IT operations.
Novelty	High. Integration of Discipline of Execution (RH) into a structural and technical quality IT framework.	Moderate. Usually involves adaptation or customization of existing models.

C. Linking Theory with Practice: The Conceptual Foundation of IT Flowin Nexus

IT Flowin Nexus is built on the premise that an IT management framework must be able to bridge the gap between theory and practice, especially in confronting the challenges identified in the literature. As illustrated in Figure 1, this framework explicitly integrates findings from various research to create a cohesive model, combining principles from both conventional and agile IT management.

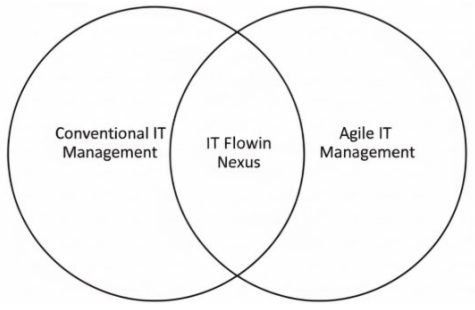


Figure 1. The Conceptual Foundation of IT Flowin Nexus

First, in an era where Generative AI and other cutting-edge technologies are reshaping the IT landscape, a framework must be adaptive and resilient [1]. IT Flowin Nexus addresses this need by adopting a structural approach from Software Engineering that allows for flexibility in implementation while maintaining a clear framework. This enables teams to adapt to changes in technology and job roles without sacrificing operational stability [7].

Second, failures caused by human resource factors and organizational culture are a major concern in IT project research, particularly in the Indonesian MSME sector and the construction industry. Research indicates that while Agile can enhance collaboration, challenges such as limited resources, resistance to change, and a lack of expertise remain as significant barriers [10]. Additionally, APM has been shown to have a negative impact on cost performance [4]. IT Flowin Nexus directly addresses these behavioral issues by leveraging the RH discipline pillar described previously. By institutionalizing these habits, the framework creates a foundation for overcoming team resistance and ensuring consistency regardless of internal challenges.

Finally, the integration of a Quality Management System (QMS) complements this model by ensuring that every deliverable meets rigorous standards. As revealed by research on QMS implementation, leadership commitment and an organizational culture that supports quality are essential for success. IT Flowin Nexus makes quality an integral part of the process, not merely a final outcome, by embedding systematic checks into the "Detail View" phase. This integration transforms quality assurance from a reactive audit into a proactive management habit, where Standard Operating Procedures (SOPs) are not just documented but consistently validated through daily execution. In doing so, this framework ensures that every step is guided by a commitment to the highest standards of reliability [12][13].

III. RESEARCH METHODOLOGY

This study employs a qualitative approach using a single, in-depth case study method at RSIA Stella Maris over a 23 weeks period. This choice of approach was based on the need to comprehensively analyze the implementation and impact of the IT Flowin Nexus framework within a specific and complex organizational context. This methodology is systematically designed by following the four main pillars of the IT Flowin Nexus framework itself, namely World View, Domain View, Element View, and Detail View, which simultaneously serve as both the research framework and the management framework being investigated.

Participant Design and Qualitative Data Collection

This research employed purposive sampling to select key participants. Six (6) key informants were interviewed in-depth (in-depth interviews): The IT Manager (as the change agent and framework implementer), two (2) members of the development team, two (2) members of the support team, and one (1) Manager from a primary user department (non-IT, specifically the Medical Manager). Selection was based on their direct involvement in the IT Flowin Nexus implementation over the 23-week period.

Interviews were semi-structured with an interview protocol focusing on implementation experience, changes in

team discipline (Rockefeller Habits), and perception of outcome quality (QMS). Document Analysis included the review of Weekly Check-in Meeting Minutes, new Standard Operating Procedures (SOPs), and quarterly performance reports (which served as the data source for Figure 2). Direct Observation was conducted over 23 weeks, focusing on the Rhythm of Communication (execution of WCM) and team compliance with SOPs.

To ensure the protection of the participants involved in this study, several ethical principles were strictly followed. First, Informed Consent was obtained from all participants, prior to the commencement of in-depth interviews and observations. Participants were fully briefed on the research objectives and their right to withdraw at any stage without penalty. Second, to maintain Privacy and Anonymity, all personal identifiers were removed from the qualitative data, and respondents are referred to by their roles to protect their professional standing within RSIA Stella Maris. Finally, Data Confidentiality was maintained regarding the internal documents analyzed; all Weekly Check-in Meeting Minutes, SOPs, and KPI reports were handled securely and used exclusively for academic purposes to ensure that sensitive organizational information remained protected.

Data Analysis and Validation (Rigor)

Qualitative data was analyzed using Thematic Analysis (Braun & Clarke) through a process involving open coding, theme formation, and the formulation of findings supported by direct quotes. To ensure research validity, the study engaged six (6) purposively selected key informants, consisting of the IT Manager, two development team members, two support team members, and a Medical Manager. These participants were interviewed using a semi-structured protocol focused on implementation experience, behavioral changes via Rockefeller Habits, and perceived outcome quality. Data Triangulation was strictly applied by validating interview findings with direct observation and a systematic document analysis. The observation protocol focused on the 23-week Rhythm of Communication and team compliance with SOPs. Meanwhile, the document inventory included 23 weeks of Weekly Check-in Meeting (WCM) Minutes, 10 newly established Standard Operating Procedures (SOPs), and quarterly KPI achievement reports. Finally, Member Checking was performed by presenting a summary of the findings to the IT Manager to ensure the accuracy of the researcher's interpretation.

A. World View

The World View phase focuses on strategic planning and vision formulation, which serves as the philosophical and strategic foundation of the entire study, as illustrated in Table 2.

Table 2. World View

1) Vision & Alignment	Creating an IT system that is consistent, disciplined, and high-quality to support patient services and accreditation at RSIA Stella Maris.
	(a) Belief : IT Project Success is driven by measurable operational discipline and systematic quality commitment, overcoming HR inconsistency. **(b) Life Purpose :** Transforming IT into a strategic partner that guarantees EMR uptime and vital system reliability > 99.9%. **(c) Goals :** Priority Q1: Implementation of 80% of remaining EMR modules. Annual Goal 1: Average Team KPI Achievement > 85%. Annual Goal 2: 50% reduction in critical system incidents. **(d) Action Plans :** (1) Implementation of weekly Rhythm of Communication. (2) Creation/Validation of 10 new SOPs (QMS). (3) Development of a centralized Monitoring System (SE). **(e) Schedule :** Rhythm: Weekly Check-in Meeting (WCM), Monthly Management Meeting (MMM), Quarterly Planning Session (QPS). **(f) Who :** IT Manager (Primary Responsible for Discipline Execution) and Director/Top Management (Primary Responsible for Strategic Vision and Quality Commitment).
2) Management System	Utilizing the IT Flowin Nexus framework integrating Software Engineering (SE), Rockefeller Habits (RH), and QMS.
	(a) Flowchart : IT Management Cycle (Plan-Do-Check-Act). **(b) Procedures :** Standardized protocols for Incident Management (Response <15 mins) and Change Management. **(c) Work Instruction :** Technical guidelines for server configuration and mandatory daily task log entries in the management system. **(d) KPI :** Primary Metrics: PCI score, SOP Compliance Rate (40% weight), and Mean Time To Resolution (MTTR).
3) Annual Goals	Strategic focus on "Digital Excellence" with zero critical system failures during peak clinical hours and 80% EMR module completion.

The research began by identifying the primary challenges in IT management, namely human resource inconsistency and a lack of initiative often found in overly flexible methods like Agile. This led to the development of a hybrid approach, which is the core belief of the research as outlined in the Vision & Alignment section of Table 2. This approach combines the structure of conventional methods (analogous to Waterfall) with the flexibility of Agile, serving as a strategic middle ground to instill the discipline needed for an IT team that may not always be proactive. The Rockefeller Habits pillar was integrated to set strategic Priorities and measurable Annual Goals, while a weekly review became an integral part of the process to ensure team alignment. This process aimed to formulate hypotheses and determine the scope of the study, as seen in the Vision, Goals, and Action Plans points in Table 2.

Management System: The Management System aspect, as detailed in Table 2, involves the design of systems and workflows that provide a foundation for the IT team. This included the development of Standard Operating Procedures (SOPs), work guidelines, and a system of measurable KPIs, all of which are listed in the points under the Management System sub-section. This system is designed to support the established strategic vision and goals, ensuring that every operational process has clear guidelines, minimizing ambiguity, and enhancing efficiency.

Annual Goals: The formulation of Annual Goals, as highlighted in a separate sub-section in Table 2, was a crucial part of this phase. Specific and measurable annual objectives were set, which were then used to measure the success of the framework. These goals not only served as targets but also as a tool to motivate the team and ensure that every daily activity contributed to the achievement of long-term objectives.

B. Domain View

The Domain phase focuses on the practical design of the team's structure and workflow, with an emphasis on managerial hierarchy and task delegation, as illustrated in Table 3.

Table 3. Domain View

1) Superior (Direct & Top-level Demand)	Demands: Optimal EMR Uptime; Reporting of strategic progress (Goal 1 & 2); Approval and allocation of project budget. Guaranteed 99.9% uptime for the Electronic Medical Record (EMR) system. Weekly reporting of the Project Consistency Index (PCI) and strategic progress on Annual Goals. Allocation and management of the IT budget for infrastructure upgrades and software licensing.
2) Managers (Peer-level Demand)	Demands: Integration of medical and non-medical data; Technical support for accounting/finance systems; Hardware/software needs from other departments. Integration of clinical data from the Lab and Pharmacy modules into the central EMR. Technical troubleshooting and support for the Accounting and Finance billing systems. Procurement and maintenance of hardware/software for the Nursing and Emergency units.
Role of IT Manager :	Acts as the primary "Change Agent" linking strategic vision to the weekly execution rhythms of the team.

Direct & Top-level Demand : As outlined in Table 3, the design of the optimal organizational structure for implementing IT Flowin Nexus was focused on top-level management. The managerial work focus was derived from the demands of direct and top-level superiors, ensuring that the IT team's priorities were always aligned with the organization's strategic goals. The IT manager, in this role, functioned as a link between the strategic vision of top management (from the World View phase) and the execution on the ground (the Element phase). The research also included an analysis of managerial tasks originating from peer-level managers, which reflected the crucial dynamics of horizontal collaboration. By incorporating this aspect, the research methodology, as visually represented in the table, captured a more holistic view of how managerial work is structured and prioritized.

C. Element View

The Element phase is the core of the research, focusing on the practical design of the team's workflow and the direct implementation of the framework. As a design for the team itself, this phase is where the manager's plans were broken down into actionable tasks, and data was collected to evaluate the framework's effectiveness, as illustrated in Table 4.

Table 4. Element View

1) Fixed tasks (routine)	Mandatory daily/weekly tasks: Server/Network health check, Data Backup Verification, Weekly Check-in Meeting.
2) Flexible tasks	Dynamic support tasks: Handling incidents from helpdesk (Work Order), Incidental Maintenance schedule.
3) Projects tasks	Primary tasks for evaluation: Development of new EMR modules, Implementation of new billing systems, Major Infrastructure Upgrade.

Task Breakdown and Weekly Planning: The manager's role in this phase was to break down tasks for the team members on a weekly basis. This planning covered the work to be done by the team for the next 7 days. This was a practical adaptation of the Agile approach, tailored to the needs of a more structured organization, ensuring that the team had a clear weekly roadmap.

Backlog Categories: Team work was organized into weekly backlogs, which, as detailed in Table 4, were divided into three categories. The 'Fixed' category referred to routine and mandatory tasks for team members. 'Flexible' tasks were dynamic and could occur daily (in the form of support). The 'Project' category was the main focus of the manager's attention, as the successful completion of these tasks was the basis for evaluating the IT manager's performance. This

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breakdown allowed the team to work within a clear framework while remaining responsive to change.

Data Collection Methods: To ensure a comprehensive evaluation of this phase, data collection was carried out through a triangulation of three methods. In-depth interviews were conducted with key stakeholders to understand their experiences; internal document analysis (such as reports and meeting minutes) was used for empirical evidence; and direct observation provided insight into team dynamics and daily practices.

D. Detail View

The Detail phase focused on the continuous evaluation and improvement of the framework. As a critical final step, this phase involved meticulous control, reporting, and analysis to ensure the framework's effectiveness, as illustrated in Table 5.

Table 5. Detail View

1) Control mechanism	Unstructured/Periodic Check : Random inspections to verify real-time compliance without prior team notification.
(a) IT Architecture: Random check of Server logs, Networking configuration compliance, Monitoring System data accuracy.	
(b) Development team: Verification of To-do-lists vs. realization, Quality of Documentation, Accuracy of Followup lists for bugs.	
(c) Support team: Validation of Work Order completion, Maintenance schedule compliance (physical check).	
2) Reporting structure	Strategic Transparency : Formalized communication of performance metrics to hospital top management.
(a) Reports: Weekly KPI Achievement reports, Monthly Incident Trend Analysis reports.	
(b) Portfolio: Project status and risk assessment (measured from the 'Project' category in Element View).	

Control and Reporting: This Detail phase was essentially a control function. The manager noted specific details to be checked periodically. This control was random, not structured, so the team was not always aware that they were being monitored. This was done to ensure the quality of the team's work. Additionally, the IT manager also performed reporting to superiors, which was also a part of this phase, providing a top-level overview of the team's performance.

Comprehensive Data Analysis: The data collected from the Element phase was analyzed comprehensively to measure the impact of IT Flowin Nexus on efficiency, team consistency, and project success. This analysis not only identified successes but also the challenges and obstacles that arose during implementation, and was used to formulate recommendations for further improvements.

Validation and Final Results: This analysis aimed to provide a deep quantitative and qualitative overview of the changes in processes and outcomes, ultimately validating the practicality and effectiveness of the IT Flowin Nexus framework as a hybrid model. The final results from this phase, which are the basis for the "Results and Discussion" section of the research, are a direct outcome of the detailed processes and metrics captured in Table 5.

IV. RESULTS AND DISCUSSION

The research employed a single, in-depth case study method at RSIA Stella Maris over a 23 weeks period to analyze the application and impact of the IT Flowin Nexus framework. The methodology followed the framework's four main pillars (World View, Domain View, Element View, and Detail View) which simultaneously served as both the research framework and the management framework being investigated. The findings from the Detail phase were used to form the basis of this section, providing a comprehensive overview of the framework's practical application and effectiveness.

A. Results of the Framework Implementation

The study began with the World View phase, which focused on strategic planning and vision formulation. The research identified key challenges in IT management—particularly human resource inconsistency and a lack of initiative—commonly observed in overly flexible methodologies such as Agile. These insights led to the development of IT Flowin Nexus, a hybrid framework that blends the structured discipline of traditional project management with the responsiveness of Agile practices. Drawing from the Rockefeller Habits methodology, the framework established clear strategic Priorities and measurable Annual Goals, ensuring alignment between organizational vision and operational execution. A comprehensive management system was designed, incorporating Standard Operating Procedures (SOPs), work guidelines, and Key Performance Indicators (KPIs) to provide clarity, consistency, and accountability. This phase laid the foundation for formulating hypotheses and defining the scope of the study, setting the stage for practical implementation.

Transitioning into the Domain View phase, the focus shifted to the design of team structure and workflow dynamics. Emphasis was placed on managerial hierarchy, task delegation, and role clarity. The IT manager’s responsibilities were derived from dual inputs: direct demands from immediate superiors and broader strategic directives from top leadership. This ensured that the IT team's daily activities remained aligned with the organization’s long-term objectives. The manager emerged as a pivotal bridge—connecting the high-level strategic vision from the World View phase with the granular execution in the Element phase. To capture a holistic understanding of managerial work, peer-level observations were incorporated, revealing how managers across departments balanced control and flexibility.

This phase formalized the governance structure necessary to support the hybrid model.

In the Element View phase, the IT Flowin Nexus framework was implemented in practice. The manager adopted a weekly task breakdown approach—an agile-inspired adaptation that allowed for responsiveness while maintaining consistency. Team workload was organized into three categories within a weekly backlog: Fixed, Flexible, and Project tasks. The Project category became the central metric for evaluating performance, as its timely and quality completion directly reflected the success of the framework. Data collection during this phase employed a triangulation method: in-depth interviews with team members, analysis of internal documentation, and direct observation of workflows. This multi-source approach ensured rich, reliable insights into the real-world application of the framework.

The Detail View phase served as a continuous evaluation and control mechanism. Managers conducted periodic, unstructured checks on specific details—such as code quality, documentation accuracy, or adherence to SOPs—to ensure sustained standards. Regular reporting to superiors reinforced accountability and provided feedback loops for improvement.

Crucially, data collected during the Element phase was analyzed to assess the framework's impact on efficiency, team consistency, and project outcomes. Performance (Y-Axis in Figure 2) is operationally measured as the weekly Project Consistency Index (PCI). This PCI is a weighted composite score, based on three Key Performance Indicators (KPIs) established in the World View phase (Table 1): 1) SOP Compliance Rate (40%), 2) WCM Attendance and Contribution Rate (30%), and 3) Ratio of On-time Project Tasks Completion (30%). The PCI was calculated weekly (Weeks 1-23) on a scale of 0 to 100, reflecting the transformation of individual initiative into measurable discipline metrics. The results revealed a significant trend over time, as illustrated in the accompanying graph.

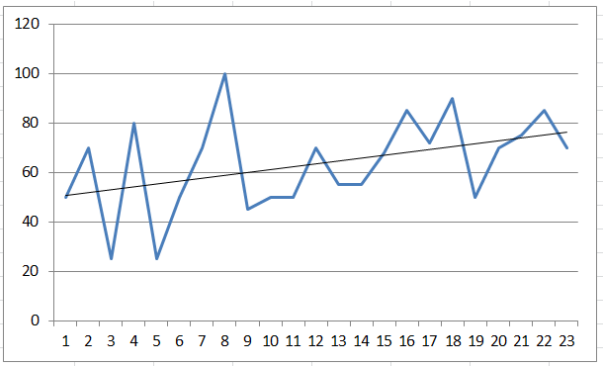


Figure 2. Performance

As shown in Figure 2, the longitudinal performance of the IT team was measured using the Project Consistency Index (PCI) over a 23-week period. Quantitatively, the trend line demonstrates an absolute increase of approximately 27 PCI points, shifting from a baseline of ~50 to an endpoint of ~77. During the initial phase (Weeks 1–8), the data exhibits high variance, which reflects the organizational transition and the "learning curve" associated with moving from unstructured individual initiative to a systemic framework. The fluctuations during this period indicate the instability of team discipline before the framework's "Rhythm" was fully internalized.

Stabilization in performance is observed starting from Week 9, where a consistent upward trajectory emerges. This shift provides empirical evidence that the Rockefeller Habits (RH) pillar effectively institutionalized daily accountability, replacing the reliance on abstract initiative with measurable data-driven execution. By Week 22, the PCI scores reached the upper range and stabilized, indicating that the hybrid model had successfully fostered sustainable consistency.

This quantitative improvement is further validated by comparing post-implementation outcomes against pre-existing conditions. Prior to the intervention, the team lacked a systematic bridge between strategy and execution. Following the implementation of IT Flowin Nexus, the organization achieved a 50% reduction in critical system incidents and an 80% EMR module completion rate. This comparative data suggests that the framework's disciplined approach directly addresses the non-technical factors—specifically HR inconsistency—that typically lead to IT project failures in the healthcare sector.

B. Discussion

The implementation of IT Flowin Nexus at RSIA Stella Maris demonstrates that IT project success is heavily dependent on bridging the chasm between strategic planning and on-the-ground execution. These findings address a critical gap in healthcare IT management, where failures are more frequently rooted in non-technical factors such as HR inconsistency and a lack of team discipline rather than technical shortcomings. The observed 27-point increase in the Project Consistency Index (PCI) provides empirical evidence that the synthesis of the framework's three pillars works synergistically to overcome these challenges. Specifically, the Software Engineering (SE) pillar serves as a structural anchor, providing a robust methodological foundation for breaking down complex systems into manageable components. This structured approach directly addresses the initial performance volatility observed during the first eight weeks by providing the clarity and order necessary to minimize task ambiguity.

The performance stabilization and upward trend emerging after Week 9 are direct contributions of the Rockefeller Habits (RH) pillar, which functions as the framework's behavioral engine. By establishing a single Priority and institutionalizing a consistent Rhythm of communication through Weekly Check-in Meetings (WCM), the framework replaces reliance on abstract individual initiative with systematic accountability. This results in a cultural shift that reduces HR resistance, as team activities become aligned with measurable data rather than subjective initiative. These findings extend the broader IT management literature by proving that behavioral discipline is the "missing link" in existing hybrid models, which typically focus only on project structure and scope control while neglecting daily operational

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consistency. Furthermore, the Quality Management System (QMS) pillar ensures that this increased consistency is built on a foundation of reliability, embedding SOP compliance directly into daily workflows to guarantee that clinical safety standards are maintained.

Despite the positive outcomes, this study identifies practical constraints that must be acknowledged. The IT Flowin Nexus framework requires significant leadership commitment and a strong "change agent" role from the IT Manager to navigate early-stage instability and resistance. Additionally, the high frequency of communication inherent in the RH "Rhythm" pillar may be perceived as over-communication in smaller, highly autonomous teams. These constraints suggest that the framework is most effective in environments requiring high levels of discipline and systematic quality assurance, such as the healthcare sector. Acknowledging these limitations aligns with research emphasizing that IT management methodologies must be carefully customized based on the specific characteristics of the project and the team involved.

V. CONCLUSION

This study demonstrates that the successful management of IT projects in healthcare environments depends less on technical prowess and more on the institutionalization of daily operational discipline. The implementation of the IT Flowin Nexus at RSIA Stella Maris provides a significant insight: a hybrid framework can only bridge the gap between strategy and execution if it includes a behavioral engine to manage human resource inconsistency. The core contribution of this research is the validation of Rockefeller Habits as the "missing link" in hybrid IT management, transforming the abstract flexibility of Agile and the rigid governance of traditional models into a consistent, measurable, and high-quality output. The observed 27% increase in project consistency serves as empirical proof that embedding daily rhythms of communication and data-driven accountability directly mitigates the ambiguities that typically lead to project failure.

Despite these insights, several limitations must be acknowledged to maintain academic rigor. As a single-case qualitative study conducted over 23 weeks, the findings may have limited generalizability to different industrial sectors or larger, more autonomous IT organizations. Furthermore, because the framework was implemented and evaluated within the same organizational context, there is a potential for confirmation bias due to the self-application of the model by the internal change agent. The observation period, while capturing a clear upward trend, may also be insufficient to model the long-term sustainability of the discipline in subsequent years.

Based on these findings and limitations, future research should focus on three methodologically precise directions. First, a multi-case comparative study across different sectors, such as manufacturing and finance, is required to test the external validity of the IT Flowin Nexus. Second, longitudinal quantitative research exceeding 23 weeks should be conducted to model the causal relationship between RH/QMS compliance and long-term project performance metrics using structural equation modeling. Finally, a comprehensive cost-benefit analysis is recommended to quantify the return on investment (ROI) of implementing high-frequency communication rhythms against the potential risk of over-communication and administrative effort.

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