



# 10 Important Criteria for Change Management Success

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**November 23, 2009**

# Objectives

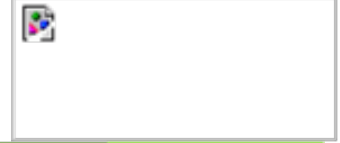
- Define Change Management in the e-health project
- Present 10 key Change Management concepts
- Identify common outcomes of ineffective change management



# What is Change Management?

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- **Change management / Change control**

- the process during which the changes of a system are implemented in a controlled manner by following a pre-defined framework/model with, to some extent, reasonable modifications Wardale, Dorothy. Resource Kit: Rural Health Service Development (2003)

- **Change management**

- a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.

- **Project management**

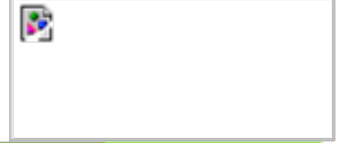
- the discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives.

- **Change management in project management**

- refers to a Project Management process where changes to a project are formally introduced and approved.

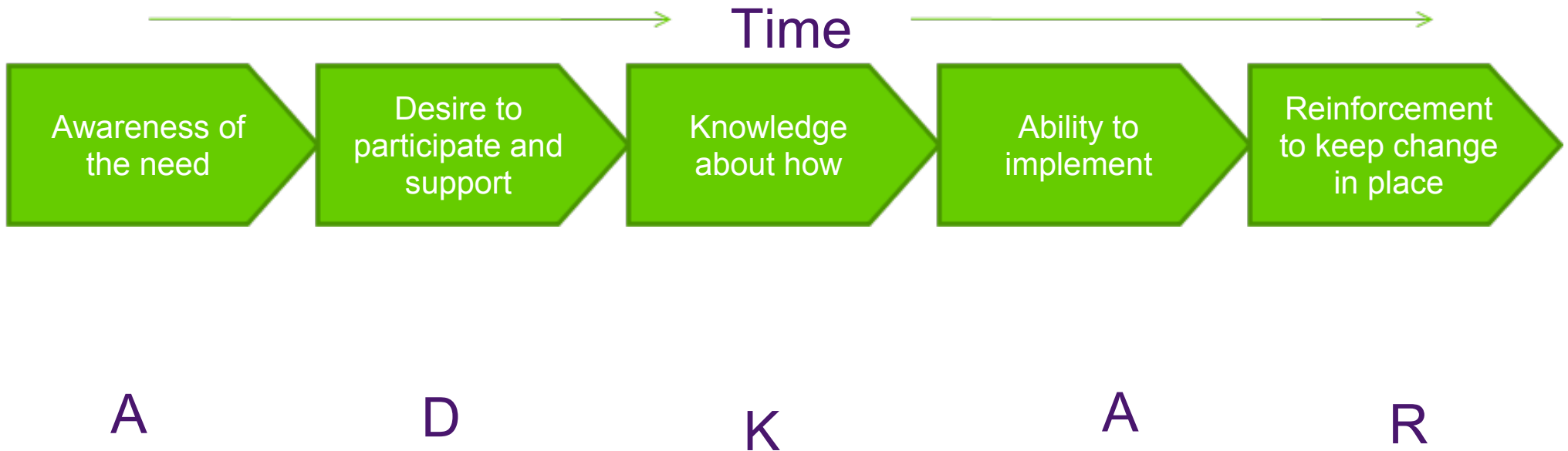
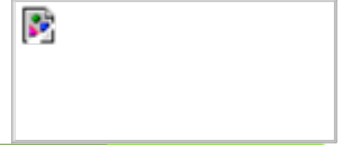
# ADKAR Model for Change

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- The ADKAR model has five elements that define the basic building blocks for successful change:
  - Awareness
  - Desire
  - Knowledge
  - Ability
  - Reinforcement

# ADKAR Change Management Model



# ADKAR Model for Change

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- By its nature, ADKAR is an individual change management model. In other words, ADKAR represents the essential elements of change for a single person. When a group of individuals experience change, ADKAR can be used:
  - As a coaching tool to support individuals through the change process
  - To guide change management activities like communications, sponsorship, coaching and training
  - To diagnose a struggling change by performing an ADKAR assessment

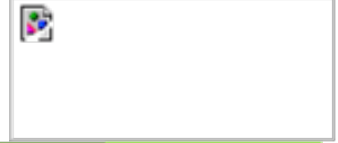


# Change Management for Electronic Health Initiatives

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*An approach to Project Management that incorporates activities to ensure successful completion of the project as defined by full adoption of the new technology while achieving the pre-defined goals and objectives*





- **Subject Matter Expert Approach**

- Unique funding
- Change management representatives
- Distinct documentation and deliverables
- Division of labour and separation of duties

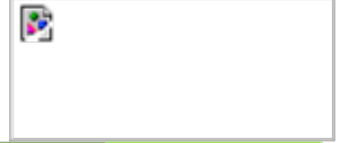
- **Habitual Project Management Approach**

- Total project deliverables linked to change management progress
- Shared accountability and responsibility for change management process and habits
- All deliverables approached with adoption and change in mind
- Project management team leads change management principles and habits

# 10 Change Management Concepts

# Have Well Defined Scope and Manage to it

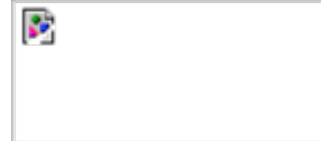
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- Define scope in consideration of:
  - What are the objectives?
  - Who are the users?
  - Who are the primary users?
  - What business processes are being automated?
  - What functionality will be provided?
- Common failures:
  - Project becomes unmanageable due to scope questions
  - Project structure is not representative
  - Process analysis and opportunities expand requirements
  - Activities and time lines are inaccurate and not achieved

# Benefits to End User are Clear and Valid

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- Establish how the new technology will help the end user
- Validate expected benefits with end users
- Consider how you plan to achieve adoption
  - End users embrace technology and buy-in
  - Mandate the change
- Common Failures
  - Assumption that patient benefits equate to end user benefits
  - Primary objectives that are administrative in nature with no consideration of end user adoption



## Analyse and Validate Current Business Processes

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- Effectively document current business processes including:
  - Detailed activities, sequence of steps, responsibility, data
- Identify opportunities to improve
- Validate all process analyses and opportunities with end users
- Common failures
  - Missing information about key activities, users and responsibilities result in inaccurate design
  - Lack of focus and greater time consumed when evaluating design options and deployment decisions
  - Project delays due to rework and/or major issue resolution

# Use Technology to “Support” Practice not “Change” it



- Understand the details of the current state
- When defining technology requirements and/or configuring an application don't ask “how should it be done” but rather “how is it done today”
- If the current process is inefficient or challenging – fix it before you automate it
- Common Failures
  - Technology is rejected because the process changes are not accepted

# Support or Improve Current Work Flow

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- Evaluate technology options relative to current workflow
- Find opportunities to improve current workflow (ex: eliminate unnecessary/duplicate steps)
- Make navigation intuitive and consistent with practice
- Consider variations in practice relative to care setting
- Common Failures
  - One design fits all

# Structure Project With Cross Discipline Representation



- Project team and working groups should include all end user representation
- Don't underestimate the value of any participant discipline
- Use multidisciplinary forums to discuss, validate and vet
- An issue for anyone is an issue for everyone
- Common Failures
  - Important information is missed
  - Forced to make decisions that favour one discipline over another
  - Animosity develops and focus is on user rather than best outcome
  - Greater chance of overall project failure



# Manage Issues Effectively

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- Receive and consider all
- Record and resolve
- Clearly communicate resolution/response
- Resolve may mean acknowledge but defer
- Common Failures
  - Stakeholders lose confidence in project
  - Trust is compromised and engagement diminishes

# Solicit and Listen

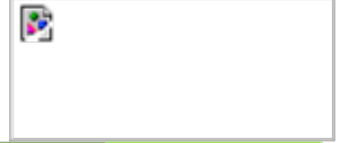
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- Communication is critical but must be bidirectional
- Soliciting information and feedback is just as important if not more important than providing
- Consider and evaluate project impact
- Common Failures
  - Information is missed and risks are not effectively identified
  - Solution is not complete
  - Problems persist and reduce adoption

# Promise Only What You Know You Will Deliver

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- Messages must be open and honest
- Saying what people may want to hear will only postpone the inevitable
- Don't be afraid to say "I don't know" when you don't know
- Common Failures
  - What is delivered is not what was expected
  - Solution is rejected even though other benefits may exceed expectations



# Think of Change Management as a Process Not A Structure

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- Adjust the perception that change management is a specific list of activities, deliverables etc... (ex: communication, education, training, general liaising with clinicians)
- Acknowledge that every team member shares responsibility for effectively managing change
- Common Failures
  - Project teams established in silos and change management an offshoot
  - Change management team approach has no authority to manage project processes

Thank You