

# Change Management Toolkit

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# Purpose

The change management (CM) stream will be based on ensuring all stakeholders at all points are equipped with the appropriate information relating to the project’s development. This change management toolkit will describe the framework and tactics that will be used by the Ontario Health Teams (OHTs) to involve patients and providers in the implementation of Patient Engagement Platforms (PEP). This document is intended to serve as a guide to structure site-specific engagement about the deployment of a Patient Engagement Platform. This document recommends a change management framework consisting of **stakeholder identification, clinician engagement plan, and patient engagement plan** that should be supplemented by regular and ongoing communication channels. The governance, decision-making structure and workflows of the organizations or programs should all be reflected and aligned with how these practises and tactics are implemented.

# National Change Management Framework

The [Change Management Framework](#) address the following six key elements within the change management process both in planning and in execution in order to ensure success.



Figure 1: Change Management Framework

## Governance & Leadership

The processes that are used to direct, steer, or control the progress of a project, and how stakeholders can influence the project's goals and progress, as well as the CM activities that take place within it.

## Stakeholder Engagement

The process by which the perceptions, issues and expectations of stakeholders are learned and managed. Stakeholder engagement includes focused attention on the individuals who are expected to change. Their behaviours and needs must be defined, understood and considered when implementing projects.

## Communications

The method of presenting stakeholders with the information they need in order to prompt relevant feedback and/or behaviours.

## Workflow Analysis & Integration

Understanding existing job practises and prospects for change so that innovative processes using eHealth tools can be successfully integrated into the community, as shown by their inclusion in steady-state activities.

## Training & Education

The act of instilling awareness and unique skills in core stakeholders in order to encourage adoption.

## Monitoring & Evaluation

The method of deciding whether or not CM operations were carried out as scheduled and to what degree they were successful. Monitoring and assessment take place during the project's lifecycle, as proposed in this framework.

# Stakeholder Identification

The stakeholders involved in the project are stratified in two categories - (1) Primary (2) Secondary, reflecting the level of impact the Patient Engagement Platform implementation will have on their daily processes. At minimum, three tiers of engagement (business, patient, clinical) are required at each organization level.

## Primary Stakeholders

Primary stakeholders capture audiences who will have a direct end-user relationship with the platform and will notice a difference in their everyday operations as a result of its deployment.

- **Patients** will be direct users because they will have digital access to their personal health information from the institution across SWO.
- **Clinicians** are further identified into two categories
  - o “Participating”, comprised of clinicians (physicians, nurses and affiliated health professionals) that are practicing within the scope of the target institution of deployment. These clinicians will be impacted through wide “access” of data to patients. Patients do, however, have the right to view their personal health information due to legislature.
  - o “Extended”, are clinicians (physicians, nurses, allied health professionals, and community care providers (regulated and unregulated)) who are outside of the target sites that may be impacted through the patient’s ability to invite other users to view their health data.
- It is anticipated that registration, health records and patient experience departments along with family caregivers will have some form of responsibility for enrolling patients onto the platform.

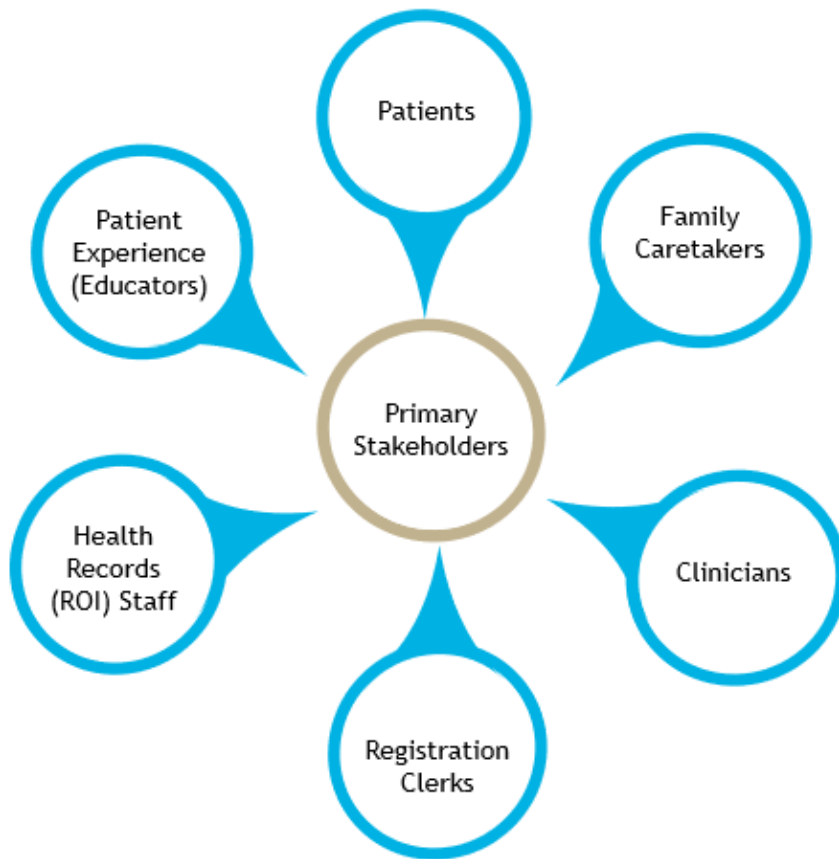


Figure 2: Primary Stakeholders

# Secondary Stakeholders

Secondary stakeholders capture audiences who will not have a direct end-user relationship or operational impact through the implementation of the patient engagement platform but will be impacted through an ROI impact.

- **MOH** will be involved in the project governance and visioning
- **OH Regions** will be impacted by the project from a strategic standpoint, given that many Regions have existing patient portals and other consumer health projects underway. This project will be a catalyst in creating a cohesive regional patient portal strategy.
- **Organizations Executives** will serve as change agents to promote the project's direction within their organization and will be impacted by the organizational outcomes of the project.



Figure 3: Secondary Stakeholders

# Engagement Framework

The following Stakeholder Engagement Framework has been customised from **Bartholomew, P., Freeman R (2009, 2010): Large Scale Innovation & Change** to guide the deployment of a patient engagement platform and the necessary strategies/tactics required in engaging and managing stakeholders of all levels. The scope of this section of the document will concentrate on leveraging this framework for engaging clinicians and patient specifically. It is to be noted that this engagement framework is complementary to the project’s communication framework. The communications toolkit can be found [here](#).

The Framework outlines a strategic approach to stakeholder engagement activities. The Framework consists of:

Five key principles of engagement (Identify, Inform, Consult, Involve, Collaborate and Empower)

Principles	Identify	Inform	Consult	Involve	Collaborate	Empower
<b>Level of Engagement</b>	Stakeholder groups chosen based on influence and expertise.	Stakeholders informed of their roles and scope of participation in the project.	Stakeholder views solicited and feedback provided to stakeholders on final decisions.	Work with stakeholders throughout decision making processes to ensure views are understood and taken into account.	All aspects of decision making taken in partnership with stakeholders.	Stakeholders set agendas for change, self-organization and manage sustainability.
<b>Stakeholder Roles</b>	Information made available  Passive recipients of information	Stakeholder informed  Targeted dialogue	Stakeholder consulted  Stakeholders as respondents  Designated consultations  Feedback/Response Strategies	Stakeholder provide input  Stakeholders as project team members	Stakeholder shaped  Stakeholders as collaborators, through working groups and management committees	Stakeholder maintained  Stakeholders as designers  Distributed decision making

Principles	Identify	Inform	Consult	Involve	Collaborate	Empower
					Stakeholder shaped policy-making	
<b>Engagement Activities</b>	Introductory meetings  General email communications  Social Media	Targeted briefings  Social Media	Focus groups  Interviews  Questionnaires  Social Media	Focus groups  Interviews  Questionnaires  Social Media	Focus groups  Interviews  Questionnaires  Social Media	Stakeholder managed programs and agendas  Social Media
<b>Anticipated Effect</b>	Peripheral general awareness	Contextualized awareness	Emergence of reaction data	Stakeholder investment solidified	Full-spectrum of stakeholder engagement realized	Self-sustaining change of culture with no (or minimal) intervention of project team

# Clinical Engagement Model

## Governance

Clinicians will be consulted in all decision-making levels of the project, including representation on the Management and Steering Committee.

## Advisory

Clinician advisory groups will be leveraged at each deployment phase to gather feedback on clinical workflow impact and expectations as it relates to the patient engagement solution and consulted on future feature investigation and development.

## Clinical Engagement Strategies

Clinical engagement will be supported by various strategies and communication tools, based on the level and purpose of engagement. It is noted that clinical engagement will be primarily focused on clinicians of the departments or units selected for the initial go-live.



## Pre-Implementation

### IDENTIFY

- Clinician champions, at the early adoption phase, will be identified through initial introductory meetings where the concept of the patient engagement platform and scope of the project will be presented.

### INFORM

- The organization will conduct targeted meetings with clinicians at the early adoption phase to inform them on the project's scope and clinical impact on their workload. These meetings may leverage existing scheduled forums at the sites or may require some to be created on an ad-hoc basis.

### CONSULT

- The organization will consult clinicians through various working groups, advisory groups and one-on-one interview to understand needs, expectations and provide updates on the progress of the project's objectives.

## Post-Implementation

### COLLABORATE

- The organization will collaborate in decision making around the initial deployment and new feature development with clinical advisors. These engagements will be held through in-person tactics similar to the "consultation" phase. The clinicians will be engaged in sharing their experience post-go live and will be instrumental in participating in the benefits evaluation. In this level of engagement, clinicians will also receive tactical change management support as they transition their practice to embed a patient portal.

### EMPOWER

- Clinicians will receive feedback and recognition of the successes and roadblocks of the project, as it relates to their practice. Clinicians will be empowered to own the sustainability of the project's objectives within their practice provisions.

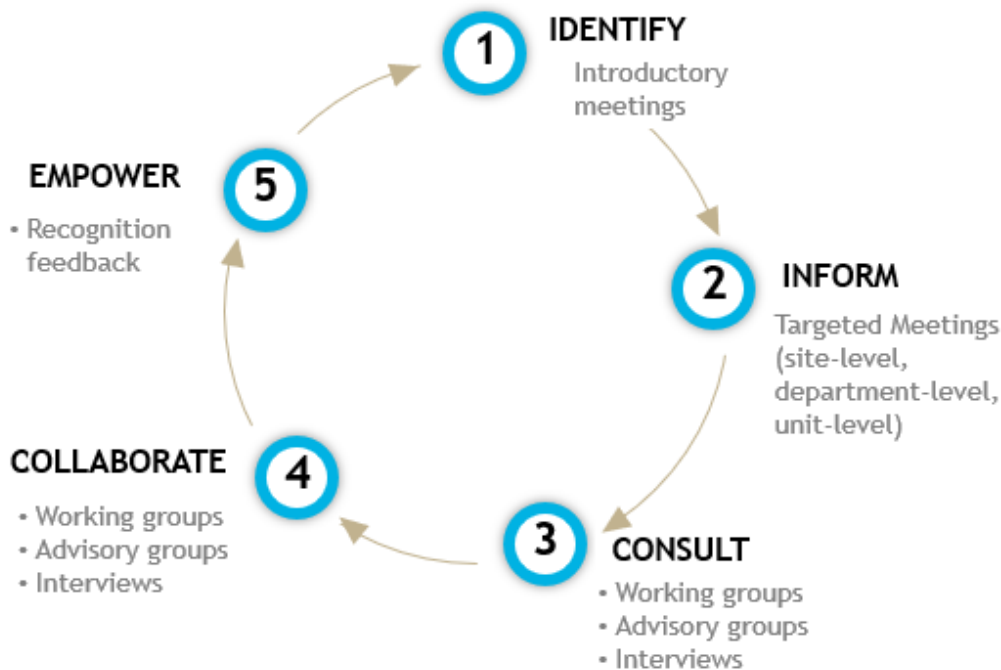


Figure 4: Clinical Engagement Model

## Patient Engagement Model

### Governance

Patients and family caretakers will be consulted in all decision-making levels of the project, including membership in the Management and Steering Committee.

### Advisory

Patient advisory groups will be leveraged to obtain feedback on patient expectations and experience regarding the patient engagement platform and future feature investigation, design and usability.

## Patient Engagement Strategies

### Pre-Implementation

The organizations will be required to identify the patient population to whom the patient engagement platform will be offered. It is recommended that the following four factors be considered as patient demographics are being identified:

To ensure the most receptive patients are being targeted for the portal deployment, the organization will need to consider at minimum, four factors:

- Demand for information
  - Patient demand for health information will be an important factor to capitalize on to meet the user targets of the project.
- Disease state
  - The patient's disease state should be reflective of the frequency of their engagement with the health system and interest in health information.
- Technology access
  - Patients will need to have access to an email address and a device with a web browser to access the portal.
- Literacy
  - Patient literacy will be an important factor to ensure that patients are able to consume health information that is made available to them.

## Post-Implementation

### NEW FEATURE DEVELOPMENT

As new features are investigated and developed as part of the project's deliverables, patients and their family caretakers will be consulted for user experience and validation of value of the new features.

### GENERAL FEEDBACK

As part of the benefits evaluation, patients will be engaged through surveys to provide feedback about the value and utility of the platform.

## Core Values for the Practice of Stakeholder Participation

1. Stakeholders should have a say in decisions about actions that could affect their lives or essential environment for life.
2. Stakeholder participation includes the promise that the stakeholder's contribution will influence the decision.

3. Stakeholder participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers.
4. Stakeholder participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Stakeholder participation seeks input from participants in designing how they participate.
6. Stakeholder participation provides participants with the information they need to participate in a meaningful way.
7. Stakeholder participation communicates to participants how their input affected the decision.