

National Change Management Framework

Core Elements

The pan Canadian Change Management Network has developed an integrated framework for describing change management (CM) activities within the context of eHealth projects that consists of six core CM elements:

Governance & Leadership:

The mechanisms used to guide, steer or regulate the course of a project, including how stakeholders can affect the priorities and progress of a project as well as the CM activities occurring within a project.

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 eHealth projects.

Communications:

The process of providing stakeholders with what they need to know, in order to prompt appropriate responses and/or actions.

Workflow Analysis & Integration:

The process of understanding current work processes and opportunities for improvement, so that new processes using eHealth solutions can be sustainably embedded into the culture, as evidenced through their presence within steady-state operations.

Training & Education:

The act of imparting both knowledge and specific skills among key stakeholders to promote adoption.

Monitoring & Evaluation:

The process of reviewing whether CM activities took place as planned; and the extent to which they were effective. As proposed in this framework, monitoring and evaluation take place throughout the lifecycle of the project.

Change Management Framework



Outcomes of successful eHealth change lead to solution adoption and clinical value, benefits realization and overall health care delivery transformation, positively impacting health outcomes for all Canadians.

Rationale for a National Change Management Framework

Why these elements?

Much literature exists to reflect the importance of each of these key elements²⁷ and the concepts are covered in more detail throughout this chapter. The value of each of these domains of activity is realized when one considers the negative consequences of *not* incorporating them.

Governance & Leadership:

Without an effective governance structure, the strategic view that links project tasks together – the “what are we doing” and “why are we doing it,” never gets answered and the project risks loss of aim, direction and successful execution. Without an engaged leadership structure supporting the change activities, as well as desired future state, there is risk of discord and negative impact to organizational culture, failure to obtain buy-in from stakeholders and overall loss of productivity.

Stakeholder Engagement:

Without considering stakeholders, particularly the actual people who need to make the change, there is risk of failed solution uptake, creation of angst and emotional upset, loss of respect for leaders and project implementers, as well as failure to achieve any return of investment or value.

Communications:

Consistent and repeated communication about the strategy or project and the desired end goals and objectives is vital. Without it, information would not reach those who need to know. The value of what is trying to be achieved may not be recognized, stakeholders would not be aware or engaged in the process, innovation and creative ideas would never be shared, and the required education and training would not be successfully delivered.

Workflow Analysis & Integration:

Without considering the ways that people work and how business is conducted, it is not possible to incorporate a new tool or practice, disrupting the workplace and potentially duplicating efforts. If people are unable to easily use the technology or fail to see its value, it will not get used, wasting valuable resources and halting progress.

Training & Education:

An education plan that considers approaches to prepare the organization and users for the upcoming change is critical. It forms the foundation upon which solution training occurs, and continues over the longer term, ensuring sustainability and optimal use. Without execution of comprehensive education and training plans, few, if any of the project goals can be achieved.

Monitoring & Evaluation:

Paying attention to process through ongoing monitoring and evaluation provides opportunity to identify risks. Without focusing on these issues, opportunities to improve process, to identify gaps or to recognize success do not take place. Ongoing monitoring and evaluation is essential to understand and manage progress toward the future state. Lessons learned and process improvements need to be integrated in real-time, to avoid repeated mistakes.

A national CM framework helps to proactively focus attention to these core and vital activities, aiming to minimize negative consequences. Thoughtful contemplation of these undertakings, both in planning and in execution, proactively considers users of eHealth solutions and presents communication opportunities. It also supports the integration of technology into practice; and overall, supports people and their organizations as they transition from the current state to the newly desired end state.

This is the goal of the national CM framework.