

Change management is a strategic and systematic approach that supports people and their organizations in the successful transition and adoption of electronic health solutions. The outcomes of effective change management activities include solution adoption and the realization of benefits.

Change management is foundational to achieving effective and efficient use of information and communications technologies (ICT) for health. Successful change implementation results in solution adoption and other long-term benefits such as improved patient care and positive organizational impacts. Success occurs when the systems, processes, tools and technology of the change initiative are embedded in the new way clinicians do their everyday work. Change management is an essential driver of adoption, realizing many benefits of health ICT initiatives.

Recognizing this, *Infoway* has established and supports the Pan-Canadian Change Management Network, a grassroots collaborative of change management leaders that has come together to develop and guide leading practices in change management for health ICT projects.

A Framework and Toolkit for Managing eHealth Change: *People and Processes*

People and Processes is a complete guide and toolkit offering valuable information and practical tools to help shape CM strategies for health information and communications technology projects.

Download the free guide at <http://bit.ly/ehealthchange>

For questions related to this guide, or *Infoway's* approach to change management, contact clinicaladoption@infoway-inforoute.ca.



Managing eHealth Change: *People and Processes*

National Change Management Framework

The Pan-Canadian Change Management Network has developed an integrated framework for describing CM activities within the context of eHealth projects that consists of six core CM elements described as:



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:

Identifying and managing the perceptions, issues and expectations of stakeholders. 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:

Providing stakeholders with what they need to know, to prompt appropriate responses and /or actions. Communications need to be consistent, repeated and targeted to stakeholder groups, so that the desired end goals and objectives can be recognized and met.



Workflow Analysis & Integration:

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



Training & Education:

Imparting knowledge and specific skills among key stakeholders to promote adoption. Together, these activities provide the user with a solid foundation of understanding and when continued over the longer term, ensure sustainability and optimal solution use.



Monitoring & Evaluation:

Reviewing whether CM activities took place as planned and the extent to which they were effective. Ongoing monitoring and evaluation conducted throughout the life cycle of the project provides the opportunity to identify risks, improve processes, identify gaps or recognize successes. These iterative activities are essential for understanding and managing progress towards the desired future state.