TMO
Change Management Playbook

Last Updated: December 2023
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The TMO Change Management Playbook was developed to support all change management resources that are supporting change management initiatives. It provides an overview of change management and the approach that will be used on TMO change initiatives. It is also a supporting guide to the change management roadmap and toolkit that was developed for TMO change initiatives.

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Program Terminology

Throughout this document, there will be reference to some new terms, please take some time to familiarize yourself with them.

Term	Description
Service Delivery Organization (SDO)	Refers to one of the seven regional health authorities in Manitoba (IERHA, SH-SS, PMH, NRHA, WRHA, SH and CCMB).
Guiding Principles	Guiding principles set a standard for behavior and attitude within a workplace. Guiding principles are established to shape the culture of the work environment and ensure that employees understand what is expected.
Framework	A framework is a system of rules that are used to govern a process or decisions. They help ensure that the output of decisions or processes is consistent, of a high standard, and aligned with an organization's principles, values, and goals
Prosci ®	Is a global leader that offers change management solutions including frameworks, process, tools, etc.
Levers	We use the term "lever" because these plans allow us to put effort in one direction to achieve more success in another direction. When we are working on these plans and activities, our goal is not completing activities but leveraging them to drive towards stakeholder adoption and usage.
Provincial Coordinating Services	Refers to one of the workstreams that provide the SDOs with specialized support to enable the implementation of their projects. (E.g. Digital Health, Diagnostic Services, etc.)

Change Management Overview

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What is Change Management Overview

Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. Ultimately, change management focuses on how to help people engage, adopt and use a change in their day-to-day work.

Change falls on a spectrum starting with incremental change on one end with transformational change on the other end.

Transformational change is the most complex type of change and the majority of TMO initiatives would fall under this.

Due to the complexity of these initiatives, we must have a structured and coordinated approach to change management with strong change sponsors to be successful.

Incremental Change ⟶ **Transformational Change**

The Purpose of Change Management

Change Management plays a critical role in realizing the goals and benefits of TMO Implementation by bringing together all of the changes and **supporting** impacted employees at all levels **to move to the new way of working.**
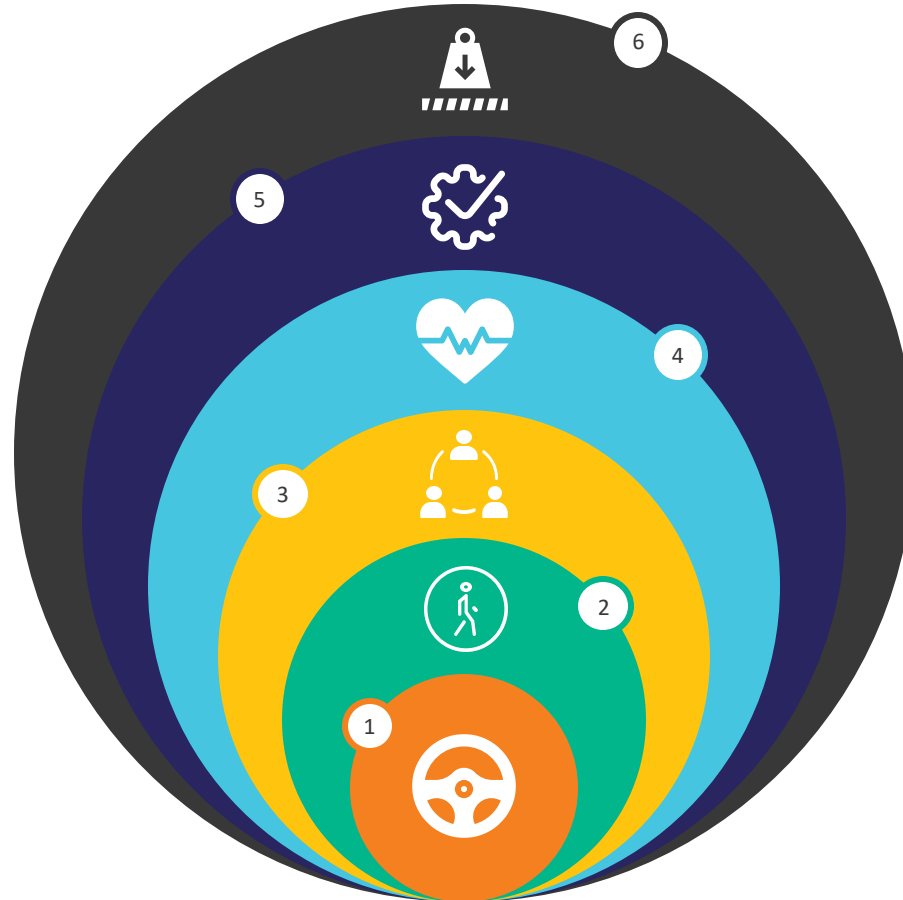
01 Drives the change in right direction to the desired "new way of working"

02 Prepares leadership to sponsor the change & ensure active and visible support within their networks

03 Addresses concerns, issues and impacts of each stakeholder group through broad-based and stakeholder specific engagement and communications activities

04 Provide knowledge, skills and capabilities to make and sustain the change

05 Embedding sustainable change management approaches and capabilities to support reinforcement of the new ways of working

06 Proactively manages the resistance to change

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Change Management Guiding Principles

Below are the change management principles that will be applied throughout the change process:

1

Structured Approach

A structured change management approach and framework will be utilized.

2

Program & Project Plans

Change management **plans** and **activities** are developed at both the **program and project level**.

3

Leading Change

Health organization leaders will be responsible for managing the change within their jurisdictions.

4

Building Capability

It will be a **priority** to build change management **capability** with the health system roles that will be doing this work.

5

Early Involvement

Change management planning and activities should begin at the start of the change. Prosci research shows that starting change management activities early in a project's lifecycle has a significant positive impact on outcomes.

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Change Management Framework – ADKAR Model

As the basis for this strategy and the Organizational Change Management (OCM) plans a modified Prosci® methodology including the ADKAR® approach will be utilized. A common OCM approach with consistent language and tools is important so that all stakeholders responsible for leading change have the same understanding and clarity.

Stakeholders will be supported to transition through the changes from awareness through to reinforcement. Several different OCM strategies and associated activities will be used to support all stakeholders through the transformation.

Awareness	Desire	Knowledge	Ability	Reinforcement

Awareness - setting the climate for change by creating awareness of the need for the transformative changes

Desire - promoting desire for leaders and staff of all organizations to participate in and support the transformative changes

Knowledge - supporting leaders and staff in gaining knowledge and understanding on how to transition through the transformative changes

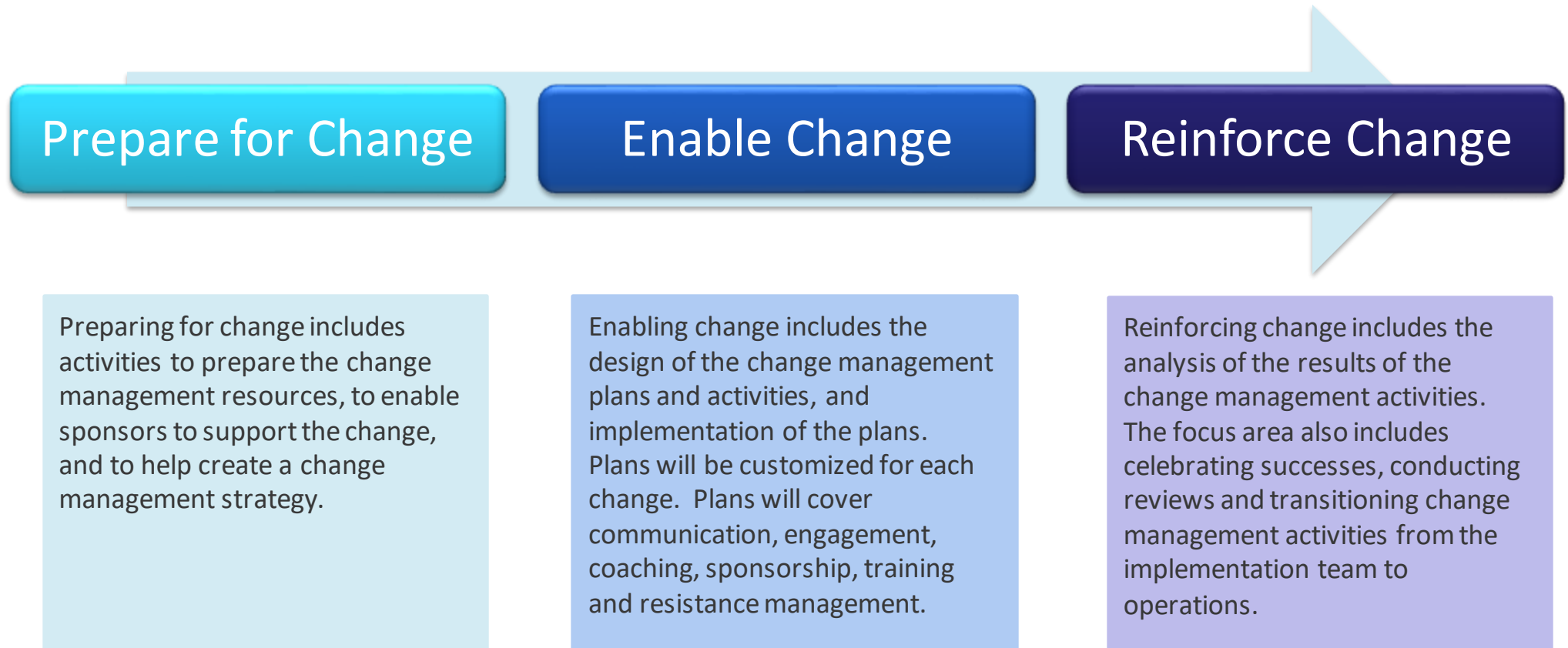**Ability** - supporting staff in improving their abilities to implement transformative changes

Reinforcement - reinforcing the transformative changes by enabling staff and leaders to take ownership of the new way of doing things

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Change Management Framework – Change Management Process

Prosci's ® change management process consists of three (3) primary phases, including Preparing for Change, Enabling Change and Reinforcing Change. This process is integrated into the project life cycle/phases identified for the changes (see slide 12).

Prepare for Change	Enable Change	Reinforce Change
Preparing for change includes activities to prepare the change management resources, to enable sponsors to support the change, and to help create a change management strategy.	Enabling change includes the design of the change management plans and activities, and implementation of the plans. Plans will be customized for each change. Plans will cover communication, engagement, coaching, sponsorship, training and resistance management.	Reinforcing change includes the analysis of the results of the change management activities. The focus area also includes celebrating successes, conducting reviews and transitioning change management activities from the implementation team to operations.

Please see Appendix for more detailed information on the change management framework

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Change Management Framework – Change Management Levers

Below are the change management levers used when planning, supporting and completing change management work.

Levers

Communication & Engagement	Coaching	Training	Resistance Management	Sponsorship
Is used to build awareness of the need for change and desire to participate in and support the change. 1.90	Is used to define how leaders will be supported during the change and how they will interact and support employees.	Is used to build skills and capabilities required for stakeholders to make the change.	Is used to help minimize resistance by identifying, understanding, addressing and monitoring early and throughout the change. Resistance can be a valuable indicator of what is important to an individual or group.	Is used to detail the specific actions we need from senior leaders/ leaders to fulfill their roles as effective sponsors who actively and visibly support the change.

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Change Management Framework – Mapping ADKAR to Levers

It is important to use the right change management tools or activities or activities to move through ADKAR. Below shows the ADKAR elements that each change management lever can support.

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Change Management Framework – Roadmap
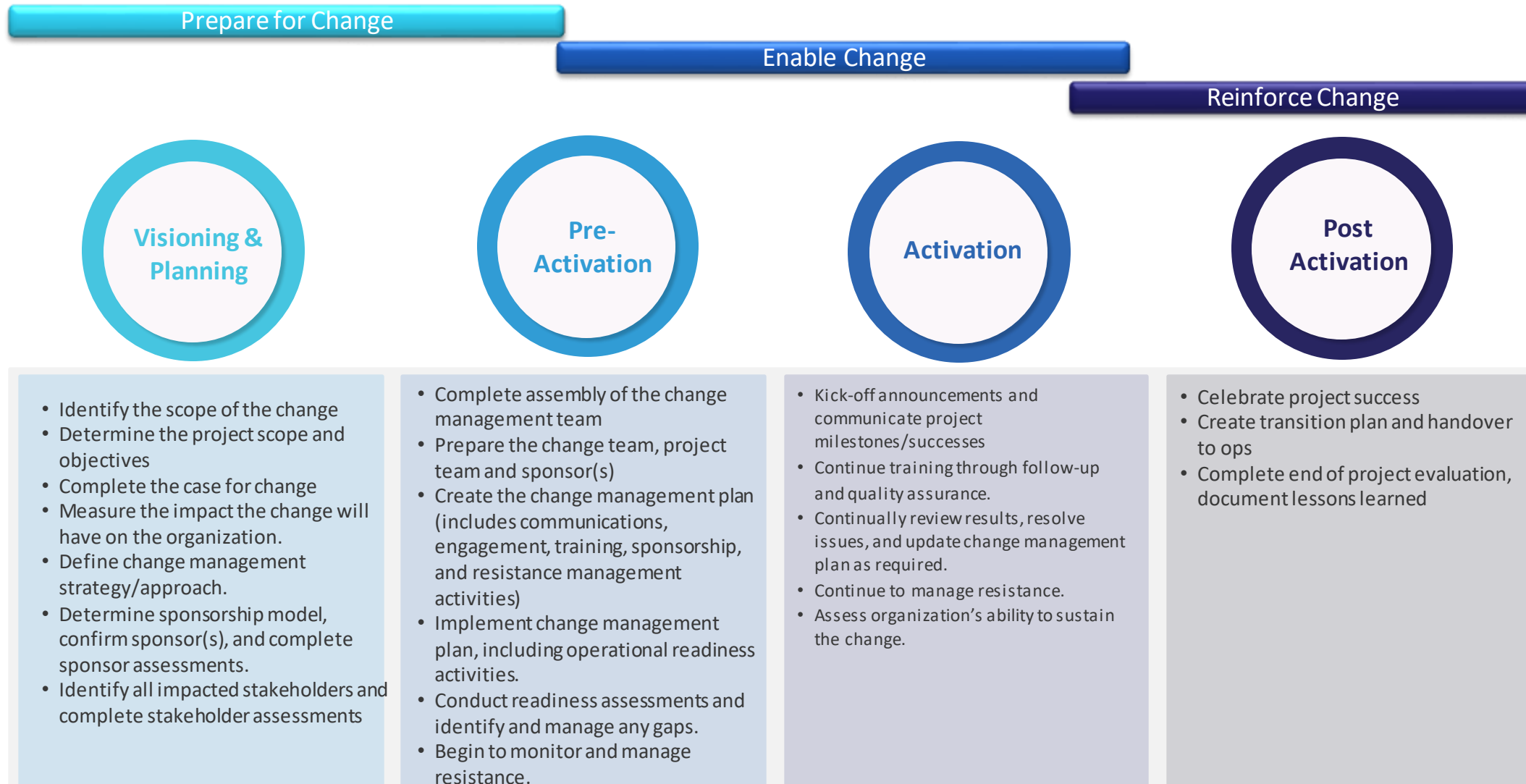
Below is the roadmap that will be used for the changes. It also shows how the project phases align with the change management process.

Prepare for Change

Enable Change

Reinforce Change

Visioning & Planning

- Identify the scope of the change
- Determine the project scope and objectives
- Complete the case for change
- Measure the impact the change will have on the organization.
- Define change management strategy/approach.
- Determine sponsorship model, confirm sponsor(s), and complete sponsor assessments.
- Identify all impacted stakeholders and complete stakeholder assessments

Pre-Activation

- Complete assembly of the change management team
- Prepare the change team, project team and sponsor(s)
- Create the change management plan (includes communications, engagement, training, sponsorship, and resistance management activities)
- Implement change management plan, including operational readiness activities.
- Conduct readiness assessments and identify and manage any gaps.
- Begin to monitor and manage resistance.

Activation

- Kick-off announcements and communicate project milestones/successes
- Continue training through follow-up and quality assurance.
- Continually review results, resolve issues, and update change management plan as required.
- Continue to manage resistance.
- Assess organization's ability to sustain the change.

Post Activation

- Celebrate project success
- Create transition plan and handover to ops
- Complete end of project evaluation, document lessons learned

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Interim TMO Change Management Team – March 31, 2025

The following is the TMO change management support for TMO initiatives available until March 31, 2025.

OCM Team

- Guide and support development of a provincial change management strategy (Shared Health)
- Guide and support internal change management activities
- Support SDOs with integrated change management planning
- Support ECC with integrating change management activities

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Bev Thompson / bthompson11@tmo-mbhealth.ca

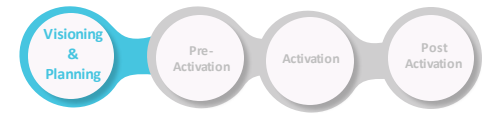# Change Management Road Map & Tool Kit

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Change Management Roadmap & Toolkit

A customized roadmap and toolkit has been developed to provide a framework to support TMO change management work. This playbook is intended to promote a greater understanding of the concepts, activities and tools associated with each phase of the roadmap.

The roadmap is structured into four (4) phases, with corresponding activities and tools outlined in each phase. The phases were defined through the Transformation Management Offices for the Health System Transformation projects and will be utilized for change management planning so the activities can by in aligned with all TMO projects, or initiatives, planning and activities. These four (4) Phases include:

- **Phase I** – Visioning and Planning
- **Phase II** – Pre-Activation
- **Phase III** – Activation
- **Phase IV** – Post Activation

Each change will be different and may require different activities and tools to be utilized.
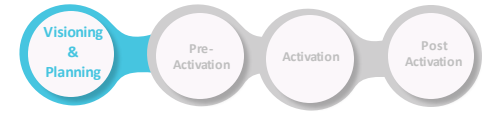
Phase I:
Visioning & Planning

Contents

Phase I: Visioning & Planning

The Visioning and Planning Phase is Phase I of our change management methodology.

Objective:

The objective of the Visioning & Planning Phase is to start by asking preliminary questions to gain an understanding of the goals of the project, its desired business results and the anticipated people change required to achieve those business results. Properly executing on this step will help to clarify goals, expected outcomes and core responsibilities to support the change effort. The outcomes of this phase will be the starting point around which the project plans for change management will be created.

Once those answers regarding Phase the big picture questions have been answered, the focus will then shift to finding out detailed information on the overall impact to the organization, as well as the stakeholders, including how they will be impacted.

Determining who will champion the change will also occur during this phase. A sponsorship model should be confirmed, and sponsors should be identified. Sponsor assessment tools should be completed individually for each of the sponsors to understand what support they will require as they sponsor the change.
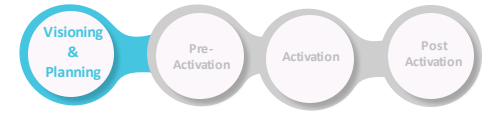
Key Activities:

Identify the scope of the change

Based upon the information available to you at the beginning of the project, forecast the areas and stakeholders that will be impacted by the proposed change to the organization. Include individuals and groups who will be directly and indirectly impacted, experiencing both incremental and large changes.

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Phase I: Visioning & Planning

The Visioning and Planning Phase is Phase I of our change management methodology.

Key Activities Continued:

Determine sponsorship model and conduct sponsor assessments

Based on the information gathered, assemble a rough sketch of the overall team and organizational frameworks covered by this project. The sponsorship model will cover the reporting relationships between the executive, senior sponsors, sponsors, change management team, and individual.

The Sponsor assessment is a tool that will help identify the sponsor's strengths and areas for improvement related to change leadership. Use the outcomes to determine what information, training, coaching, or supports the sponsor will need to be able to perform their change leadership role.

Measure the impact the change will have on the organization

Gather information to complete the Impact Assessment included in the toolkit. This assessment is completed using the respondent's knowledge of the organization as a whole and its history with change. It needs to only be completed once on behalf of the organization. The answers should be able to be validated by stakeholder consultations, meetings, history, and prior performance.

Determine sponsorship model and conduct sponsor assessments

Based on the information gathered, assemble a rough sketch of the overall team and organizational frameworks covered by this project. The sponsorship model will cover the reporting relationships between the executive, senior sponsors, sponsors, change management team, and individual.

The Sponsor assessment is a tool that will help identify the sponsor's strengths and areas for improvement related to change leadership. Use the outcomes to determine what information, training, coaching, or supports the sponsor will need to be able to perform their change leadership role.

Identify all impacted stakeholders and complete stakeholder assessments

Identify all those who will be impacted, their specific needs and the level of support they need for the change. This information can be collected through surveys, conversations with leaders, meetings, stakeholder consultations, etc. and will inform the change management plan.
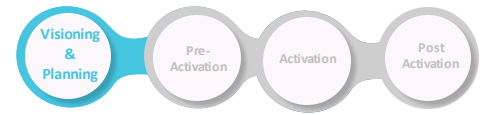
Visioning & Planning — Pre-Activation — Activation — Post Activation

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Phase I: Visioning & Planning

The Visioning and Planning Phase is Phase I of our change management methodology.

Tools:

Case for Change

The case for change helps sponsors, leaders, project team members and change resources position the change. It can be used to drive awareness and assists in answering questions at the start of the change.

Information collected in the case for change can be used to develop any preliminary key messaging that may be required at the start of the change as well as provide information that will be required for the project charter.

The case for change seeks to answer what is the problem being solved, what are we moving towards, what are the benefits, how will we get there, and what is the risk of not making this change.

Project Charter

The Project Charter template is designed to define the change management work associated with the project. It provides sections where you can create an official record of the project's history and objectives, major milestones and deliverables, and specific responsibilities that need to be implemented in order for the people changes associated with the change to be successful. A completed Project Charter will provide the core anchor for the change, a starting point that should be revisited to make sure the change is still within scope and on track.

The Change Management Project Charter can be a standalone document, but **if any existing project charter already exists for the whole project** the change management information should be incorporated into it.

Change Impact Assessment

The change impact assessment is an exercise to help identify the complexity and size the change project or initiative.

The assessment is comprised of four steps focusing on the measuring gaps in the critical aspects of the change (leadership, project and change management), understanding the change characteristics, type/amount of change, and determining baseline change readiness.

The information in the tool will also help determine the amount of change support that will be required and will feed into stakeholder assessment, change management plan, etc.
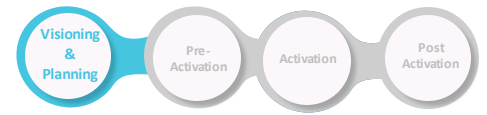
Visioning & Planning — Pre-Activation — Activation — Post Activation

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Phase I: Visioning & Planning

The Visioning and Planning Phase is Phase I of our change management methodology.

Tools:

Sponsor Assessment

The sponsor assessment is designed to help identify sponsors who can build management support, align leadership, and manage resistance at all levels. It also will help to identify what support may be required by each of the sponsors, such as coaching, additional information, etc.

An assessment should be completed individually for each of the sponsors.

A sponsor heatmap template has been included in the toolkit as optional. It provides a visual of where support is required for sponsors throughout the organization.

Stakeholder Impact Assessment

The stakeholder assessment lays out a clear picture of each stakeholder group. The main purpose is to identify how each stakeholder will be impacted by the change, the commitment required by each stakeholder, how they might influence the project, key challenges they may face and any anticipated resistance.

Information to complete the assessment will come from surveys, interviews, leaders' knowledge, focus groups, etc.

This assessment will inform the change management plan.

Phase II:
Pre-Activation

Phase II: Pre-Activation

The Pre-Activation Phase is Phase II of our change management methodology.

Contents

Objective:

In Phase II the information from the previous stage is used to identify and assemble resources that will support and complete change management work. We will look to answer questions such as; who will perform training, lead meetings and focus groups, be the liaison with management, etc.?

This phase will require large amounts of time and effort dedicated to development of the change management plan. The plan will include all the subplans and lay out a strategy for activation. A completed change management plan will allow you to begin activation in the next phase.

This phase all focuses on the activities that need to occur to prepare the different stakeholders for activation of the change. There is a shift in this phase from operational planning to operational readiness. The key questions from previous phases must still be asked on a continuous basis to monitor and keep the change management project on track.

One of the main activities will the implementation of the change management plan. It will also be important for leaders and sponsors to start monitoring and managing any resistance that they encounter from staff and stakeholders.

Clinical commissioning may also take place during this phase. This is an important activity that will help prepare the various stakeholders for implementation of the change. See the operational readiness toolkit for more information on clinical commissioning.

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Phase II: Pre-Activation

The Pre-Activation Phase is Phase II of our change management methodology.

Key Activities:

Complete assembly of the change management team

Based on the previous phases you should have an idea of what resources are required to support and complete the change management work. The resources required will vary depending on the complexity and size of the change. Large complex changes will obviously require more resources. It will also be important to clearly define roles and responsibilities so each team member understands their role and the work they will be responsible to support or complete.

Prepare the change team, project team and sponsor(s)

Once the change team has been assembled it will be important to ensure that the roles participating in change management work have the information, knowledge, capacity and skills required. Some individuals may require coaching, mentoring, training (including change management training), or information regarding the change.

Implement change management plans

Although activation (go-live) of the change will happen in the next phase, implementation of the change management plan should begin during this phase. There will be activities that will be required to prepare the stakeholders for implementation of the change.

Conduct stakeholder readiness assessments and identify and manage any gaps

Change management resources will work with leaders in this phase to conduct readiness assessments to determine if there are any gaps or barriers that will prevent stakeholders from activating the change. The assessment can be done formally through surveys or can be done more informally though conversation, meetings, huddles, etc. Any gaps or barriers identified should be dealt with or removed. E.g., some staff more require additional training or information regarding the change.

Begin to monitor and manage resistance

As sources of resistance emerge, manage resistance using the sponsors and leaders as a key lever. Use methods and implement activities outlined in the resistance management plan to manage the resistance.

Contents

Phase II: Pre-Activation

The Pre-Activation Phase is Phase II of our change management methodology.

Tools:

Master Change Management Plan

The master change management plan is the overall point of guidance for the change, where all the sub-plans are pulled together to form a comprehensive plan and one unified effort as opposed to separate initiatives.

The master plan should include communication & engagement, resistance management, training, coaching and sponsor roadmap.

Sample of potential change management activities can also be found in the toolkit.

Communication & Engagement Plan

The communication and engagement plan is an itemized list of communication and engagement activities required to promote adoption and support for the change effort.

The plan will clearly lay out target audiences, key messages, frequency, delivery mechanisms, timing, etc.

Information on the change and findings from stakeholder and organizational impact assessments will provide the details required to create the plan.

Resistance Management Plan

The resistance management plan is a framework and template that can be used as a constructive tool to respond to areas of resistance and direct efforts needed to manage that resistance.

In prior phases, you will have identified potential sources of resistance and should include them as part of this plan. In addition, you will need to utilize feedback from front-line staff and managers, as well as your sponsorship team, to identify new sources of resistance, their causes, and brainstorm potential solutions.

Contents

Phase II: Pre-Activation

The Pre-Activation Phase is Phase II of our change management methodology.

Tools Continued:

⚒ Training Plan

Training is a critical tool for building knowledge and ability during a change. Training should encompass all skills (**technical and non-technical**) that are necessary for the change to be a success. E.g. Orientation, clinical training, systems training, change management training, etc.

Skills required will be identified through stakeholder assessment, gap analysis, training needs assessment, etc.

If targeted or organization-wide trainers and/or subject matter experts are required, they should be involved in the process of completing the Training Plan.

⚒ Sponsor Roadmap

Sponsors play a large role in building awareness, desire, and reinforcement. The sponsor roadmap show the key activities of your sponsors who are needed to support the change. It also clarifies the roles and responsibilities of the sponsors at each phase of the change.

One of the key roles of the change management team is to create identifiable actions that leaders can do to sponsor the change.

⚒ Coaching Plan

The coaching plan defines how the manager and supervisors will be supported during the change and how they will interact with front-line employees.

The goal of the coaching plan is to enable leaders to fulfill their roles as effective change management coaches, mange the change with their employees, and reinforce the change with their employees in the new, changed environment.

The toolkit includes a coaching matrix, leader planning worksheet, ADKAR assessment, and coaching plan template.

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Phase II: Pre-Activation

The Pre-Activation Phase is Phase II of our change management methodology.

Tools Continued:

Change Readiness Assessment

The Change Readiness Assessment is designed to provide an understanding of your stakeholders' readiness and ability to adapt to the change. It will help to identify where there are gaps that need to be addressed.

Readiness assessments can be done at the start of the pre-activation phase to determine baseline readiness and to provide input into the change management plan. They can be done again closer to activation.

Readiness Survey Questions

There is a database of readiness survey questions that can be used if it is determined that a readiness survey will be utilized on the change initiative.

The questions are categorized by awareness, desire, knowledge, ability and reinforcement.

Results from the survey will provide input into the readiness assessments.

Phase III:
Activation

Contents

Phase III: Activation

The Activation Phase is Phase III of our change management methodology.

Objective:

This phase is a continuation of efforts that have already begun. The essential objective of this phase is promoting and reinforcing the right set of behaviours, actions, language, and performance necessary to foster the change and achieve desired outcomes.   During this phase, regular monitoring of communications and shifts in understanding should occur. There should also be regular progress reporting on milestones.

Continued resistance will need to be identified and managed, as stakeholders will now have been given the opportunities to demonstrate desired performance.

Key Activities:

Activation announcements and communicate initial project milestones/successes throughout this phase

Formally kick off the activation effort by following the communication strategy and plan developed as part of your change management plan, and deliver the messages scheduled for the activation of the change.

When the major milestones identified in the change management plan are achieved, update your communication plan and communicate progress on activities as well as early successes, and acknowledge those who helped make them possible.

Continue training through follow-up and quality assurance

Following your training plan, begin follow-up training as scheduled and monitor for quality assurance. Amend the plan as needed to address areas and individuals that required more one-on-one coaching, training resources, and support.

Phase III: Activation

The Activation Phase is Phase III of our change management methodology.

Key Activities Continued:

Continually review results, resolve issues, and update change management plan as required

As the project moves forward and plans are being implemented continually review and update your plans based upon initial feedback and potential sources of resistance. For example, this could involve moving the training of one stakeholder group to an earlier date or increasing communication for employees who require additional information as they now implement changes into their daily operations.

Continue to monitor and manage resistance

As sources of resistance emerge, continue managing resistance using the sponsors and leaders as a key lever. If initial methods outlined in your resistance management plan are not effective, revise as required or begin corrective action if necessary.

Assess organization's ability to sustain the change and make recommendations as needed

Compare progress so far with anticipated milestones and successes outlined in the change management plan. Are the plans on schedule? Are staff adapting better than anticipated? Slower than anticipated? Track information as to the sustainability of the project and where it could potentially decline in the absence of change management efforts.
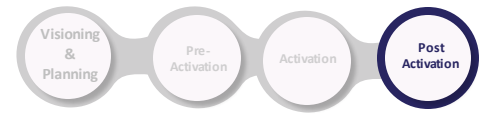
Tools:

Master Change Management Plan

The master change management plan is a living document and should be update as the change progresses and more information is provided.
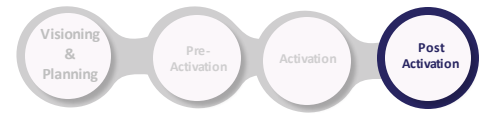
Phase IV:
Post Activation

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Phase IV: Post Activation

The Post Activation Phase is Phase IV of our change management methodology.

Objective:

This is the final phase and focuses on closing out the change work, celebrating accomplishments, reflected on lessons learned and smoothly transition any outstanding efforts to operations.

It will be critical to point where any day-to-day oversight of change management is officially passed from the change management team to operations.

There is likely wrap-up communication that is also required.

Key Activities:

Celebrate project success

Complete project wrap-up according to the communication/change management plan and celebrate success.

Create transition plan and handover to operational management

Complete a transition plan. Once the transition plan has been completed, transition activities to operations through a structured plan and hand-off meetings that outline the transition, culminating in a final hand-off date.

Complete end of project evaluation, document lessons learned

Evaluate the performance both individually and as part of a change management team. Document what went well and what could have been improved and add this to the organizations central source of shared information.
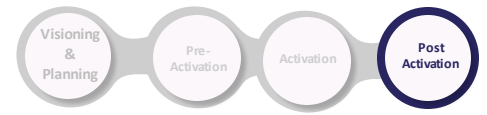
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Phase IV: Post Activation

The Post Activation Phase is Phase IV of our change management methodology.

Tools:

Transition Plan

The Transition Plan is used to identify everything that remains to be done, who is responsible, and what they need to do for success. Completing the plan will paint a clear picture for operations as to their key goals and the standards they must maintain after the change management team has completed their work. The transition to operations does not have to be sudden and can be a phased transition as the two teams work together to confirm what remains to be completed.

The Transition Plan can be a standalone document, but **if any existing project transition plan already exists for the whole project** the change management information should be incorporated into it.

Appendix

Communication & Engagement Framework

Contents

Communication Guiding Principles

Below is a summary of the guiding principles that have been built from leading practices:

1

Simplicity

The story and the communication plan must be simple and easy to understand.

2

Appropriately Transparent

Messaging should have **the right type and level of detail** to inform and build trust and confidence.

3

Realistic

Set realistic expectations with an understanding of risks and how they might change things.

4

Consistent

Everyone must be telling the same story in the same way.

5

Purposeful and Meaningful

People need to know why you are communicating with them and understand immediately how what you are saying is meaningful to them.

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Communication Messaging Framework

Following the principles of simplicity and ease, the Communication Strategy is centred on overarching umbrella messages that is supported by focused core messages, which are backed up by additional key messages, evidence and tailoring

Umbrella Message

Core Message | Core Message | Core Message

Messages supported by evidence, survey results and audience preferences

XXX

The "What": xxx | The "Why": xxx | The "How": xxx

XXX

Communication Channels

The following table outlines different channels that can be used to deliver communications and their proposed use. All communication channels should be monitored regularly for risks.

Channel			Proposed Use
In-person/virtual Meetings and Town Halls			• **Extensive use** to provide information and support ongoing two-way dialogue regarding system changes
Traditional Media	**Print (e.g., newspapers, posters, flyers, memos)**		• **Extensive use** to share educational content and provide information to citizens and key stakeholders in communities, including ad buys to share local information/changes
	Broadcast (e.g., TV, radio)		• **Significant use** of earned media to share educational content and provide information to citizens and key stakeholders • **Limited use** of broadcast ads (or ads in other mediums) unless combined with other messaging
	Media Event		• **Limited use** to provide information to key stakeholders
Online (e.g., website, emails)			• **Some use and online presence** to host information on the transformation including video messages, updates on public forums, FAQs and relevant resources and link
Social Media (e.g., Twitter, Facebook)			• **Limited, one-way use** of social media for announcements and process-related information, e.g., brief Twitter posts announcing an upcoming town hall, virtual meeting in communities/regions.

Communication Senders & Receivers

There are several factors that can influence how an employee hears and interprets information including:

① Previous experience with change at work

② What they have heard from colleagues

③ Their current performance on the job

④ How satisfied they are at work

⑤ Whether or not they trust the sender

⑥ Their situation at home or with personal relationships

⑦ Their career or educational plans

Employees prefer two primary senders of change information:

Preferred Sender	Key Messaging
CEO and/or Executive Sponsors	**Preferred sender of messages related o business issues and opportunities**: • External factors involving customers or competitors • Current business issues • Oher marketplace drivers • Financial performance and risks
Immediate Supervisor	Preferred sender of messages related to personal impact: • How does this change affect me • How does this impact our group • How will this change my day-to-day responsibilities

Engagement Guiding Principles

Below is a summary of the guiding principles that have been built from leading practices:

1

Set Clear Expectations

Set expectations about the **purpose of the engagement** and how much **influence** people will have over the outcomes

2

Build Trust Through Transparency and Responsiveness

Be **clear and open** about the engagement process. **Provide a record of the engagement** activities, including outcomes and how stakeholder feedback has been included in the solutions/recommendations/decisions.

3

Culture of Engagement

Embrace a culture of engagement as standard practice which can be operationalized in organizations where this is not the current

4

Be Inclusive

Include a **wide range of people, roles, voices, ideas, and information** to lay the groundwork for outcomes that reflect the views of all stakeholders.

5

Plan and Prepare Carefully

Through adequate and inclusive planning, ensure that engagement serves both a **clearly defined purpose and the needs of the participants.**

6

Encourage openness and learning

Create a **safe environment** for **all stakeholders** to explore new ideas, learn and apply information in ways that generate options collaboratively and **make sure engagement is effective and relevant.**

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Engagement Framework

Engaging stakeholders is crucial for successful strategic planning. It involves identifying, understanding and involving people who have a stake in the outcome of the plan. Effective stakeholder engagement management requires a comprehensive approach that includes ongoing communication, listening, and collaboration.
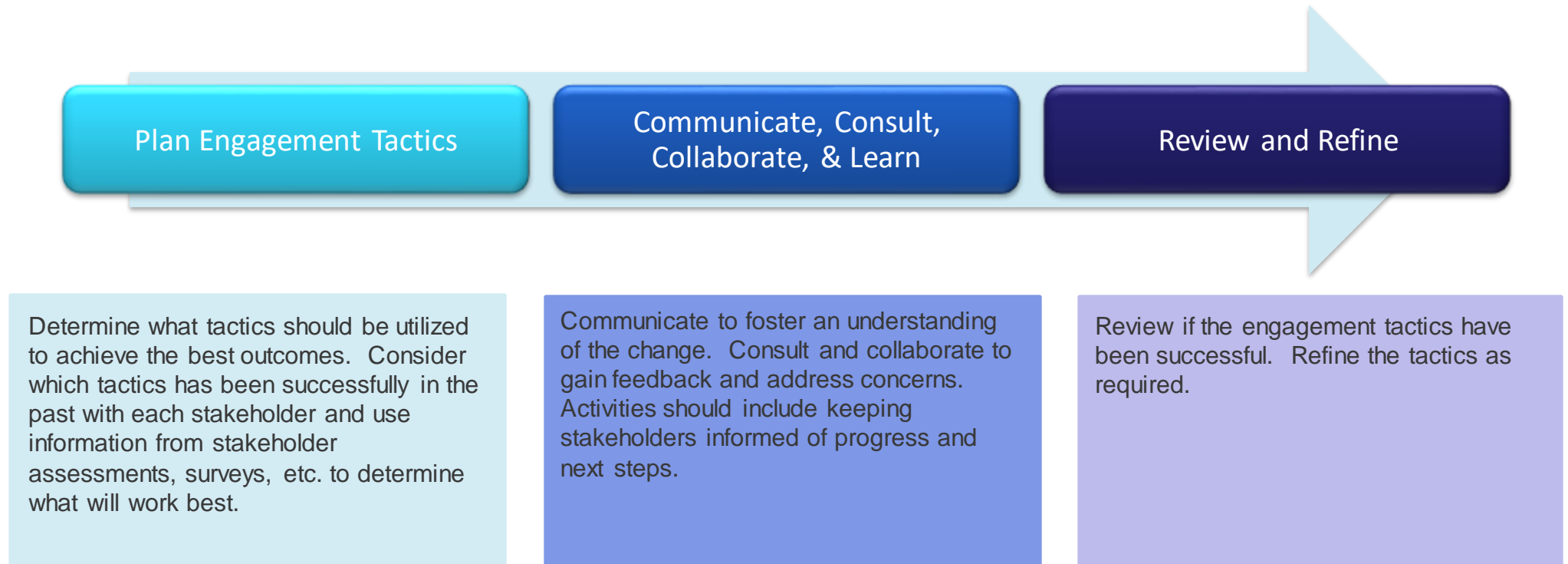
Plan Engagement Tactics	Communicate, Consult, Collaborate, & Learn	Review and Refine
Determine what tactics should be utilized to achieve the best outcomes. Consider which tactics has been successfully in the past with each stakeholder and use information from stakeholder assessments, surveys, etc. to determine what will work best.	Communicate to foster an understanding of the change. Consult and collaborate to gain feedback and address concerns. Activities should include keeping stakeholders informed of progress and next steps.	Review if the engagement tactics have been successful. Refine the tactics as required.

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Engagement Tactics

The following outlines different tactics that can be used to for engagement & consultation with stakeholders.

Potential Engagement & Consultation Tactics
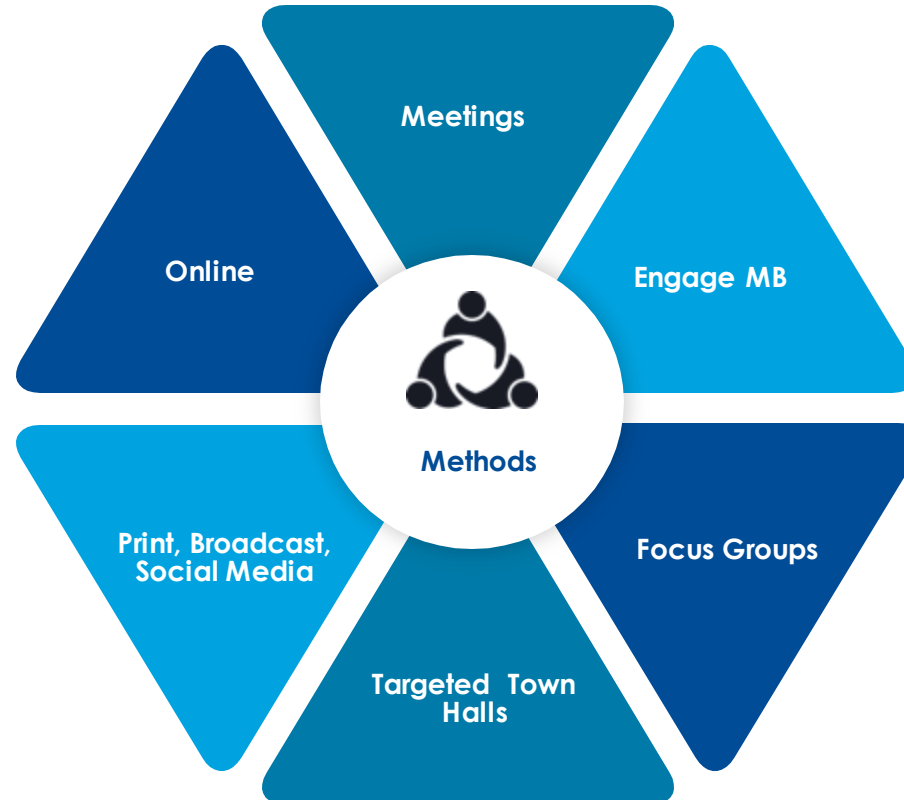
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Communication & Engagement Terminology

We have aligned language in this document to reflect communicating (informing) and consulting as defined by the International Association for Public Participation (IAP2) Spectrum for Public Participation. An overview of the IAP2 Spectrum is included below.

	Inform	**Consult**	**Involve**	**Collaborate**	**Empower**
Public & Healthcare Professional Participation Goal	To provide the public/healthcare professionals with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public/healthcare professionals feedback on analysis, alternatives and/or decisions.	To work directly with the public/healthcare professionals throughout the process to ensure that concerns and aspirations are consistently understood and considered.	To partner with the public/healthcare professionals in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public/healthcare professional
Promise to the Public and Healthcare Professionals	We will keep you informed.	We will keep you informed, listen to and acknowledge your concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Coaching Framework

Coaching Guiding Principles

Below is a summary of the guiding principles that have been built from leading practices:

1

Simplicity

The story and the communication plan must be simple and easy to understand.

2

Appropriately Transparent

Messaging should have **the right type and level of detail** to inform and build trust and confidence.

3

Realistic

Set realistic expectations with an understanding of risks and how they might change things.

4

Consistent

Everyone must be telling the same story in the same way.

5

Purposeful and Meaningful

People need to know why you are communicating with them and understand immediately how what you are saying is meaningful to them.

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Coaching Framework

The goal of the coaching plan is to enable leaders to fulfill their roles as effective change management coaches, mange the change with their employees, and reinforce the change with their employees in the new, changed environment.

Leaders Preparation	Introduce Employees to Change	Managing Employees Through Change	Reinforce Change
The first step in the coaching framework is to ensure that leaders are prepared to sponsor and lead the change. The Change Management Team will help with leader preparation, but leaders will also play a role in preparing themselves for the change. They will need to understand the changes underway and their role in leading the change.	Leaders should prepare for and meet with employees to discuss the change. Employees want to hear from their managers how the change will impact them, how it will impact their group, and their day-to-day activities.	Leaders are critical in managing change as they are influential, employees trust them, they help build support and manage resistance. During this phase leaders fill the role as communicator, advocate, coach, liaison and resistance manager for their employees.	Once the change has been implemented leaders will help to reinforce the change by celebrating successes, continuing to manage resistance, monitoring adoption when required.

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Desired Outcomes of Effective Coaching

The following are the desired outcomes of effective coaching:

Builds Awareness of why a change is happening and how it impacts a given employee.

Creates Desire through personal interactions with employees and the effective management of resistance.

Develop Knowledge through training and mentoring.

Fosters Ability by creating the right environment for employees to develop new skills and behaviours.

Reinforces the change through recognition & celebration and monitors adoption of change through outcomes, KPIs, etc to ensure intended benefits are realized.

The ADKAR Model
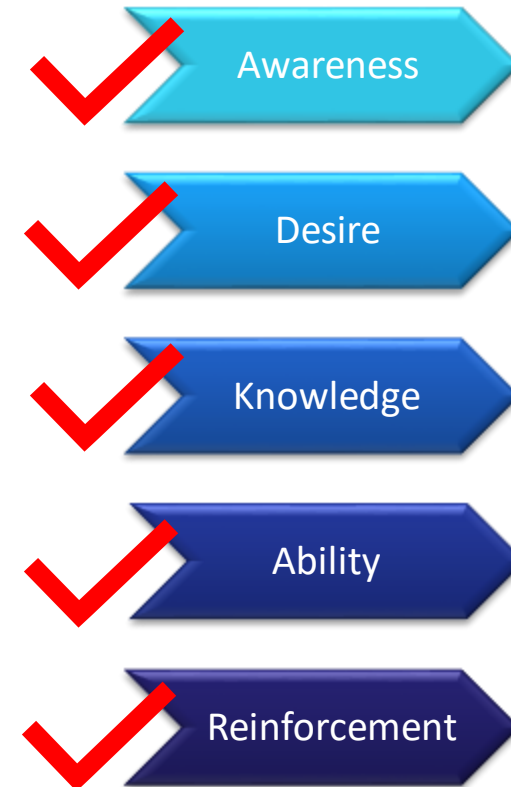
Awareness

Desire

Knowledge

Ability

Reinforcement

Training Framework

Training Plan Guiding Principles

While training plans are specific and tailored to the relevant groups, six guiding principle have been identified to support training that may be applied throughout training planning and development to ensure training needs are consistently met.

1

Simplicity

Training content should be simple and intuitive.

2

Role based

Training should be tailored to key roles to educate them on impacts specific to their roles.

3

Process based

Training should address business process changes that result from the project.

4

Adaptive

Minimal Viable Training (MVT) activities should be considered for each personas to ensure that they are getting the training material that meet their specific needs.

5

Look and feel

Training materials should have a similar look and feel across projects.

6

Just in time

Training will be provided as close as possible to the time it will be applied by the end-user.

Training Framework

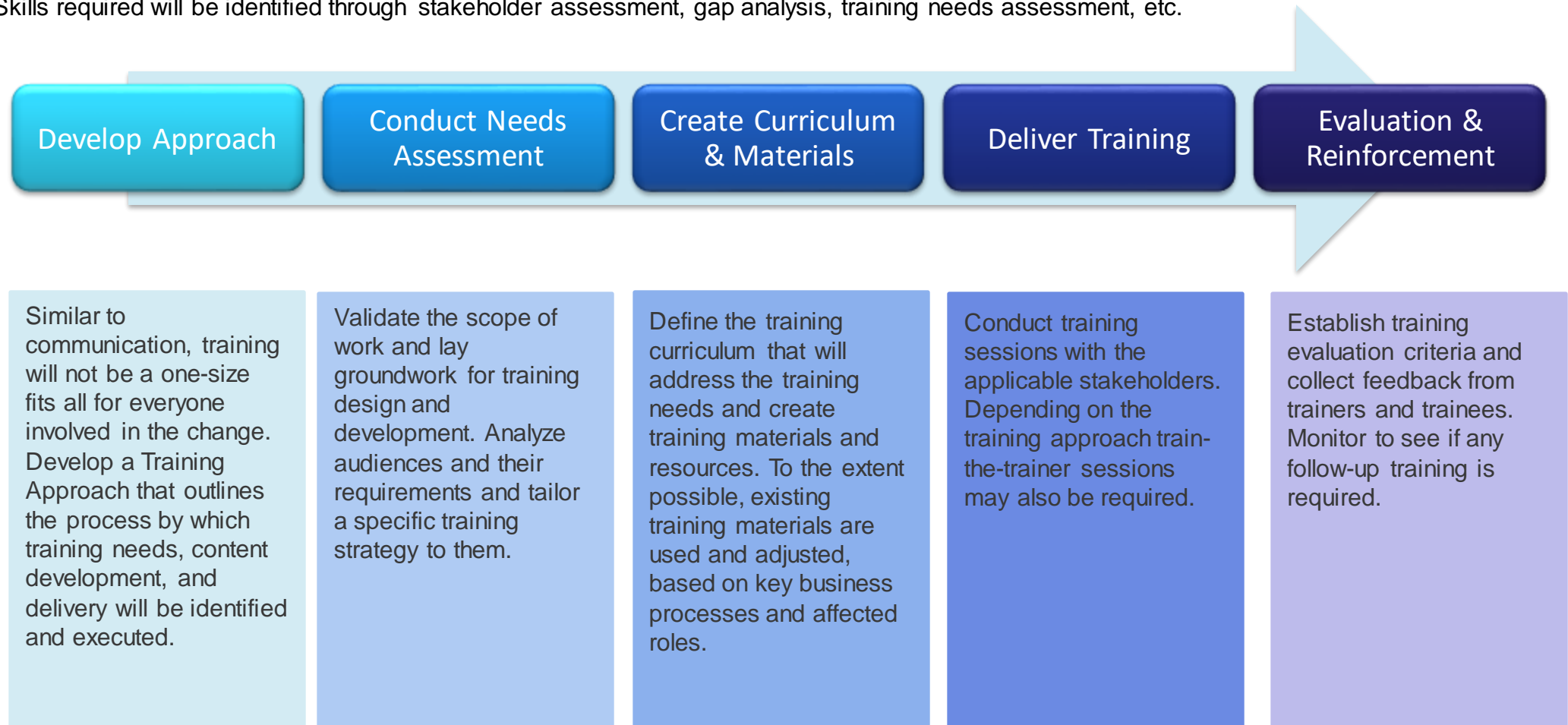It should have focus on both training to be successful during the change, as well as training on how to be successful after the change. Training is a critical tool for building knowledge and ability during a change. Training should encompass all skills (**technical and non-technical**) that are necessary for the change to be a success. E.g. Orientation, clinical training, systems training, change management training, etc.

Skills required will be identified through stakeholder assessment, gap analysis, training needs assessment, etc.

Develop Approach	Conduct Needs Assessment	Create Curriculum & Materials	Deliver Training	Evaluation & Reinforcement
Similar to communication, training will not be a one-size fits all for everyone involved in the change. Develop a Training Approach that outlines the process by which training needs, content development, and delivery will be identified and executed.	Validate the scope of work and lay groundwork for training design and development. Analyze audiences and their requirements and tailor a specific training strategy to them.	Define the training curriculum that will address the training needs and create training materials and resources. To the extent possible, existing training materials are used and adjusted, based on key business processes and affected roles.	Conduct training sessions with the applicable stakeholders. Depending on the training approach train-the-trainer sessions may also be required.	Establish training evaluation criteria and collect feedback from trainers and trainees. Monitor to see if any follow-up training is required.

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Training - Strategies

Below are recommended some recommended training strategies:

Preparing Stakeholders

Awareness Communication (e.g., email, intro video)

An initial communication activity that introduces the project. It can be used for high level, conceptual training.

Demonstration

Live demonstrations of a particular system, technology, or tool used to familiarize end-users with the future environment they will be using for a particular process or function

Enabling Stakeholders

Detailed Reference Guides

A detailed list of step-by-step instructions, with screenshots, of how to perform a specific process or function

Scenario Walkthrough

Scenario meant to be used by users as an exercise to practice and learn how to perform a process or function

Instructor Led Training

Pre and/or post go-live training conducted by an instructor that can include presentations, live demonstrations, and walkthroughs. Can be run virtually or in class.

Quick Reference Guides

A concise list of instructional steps, with screenshots, of how to perform specific functions with high-impact process changes

FAQs

A compiled list of frequently asked questions and answers designed to address common issues

Reinforcement

Office Hours or Drop-ins

Experts hosting Drop-in sessions and Office Hours (in-person or virtual) at set times to provide technical and functional support in the weeks before and after deployment

Coaching

Relationship Owners making themselves available for casual, ad-hoc coaching and support to end-users immediately after deployment

Resistance Management Framework

Resistance Management Guiding Principles

Below is a summary of the guiding principles that have been built from leading practices:

1

Expect Resistance

Expect resistance to all changes including those perceived as positive. Comfort with the status quo is very powerful. Moving into an unknown future state creates anxiety, fear and stress, even if the current state is painful. Resistance can also help to determine what is important to individuals and/or groups.

2

The Right Resistance Managers

It will be important to engage the right resistance managers. The "right" resistance managers in an organization are senior leaders and people managers, and they have different roles to play. See the sponsorship section for more details.

3

Resistance Prevention

Primary avenue of resistance management should be resistance prevention, which involve planning for, addressing or eliminating resistance by effectively applying change management.

4

Continuous Monitoring

It will be important to monitor for resistance continuously throughout the change lifecycle.

5

Remain Positive and Supportive

People find change unsettling, even though change is a constant in personal lives as well as professional environments. They will need the support of a positive leader who inspires free thought, honest communication and creativity, as personal and team development is encouraged.

Resistance Management Framework
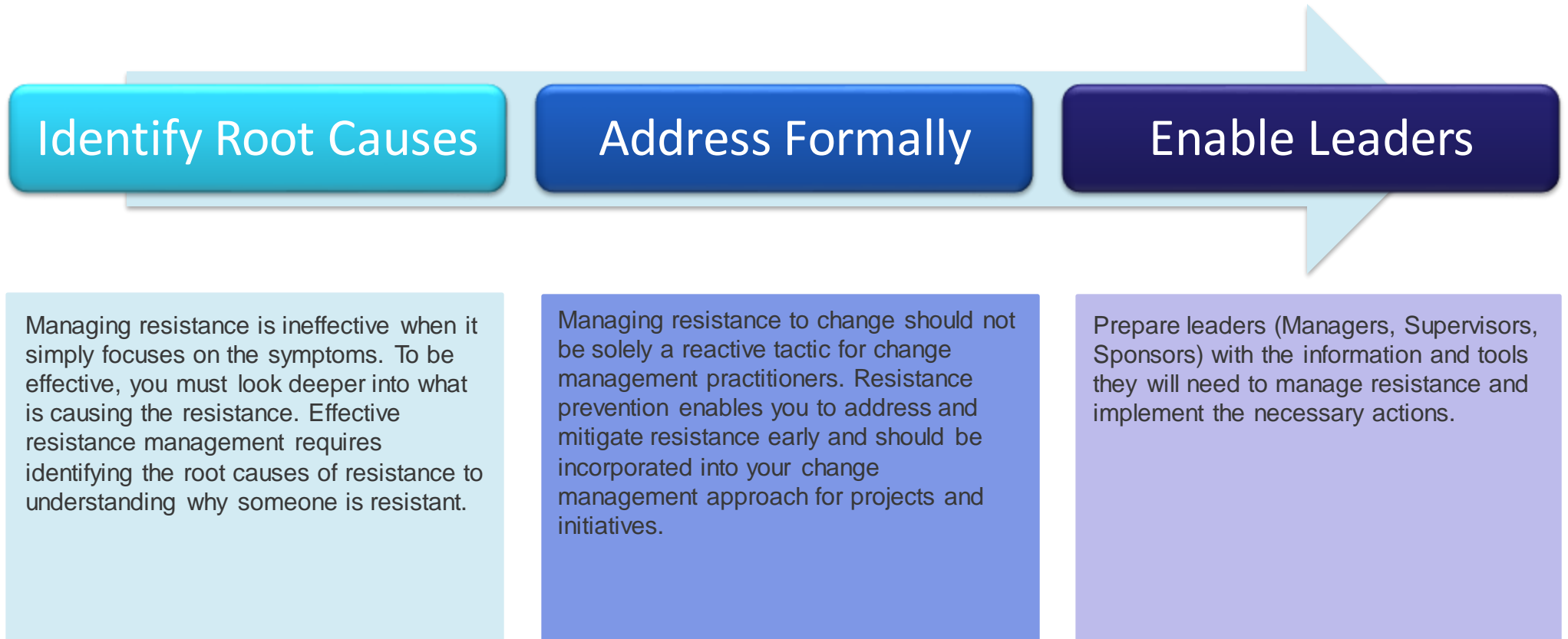
Resistance management is an important element in an overall change management plan. Effective management of resistance allows smoother project implementation, more effective transition from current state to desired future state and a quicker adoption and utilization of the new change such as practices, processes, platforms or policies.

Identify Root Causes	Address Formally	Enable Leaders
Managing resistance is ineffective when it simply focuses on the symptoms. To be effective, you must look deeper into what is causing the resistance. Effective resistance management requires identifying the root causes of resistance to understanding why someone is resistant.	Managing resistance to change should not be solely a reactive tactic for change management practitioners. Resistance prevention enables you to address and mitigate resistance early and should be incorporated into your change management approach for projects and initiatives.	Prepare leaders (Managers, Supervisors, Sponsors) with the information and tools they will need to manage resistance and implement the necessary actions.

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Resistance Management - Strategies

Monitoring and managing resistance is a key lever of enabling successful change adoption. Stakeholders were initially assessed for resistance during the change impact assessment process. Below highlights high-level examples to minimize and manage resistance.

Adoption Tracking: Active tracking can help measure and manage progress of staff and will contain related information to influence adoption.

Sample Methods:
- **Pulse Surveys:** Short surveys focused on specific actions (e.g. questions that are quick and easy to answer)
- **Interviews** with select leaders to gain insights *(preferred method for resistant leaders or leaders with resistant teams)*
- *Readiness Surveys:* Longer surveys focused on understanding more detailed information on where individuals change readiness is at and gather feedback on their journey

Adoption Tracker

Pulse Results

Transparent Communication: Transparent communication regarding change can help to build trust between staff and leaders. It is important to let share information when you can, and also le them know when you do not have all the information or details.

Informal Conversations: informal conversations with staff can be very effective when managing resistance. Leader walkabouts, coffee chats, open office hours are all effective ways to connect with employees to discuss changes and help determine root causes of resistance.

(Technical) Buddy System: On the floor, day-to-day support through a network of (technical) subject matter experts who provide in the moment assistance to accelerate change adoption.

Internal Collaboration Tools and Support Networks: Enables immediate, visible and interactive recognition from peers, customers and managers as well as two-way engagement for in the moment feedback and support.

Sponsorship Framework

Change Sponsorship Guiding Principles

Below is a summary of the guiding principles that have been built from leading practices:

1

Choosing the Right Sponsor(s)

It will be essential to ensure that the proper level of sponsor(s) are selected based on the size and complexity of the change. Larger complex changes will require a high level of sponsorship. Sponsor tools such as sponsor assessments and mapping will help ensure hat the right sponsor is selected.

2

Sphere of Influence

In order to set sponsors up to be effective and successful their role during change is to sponsor the change within their sphere of influence.

3

Sponsor ABCs

Sponsorship will be focused on the basic ABCs

- **A**ctive and visible participation in the change - **SHOW UP**
- **B**uild a coalition of sponsorship – **TEAM UP**
- **C**ommunicate directly and frequently with employees – **SPEAK UP**

4

Sponsor Role Clarity

Leaders will need to understand their role and responsibilities as sponsors to be effective. It will be important to communicate what is expected of them in this role. Strong sponsorship is critical to successfully implement change and therefore it is not a role or activities that should be delegated.

5

Sponsor Support

Sponsors have a critical role to play in change, but information alone will not make them successful. To help sponsors fulfill the ABCs of Sponsorship, change resources must play an enabling role by preparing, equipping, and supporting sponsors with integrated strategies and plans.
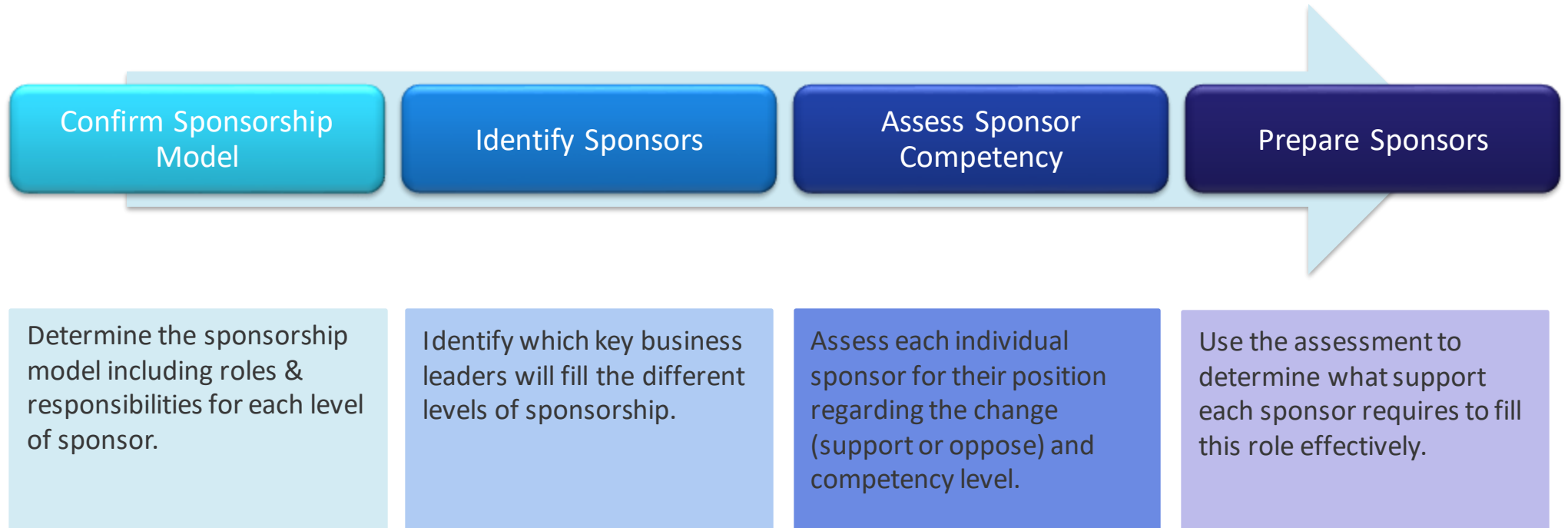
6

Early Involvement

Prosci research shows that starting change management activities early in a project's lifecycle has a significant positive impact on outcomes. Sponsor should be involved at the start of the change to help ensure success.

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Sponsorship Framework

A change sponsor are the leaders that authorizes the change within an organization and who are ultimately responsible for ensuring that the change realizes it's intended benefits. The number one obstacle to success for major change projects is ineffective change management sponsorship from senior leaders.

Confirm Sponsorship Model	Identify Sponsors	Assess Sponsor Competency	Prepare Sponsors
Determine the sponsorship model including roles & responsibilities for each level of sponsor.	Identify which key business leaders will fill the different levels of sponsorship.	Assess each individual sponsor for their position regarding the change (support or oppose) and competency level.	Use the assessment to determine what support each sponsor requires to fill this role effectively.

TMO Change Sponsorship Model

Executive Sponsor(s)

- Responsible to oversee change management strategy and approach
- Formally engages health system executive leaders and create a network of executive leaders to lead the changes (build a coalition).
- Works directly with executive leaders who show signs of resistance.
- Clearly outlines expectations of executive leaders related to leading changes.
- Resolve any major issues and remove barriers with support from network of executive leaders (directly or through governance structures).
- Communicate vision of changes to all stakeholders and participate in change management activities.
- Actively and visibly demonstrates support and commitment for changes to all stakeholders.

Senior Sponsor(s)

- Responsible for change management planning and activities within SDO or program.
- Ensure applicable resources have the capacity and capability to perform change management work.
- Communicate support and promote the change to impacted groups.
- Provide ongoing direction and remove barriers (directly or through governance structures).
- Drive the change forward and maintain momentum.
- Acts as an escalation point for decisions and issues and remove barriers
- Actively and visibly demonstrates support and commitment for the change to all stakeholders

Sponsor(s)

- Responsible to implement change management planning and activities within facility, program, or region.
- Communicate to staff about the change and set expectations regarding the change.
- Provide ongoing direction and coaching to staff and remove barriers.
- Act as a resistance manager to prepare, equip and support staff based on their unique needs and challenges.
- Liaison and advocate for staff and help coach employees through their personal transitions.
- Makes personal commitment to the changes visible to staff; models the change through personal example.