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<tr>
<th>Version</th>
<th>Date</th>
<th>Changes included in update</th>
<th>Author</th>
</tr>
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<tr>
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<td>Avril Anderson</td>
</tr>
</tbody>
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1. Introduction

1.1 Purpose of the Document

This document is intended as guidance for key areas to be considered for the practical support of Managing Your Change in eHealth. For those Health Boards with limited change management experience and resource, this will provide a toolkit to use to ensure that key areas are covered. For Health Boards with extensive experience and well resourced change teams, it will provide an overview and "checklist" of areas to be considered for local change management planning. It is not intended as a comprehensive change management approach.

Benefits are realised by changing the way we work. The role of technology is to support and enable the required changes to working practice. By planning the changes that are needed, your project is more likely to succeed.

The purpose of this document is to provide contextual information and guidance for project managers to use to help plan and manage local change management activities within their NHS Health Board.

Included in this document is:

- Change activities to manage the “Change Journey”
- Change Management check list
  - to gauge local implementation “change readiness”
- Change Management road map
- eHealth Change Team support for Health Boards
2. Creating a case for change

Your business case will outline the expected benefits supported by your new IT system; however project managers should create a case for change locally to ensure support and buy-in. This means understanding the benefits and, communicating these to your [senior managers] clinicians and admin staff.

One of the key reasons projects fail is that the people whose commitment is needed to make change happen find embracing new ways of working difficult. To address this, there are some key activities that can be undertaken that include engaging with relevant personnel to understand what the current issues are and thereafter agreement that change is necessary.

Part of the process for creating the successful case for change is developing an effective leadership (governance) structure. Appointing a local Project Board and Project Manager will ensure the vision and benefits are realised and the changes to working practices managed. The commitment of Board members is essential to ensure a successful implementation. Appoint a change team to organise and manage the change activities.

Little support for task Marginal use of system

The purpose of this activity is to make sure you have support and buy-in from senior management, clinicians and admin staff.

2.1 Understanding the change

Document and analyse your current working practices, and review these against the changes required to realise the expected benefits. Identify the impact on the business, your staff and the patient. Obtain appropriate agreements and approval to business changes.

Setting up an internal user group made up from staff from the various departments affected by the change is a good way of including and engaging staff. Active involvement and a “hands-on” approach develops a sense of “ownership” by staff as they have the opportunity to put forward ideas and suggestions for the new ways of working.

The purpose of this activity is to:
- Understand what you do now (As-Is);
- Assess the changes to your working practices that are needed to realise the expected benefits; and
- Begin to develop a model for the new ways of working.
2.2 Planning for change

An effective method for moving from where you are now to where you want to be is to have a structured Change Management Plan. Developing a change plan shows your commitment to change, how you intend to manage the change, and the roles and responsibilities of those who will play a part in making the changes happen.

A change management plan (action plan) should show all the planned change activities against the project milestones and benefits trajectories.

The purpose of this activity is to make sure you have a plan in place to implement the changes that reflect your local environment and context.

2.3 Communications

A structured and consistent local communications plan will ensure those who are affected by change are actively engaged and informed. Communicating the right message at the right time to the right audience will ensure the “change” message is at the top of everyone’s agenda. An important first step is to work with any existing communications team and/or Human Resources within your Health Board to understand existing communication channels. Making use of existing communication channels will ensure clear and consistent messages get across to all those impacted by change.

For your internal communications it is important that staff feel they are kept informed and involved throughout the whole change process. Your communications plan can be very simple for small local implementations and more complex for larger implementations.

Your plan should include:

Each stakeholder group;
- Key messages they should receive;
- Best communication channel(s) to deliver message;
- How often messages and activities will occur; and
- Owner of each communication

Note that you may use a range of approaches, and that different methods may be appropriate for different audiences.

The purpose of this activity is to make sure that all those impacted by the changes are kept informed and continue understand and support the new ways of working.

2.4 Implementing the Change

Implementing the changes to working practices should be done locally and will involve communicating and training local users on the new ways of working. This
type of training and communication will supplement any formal system training that may be provided by the IT supplier. It is essential that staff understand the new “To-Be” processes which result in the new ways of working.

Having a robust and well managed training plan shows senior management are fully supporting staff and are committed to the changes. Once the new working practices have been documented and agreed, project managers should consider the level of local training requirements before completing a training plan.

Developing scenarios based on real working practices could be one approach to make the training more relevant to staff. Energising and motivating staff by ensuring they have the correct skills and knowledge will enable them to do their jobs effectively and efficiently.

The purpose of this activity is to make sure:
- The new ways of working are understood and adopted; and
- Show commitment to your changes and sustain new ways of working.

2.5 Project Evaluation

“If we were to do this again what would we do differently?”

Consider running an evaluation exercise to recognise and acknowledge your successes and lessons learned such as:

- Key successes – what was successful and why
- Key barriers – what didn’t work so well and why (how did we overcome them)
- Lessons learned – what would we do differently next time

Knowledge Sharing:- Consider sharing this document with other departments within your Health Board with similar projects, and also more widely to other Health Boards.

Make new mistakes not the same ones we made!
### 3. Change Management Checklist

<table>
<thead>
<tr>
<th></th>
<th>Communications</th>
<th>Yes/No</th>
<th>Support required?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1</strong></td>
<td>Do you have a Communications Plan?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>To facilitate communication which is timely, consistent and coordinated and delivers the key messages to specified audiences within [Your Health Board]</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.2</strong></td>
<td>Have you identified your key stakeholders?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>To engage with your stakeholders and increase their understanding and adoption [enter name of project i.e. Digital Dictation within HB]</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.3</strong></td>
<td>Have you identified your different stakeholder groups?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
|   | Direct Users  
Keepiing Momentum  
Indirect users  
Keeping Informed  
Adhoc Users  
Engage to make aware | | |
| **1.4** | Do you have a nominated communications lead? | | |
|   | *To plan and manage the communications of all key messages.* | | |
| **1.5** | Are you familiar with the communication channels available to you? | | |
|   | Face to face  
Internet / web  
Printed material | | |
### 2. Change Management Plan

<table>
<thead>
<tr>
<th>No.</th>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Do you have a Change Management Plan?</td>
<td>A change plan to ensure successful implementation by creating the right environment for change as well as supporting those who are experiencing change.</td>
</tr>
</tbody>
</table>
| 2.2 | Is your Governance structure in place? | Project Board  
Project Manager  
Change team  

*Building a “Guiding team” to agree change management activities* |
| 2.3 | Are your change activities included in your project plan and aligned with project milestones and benefits trajectories? | Right information / activity at the right time |
| 2.4 | How will you communicate the change to your staff? | Raising awareness  
Stakeholder mapping / stakeholder groups  
Understanding the need for change |
| 2.5 | Are your IT teams briefed and on-board? | Raising Awareness  
Understanding the change |
| 2.6 | Do you know how the new IT system / process will impact on Your Business / Your Staff / The Patient | Business case – understanding the change / benefits |
| 2.7 | Do you know what changes are required to your current working practices? | Analyse your processes - As-Is Process mapping  
Local scenarios to assess the impact of changes on people /process  
Identify barriers |
<table>
<thead>
<tr>
<th>2.8</th>
<th>Are all those staff impacted by the change engaged and aware and involved in developing the new processes?</th>
</tr>
</thead>
</table>
|     | *Keeping momentum*  
     | *Resolving issues / barriers*                                                                   |
| 2.9 | Have you documented your new processes and working practices?  
     | *To-Be processes – implement change*                                                            |
| 2.10| Have you developed a training plan?  
     | *Implementing and sustaining change*                                                             |
| 2.11| Are all your key users on-board with the new IT system / process?  
     | *Taking Stock*  
     | *What’s been achieved*  
     | *What’s left to do*  
     | *Addressing issues / barriers*                                                                  |
| 2.12| Post Implementation -  
     | *How successful has your implementation been?*  
     | *Key successes*  
     | *Key Barriers*  
     | *Lessons learned*  
     | *Moving forward*                                                                                 |
4. Change Management Roadmap

Creating a Climate for Change, Understanding Process Change

Business case: “The Vision”
Why do we want the new system/process?
• Requirements – what will it do?
• Benefits
• Value

How will it change what do we do now?

Understand the change/future
Analyse how the changes impact on the
• Business?
• Staff?
• Patient?

Communicating Change, Implementing Change

Where and who will the changes impact on
• Business?
• Staff?
• Patient?

Communications
Who needs to know what, how and when?
• Identify your stakeholders
• Agree communication channels
• Agree vehicle for communication

Who will manage/run training
Who needs to be trained and when
Who will run sweep up sessions

Implementing change, training

Training, Evaluation

Evaluation/Take stock

Your key successes?
Your key barriers?
Moving forward/What’s left to do?

The above roadmap shows the key stages of change and the type of activities that can support managing change. This model can be used to plot your own local change activities.
5. We are here to help

Log on to: [www.ehealth.scot.nhs.uk](http://www.ehealth.scot.nhs.uk)

- Find further information, tools and templates

- Find contact details to get advice and support on:
  - Benefits Realisation and Management
  - Change Management
  - Business Cases and Funding
  - Security, Design and Architecture

- Share lessons learned & stories