

1.1 Purpose of the Change Management Framework

This workbook was developed to document the change management approach used in Provincial Virtual Health's "Hybrid Model of Care" project on ED Implementation. It draws on the ADKAR® framework to provide a structured way of guiding individuals and teams through change from early awareness through to sustained adoption. This workbook is designed to be practical, digestible, and approachable.

The intent is to create a reference package that future project teams can use to:

- Understand what successful change management looks like
- Identify typical change impacts (e.g., systems, roles, behaviors)
- Leverage real examples and templates from a live project
- Embed change activities into project planning and execution

1.2 Intended Audience

This workbook is designed for individuals or teams who are responsible for implementing or supporting organizational change as part of a project or initiative. The intended users include:

- People Managers/ Leaders
- Project Managers
- Change Practitioners

1.3 How to Use This Workbook

This workbook is organized to guide users through the change management lifecycle using the ADKAR® framework. It combines definitions, concepts, guiding questions, and a case example. Tabs are grouped into three core areas:

Reference & Foundation (Tabs 1-2)

- 01_Purpose & Overview Why this framework exists and who it's for
- 02_Concepts & Definitions Key terms, ADKAR model, timeline guidance, impact areas

Planning Tool (Tab 3)

- 03_Prep and Planning Tool Use this planning tool to develop key elements of your change strategy

Execution Toolkit (Tabs 4-8)

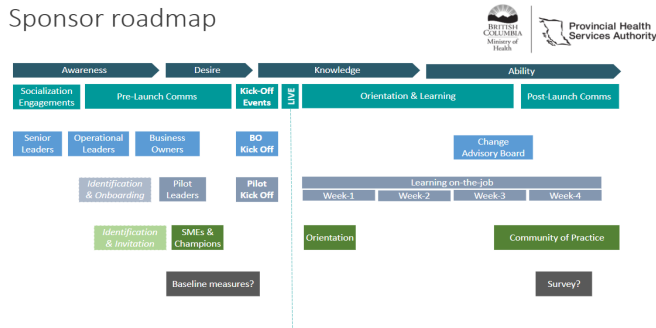
- 04_ADKAR - Awareness Actions to create awareness of the change
- 05_ADKAR - Desire Actions to build desire to support the change
- 06_ADKAR - Knowledge Enable people with the knowledge to change
- 07_ADKAR - Ability Help people demonstrate ability to apply the change
- 08_ADKAR - Reinforcement Actions to sustain and reinforce the change

Case Example (Tab 9)

- 09_Sample - HMOC Project Case Study Template

2.1 The ADKAR Model				
ADKAR Element	Definition	Goal	What Success Looks Like	
Awareness	Understanding the need for change	Ensure that employees understand the need for change	Employees can clearly articulate the reason for change	
Desire	Willingness to support and participate in the change	Encourage employees to support and participate in the change	Employees express interest and engage willingly	
Knowledge	Knowing how to change (skills, behaviors, processes)	Ensure employees have the knowledge and skills to support the change	Employees know what to do and how to do it	
Ability	Putting knowledge into action to implement the change	Ensure employees can implement the change effectively	Employees successfully perform in the new way	
Reinforcement	Ensuring the change sticks long term	Sustain the change and ensure it becomes part of the organizational culture	New ways of working are recognized, rewarded, and measured	

2.2 ADKAR in Project Roadmap/ Timeline
 This workbook integrates the ADKAR® framework with the phases of a standard project lifecycle to ensure that change management activities are not treated as standalone or afterthoughts. The table below illustrates a typical alignment of ADKAR with project stages to communicate changes to project sponsors and leaders.



[Visual aid retrieved from PDHIS Change Management Office, Product Mgmt Roadmap_v0.1 2024-09-24]

2.3 Example Timeline
 This section outlines a high-level reference timeline based on an active project using the framework. While timelines will vary, this example helps teams understand how ADKAR-aligned change activities may unfold across the project lifecycle.

Example Roadmap

Key project milestones	Date
Phase 1	
Develop "pressure points" dashboard	November 2024
Establish 2 access and flow leaders	December 2024
Jurisdictional scan	January 2024
Develop strategy and business plan	March 2025
Phase 2	
Develop pathways for cascading structure	June 2025
Procurement of technology	December 2026
Training	February 2026
Implementation	March 2026
ADKAR milestones	
Awareness	November 2024 & June 2025
Desire	December 2024 & May 2025
Knowledge	February 2026
Ability	March 2026
Reinforcement	April 2026



[Visual aid retrieved from PVH Change Management Teach Back 2 - Phase 1 Approach]

2.4 Key Aspects of Change Impact

10 Aspects of Change Impact



Aspect	Description	Example: Change Impact (Before)	Example: Change Impact (After)
Processes	Business workflows or procedures that will change or be redefined	In person physician	Virtual physician
Systems	IT systems or platforms being introduced, updated, or decommissioned	No tech needed for physician care	Care interaction with a screen and peripherals, workflow changes
Tools	Day-to-day tools (e.g., apps, forms, templates) changing for end users	In person	Video device
Job Roles	Role definitions, responsibilities, or titles being adjusted	Working with in person physician	Working with virtual physician
Critical Behaviours	Key behavioral shifts required to support or sustain the change	Rounding with in person physician or asynchronously to physician	Rounding and assessment with virtual physician
Mindset	Attitudinal or cultural shifts needed for change acceptance	No attitude about virtual care	Virtual care is safe care; paperwork burden is more but better than closing an emergency department
Reporting Structure	Changes to who reports to whom; leadership layers or team configuration	Reports to nursing manager	No change
Performance Reviews	Changes to evaluation methods, metrics, or KPIs	Ability to work with in person physician	Ability to work with virtual physician and follow up on orders
Compensation	Impact to bonuses, salary structures, or incentive programs	No change	No change
Location	Physical workplace changes (e.g., moves, remote/hybrid shifts)	In hospital	In hospital

This set of guiding questions is designed to help Change Manager reflect on critical aspects before engaging with this change management workbook.
 *To support active planning, a dedicated column is provided for Change Manager to capture responses specific to their projects.

Objective	Guiding Question	Project Idea*
	Define Success - What are we trying to achieve?	
4P: Project	What is the project?	
4P: Purpose	Why are we changing? What are the project objectives and organizational benefits?	
4P: Particulars	What are we changing?	
4P: People	Who will be changing?	
Document change profile	How will the project contribute to solving the problem or realizing the opportunity?/ What is the problem or opportunity for the organization?	
Capture definition of success	What will the project produce or enable?/If the problem is solved or opportunity is realized, what will be the benefit(s)?	
Connect and align people to success	How will you know the objectives have been achieved?/How will you know the benefits have been realized?	
	Define Impact - Who has to do their jobs differently and how?	
Define impacted groups	Which groups, teams, or roles will experience a shift due to this change initiative?	
Assess change impact	How will day-to-day responsibilities, workflows, tools, or behaviors change for each group?	
Identify group considerations	Is the change minor, moderate, or major in terms of effort, mindset shift, or skill development?	
Define adoption and usage	Which existing processes, systems, or cultural norms are being altered — and to what extent?	
	Define Approach - What will it take to achieve success?	
Assess risk and scale	What is the scale of the change, and what risks should we prepare for?	
Identify resistance	Where is resistance likely to emerge, and what are the drivers behind it?	
Identify resources and structures	What resources, systems, and structures will support effective delivery?	
Identify required roles	Which roles are essential to lead and support the change, and how will they be assigned?	
Align roadmap to timeline	How will we align key change activities to a timeline that fits organizational needs?	

Awareness - Ensure that employees understand the need for change

Change Phase	Impacted Group (WHO) Which impacted group is the intended audience for the activity?					ADKAR Outcome (WHY) What is the intended ADKAR outcome? Which element is this activity targeting?	Activity (WHAT) What needs to be done?	Method / Mechanism (HOW) What is the established process for completing the activity?	Responsible (WHC) Who should take the lead to ensure this activity is completed?	Timeline (WHEN)		Duration (Workdays)	Status Is this activity not started, in progress, on hold, or complete?	Result / Feedback What is the result or outcome of the activity? How do you know?
	Virtual Physicians	Onsite Nurses	Onsite Allied Health	Onsite Clerical	Leadership					Start Date	Finish Date			
Awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Build a compelling case for change	Use real-life examples and stories to illustrate the need and potential benefits of change. • Draft a 3-page summary with real patient/provider stories showing current challenges. • Create a slide deck with before/after scenarios to present at leadership meetings.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Prepare and support executive sponsors	Equip the primary sponsor and sponsor coalition members with tools and messaging to lead the change at the organizational level. • Schedule a 1:1 briefing with the sponsor to review key messages and talking points. • Provide a sponsor toolkit with FAQs, timelines, and endorsement templates.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Prepare and support people managers	Provide managers with resources and coaching to lead change within their teams. • Host a manager orientation session to walk through the change and their role. • Share a manager-specific Q&A guide for team huddles.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Build leadership awareness and endorsement	Presentations to executive teams, request endorsement letters. • Present the change rationale at the next executive leadership meeting. • Request a formal endorsement letter or email from the VP or Director.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Develop and execute a communications plan	Outline rationale for change and risks of not changing; deliver consistent messaging through emails, newsletters, town halls, presentations, and meetings. • Draft a comms calendar with dates, channels, and owners for each message. • Create a branded email template for consistent messaging.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Communicate the need for change	Develop and distribute a comprehensive communications plan (emails, newsletters, town halls). • Send a launch email from leadership outlining the "why" behind the change. • Post a visual explainer on the staff intranet or bulletin board.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Evaluate communication effectiveness	Use feedback mechanisms (e.g., surveys, informal feedback) to assess and adapt communication strategies. • Launch a 3-question pulse survey after each major communication. • Track open rates and click-throughs on email campaigns.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Engage partners and impacted groups	Conduct informational interviews, town halls, and informal socializations. • Conduct 30-minute interviews with 3-5 key groups (e.g., nursing, allied health).			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Engage patients and providers	Use targeted communication strategies to involve patients and providers in early awareness efforts. • Share a short video or story from a patient/provider during kickoff. • Include provider quotes in newsletters or posters.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Engage physicians early	Physician-focused engagement sessions and identification of champions. • Identify a physician champion and invite them to co-present at kickoff. • Host a physician-only info session to address clinical concerns.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Share rationale for change	Use of intent statements, personas, and key facts in presentations and documents. • Create a one-pager with key facts, stats, and "why now" messaging. • Use personas to illustrate how different roles are impacted.			0	Not started		

Desire - Encourage employees to support and participate in the change

Change Phase	Impacted Group (WHO)					ADKAR Outcome (WHY) What is the intended ADKAR outcome? Which element is this activity targeting?	Activity Name (WHAT) What needs to be done?	Method / Mechanism (HOW) What is the established process for completing the activity?	Responsible (WHO) Who should take the lead to ensure this activity is completed?	Timeline (WHEN)		Duration (Workdays)	Status Is this activity not started, in progress, on hold, or complete?	Result / Feedback What is the result or outcome of the activity? How do you know?
	Which impacted group is the intended audience for the activity?									Start Date	Finish Date			
	Virtual Physicians	Onsite Nurses	Onsite ARNP Health	Onsite Clerical	Leadership									
Desire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Engage leaders, people managers, and impacted groups in co-design	Involve them in workshops, working groups, or feedback sessions to shape the change process. • Invite representatives from nursing, allied health, and clerical teams to a co-design session. • Use a whiteboard or Mural/Miro board to map current pain points and brainstorm solutions.				0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify and empower change champions	Nominate champions within teams (e.g., a clinical operations and physician/NP champion) and provide orientation and support to advocate for the change. • Ask each unit to nominate a champion and provide a short role description. • Host a kickoff huddle with champions to align on expectations and responsibilities.				0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Use incentives and rewards to motivate	Develop recognition programs and align incentives with change objectives to encourage early adoption. • Develop a recognition program (e.g., "Change Champion of the Month") with small rewards like coffee cards. • Publicly acknowledge early adopters in newsletters or team meetings.				0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Distribute pre-virtual kickoff survey	Gauge readiness and gather baseline perceptions from staff. • Use Microsoft Forms to send a 5-question readiness survey to all impacted groups. • Analyze results to tailor kickoff messaging and identify areas of concern.					0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Arrange virtual kickoff sessions	Introduce the change, share rationale, and build excitement. • Schedule a 30-minute virtual session with leadership and project team to introduce the change. • Include a live Q&A and a poll to gather real-time feedback.					0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Organize in-person innovation day	Showcase the future state and allow staff to explore and envision the change. • Set up booths with posters, interactive demos, and feedback stations in a high-traffic area. • Use dot voting to let staff choose preferred features or workflows.					0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish feedback mechanisms	Create channels such as email inboxes, whiteboards, and drop-in sessions for staff to ask questions and share input. • Set up a dedicated email inbox and Teams channel for questions and feedback. • Place suggestion boxes in staff lounges and monitor weekly.					0	Not started	

Knowledge - Ensure employees have the knowledge and skills to support the change

Change Phase	Impacted Group (WHO)					ADKAR Outcome (WHY) What is the intended ADKAR outcome? Which element is this activity targeting?	Activity (WHAT) What needs to be done?	Method / Mechanism (HOW) What is the established process for completing the activity?	Responsible (WHO) Who should take the lead to ensure this activity is completed?	Timeline (WHEN)		Duration (Workdays)	Status Is this activity not started, in progress, on hold, or complete?	Result / Feedback What is the result or outcome of the activity? How do you know?
	Which impacted group is the intended audience for the activity?									Start Date	Finish Date			
	Virtual Physicians	Onsite Nurses	Onsite Allied Health	Onsite Clinical	Leadership									
Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Develop and deliver training tailored to different roles	Create role-specific training content for physicians, nurses, and support staff. • Create separate training decks for nurses, clerks, and physicians. • Schedule role-specific sessions with sign-in tracking.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Provide training using a variety of methods	Use in-person sessions, digital modules, simulations, and "train-the-trainer" models. • Record a 10-minute video walkthrough of the new workflow. • Offer printed quick reference guides at nursing stations.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Conduct in-person engagement with staff	Host floor walk-throughs, huddles, or drop-in sessions to reinforce training and answer questions. • Do floor walkarounds with a tablet to answer questions. • Host 15-minute pop-up sessions during shift changes.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Engage local partners and change champions	Use champions to co-facilitate training and reinforce key messages. • Ask champions to co-lead training sessions. • Include local examples in training materials.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Use whiteboards and survey boxes for communication	Install COMMS boards and feedback boxes in high-traffic areas to share updates and gather input. • Post weekly updates and FAQs on a whiteboard in the break room. • Place a locked feedback box near the time clock.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Distribute memos and newsletters	Share updates and training reminders through internal communications. • Send a weekly email update with "What's New" and "What's Next." • Print and post newsletters in common areas.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Assign a point person for training and support	Designate a lead (e.g., educator or project team member) to coordinate training logistics and answer questions. • Designate a clinical educator as the go-to for questions. • Include their contact info in all training materials.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Conduct pre-pilot refresh sessions	Host refresher sessions to reorient staff on workflows and expectations before launch. • Host a 30-minute refresher 1 week before go-live. • Use a checklist to review key steps and roles.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Create a knowledge repository	Compile resources, FAQs, best practices, and guides in a shared digital location. • Upload all training materials to a shared Teams folder. • Organize content by role and topic for easy access.			0	Not started		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Provide real-time support channels	Implement an escalation pathway document for clinical and technical issues. • Distribute an escalation pathway document with contact info. • Set up a Teams chat for live support during go-live.			0	Not started		

Ability - Ensure employees can implement the change effectively														
Change Phase	Impacted Groups					ADKAR Outcome (WHY) What is the intended ADKAR outcome? Which element is this activity targeting?	Activity (WHAT) What needs to be done?	Method / Mechanism (HOW) What is the established process for completing the activity?	Responsible (WHO) Who should take the lead to ensure this activity is completed?	Timeline (WHEN)		Duration (Workdays)	Status Is this activity not started, in progress, on hold, or complete?	Result / Feedback What is the result or outcome of the activity? How do you know?
	Virtual Physicians	Onsite Nurses	Onsite Health	Onsite Clinical	Leadership					State Date	Finish Date			
Ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Conduct skill assessments to identify gaps	Use surveys, interviews, or observation to evaluate current capabilities and identify areas for improvement. • Use a checklist to observe staff performing new workflows. • Survey staff confidence levels pre- and post-training.				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Develop targeted training to address gaps	Design and deliver additional training sessions or resources based on identified needs. • Create a follow-up session focused on identified weak spots. • Pair staff with champions for 1:1 coaching.				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Implement pilot program to test the change	Launch a small-scale pilot to validate workflows, tools, and staff readiness. • Launch the pilot in one unit for 2 weeks. • Track usage and issues using a shared log.				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Use feedback from the pilot to refine processes	Collect input from staff and engaged parties during the pilot to adjust training, workflows, and support mechanisms. • Hold a debrief session with pilot participants. • Update SOPs and training based on feedback.				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Encourage coaching and mentoring	Empower managers and champions to provide ongoing guidance and support to staff. • Assign each new user a buddy for their first week. • Schedule weekly check-ins with manager.				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Establish performance monitoring	Define and track metrics and KPIs to assess implementation success and staff proficiency. • Create a dashboard to track usage, errors, and feedback. • Review KPIs weekly with the project team.				0	Not started	

Reinforcement - Sustain the change and ensure it becomes part of the organization culture														
Change Phase	Impacted Group(s)					ADKAR Outcome (WHY) What is the intended ADKAR outcome? Which element is this activity targeting?	Activity (WHAT) What needs to be done?	Method / Mechanism (HOW) What is the established process for completing the activity?	Responsible (WHO) Who should take the lead to ensure this activity is completed?	Timing (WHEN)		Duration (Workdays)	Status Is this activity not started, in progress, on hold, or complete?	Result / Feedback What is the result or outcome of the activity? How do you know?
	Virtual Physicians	Onsite Nurses	Onsite Allied Health	Onsite Clinical	LeadersHIP					Start Date	Finish Date			
Reinforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Develop a sustainability plan	<ul style="list-style-type: none"> Define long-term ownership, support structures, and integration into operations. Document who owns each process post-implementation. Schedule quarterly reviews to assess sustainability. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Transfer ownership of the change	<ul style="list-style-type: none"> Create a transition plan, conduct formal handover meetings, and secure sign-off from both parties. Create a transition plan with roles, timelines, and contacts. Hold a formal handover meeting with sign-off. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Conduct knowledge transfer	<ul style="list-style-type: none"> Document key information, provide access to tools, and hold walkthroughs or shadowing sessions. Host a walkthrough of tools and documentation with the new owner. Share a summary of key decisions and lessons learned. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Notify engaged parties of ownership transition	<ul style="list-style-type: none"> Clarify roles, reinforce continuity, and communicate new points of contact. Send an email to all engaged partners introducing the new lead. Update contact info on internal sites and documents. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Provide support during transition	<ul style="list-style-type: none"> Offer troubleshooting, monitor progress, and gather feedback to ensure smooth handover. Keep a support channel open for 2-4 weeks post-handover. Assign a backup contact for escalations. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Maintain ongoing training and support	<ul style="list-style-type: none"> Offer refresher sessions, onboarding materials, job aids, and quick reference guides. Schedule quarterly refresher sessions. Update onboarding materials for new hires. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Track KPIs and performance metrics	<ul style="list-style-type: none"> Use dashboards, audits, and scorecards to monitor adoption and effectiveness. Review dashboard data monthly with leadership. Flag any drop in usage or compliance. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Conduct post-implementation reviews	<ul style="list-style-type: none"> Identify gaps, iterate based on feedback, and pilot enhancements before scaling. Facilitate a lessons learned session with the team. Document improvement opportunities in a shared tracker. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Maintain updated documentation	<ul style="list-style-type: none"> Keep SOPs, workflows, and knowledge bases current and accessible. Review SOPs and workflows every 6 months. Assign a document owner for each key resource. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Highlight success stories and celebrate milestones	<ul style="list-style-type: none"> Use newsletters, town halls, or recognition events to showcase wins. Share a "win of the month" in the newsletter. Host a small celebration when major goals are met. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Provide regular updates on progress	<ul style="list-style-type: none"> Use internal comms to share status, address challenges, and reinforce key messages. Send monthly update emails with metrics and highlights. Present progress at team or department meetings. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Gather continuous feedback	<ul style="list-style-type: none"> Use surveys, focus groups, and informal channels to identify improvement opportunities. Launch a quarterly feedback survey. Hold informal focus groups with frontline staff. 				0	Not started	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Integrate the change into organizational culture	<ul style="list-style-type: none"> Update policies, procedures, and orientation materials to reflect the new way of working. Update orientation materials to include the new process. Embed expectations into performance reviews. 				0	Not started	

PROSCI Methodology ADKAR: Hybrid Model of Care

Change Phase	Activity Name	Impacted Group(s)					Lead	Status	Completion Date	Status Update
		Virtual Physicians	Onsite Nurses	Onsite Allied Health	Onsite Clerical	Leadership				
Awareness (Ensure that employees understand the need for change)	Partner engagement									
	Informational interviews									
	Patient/Provider interviews									
	Informal socialization									
	Executive and senior leadership awareness/endorsement									
	Ensure clear and consistent messaging									
	Develop a comprehensive comms plan outlining the reason for change (e.g., emails, newsletters, town halls)									
Desire (Encourage employees to support and participate in the change)	Physician focused communications and engagement									
	Engagement Sessions									
	Pre-virtual kick off survey									
	Virtual kick off									
	In person innovation day									
	Change Champions									
	Identify change champion(s) to advocate for change at CMH									
	Incentives and Rewards									
	Develop a recognition program to reward early adopters and those who actively support the change									
	Create incentives aligned with the change objectives									
Knowledge (Ensure employees have the knowledge and skills to support the change)	Feedback Mechanisms									
	Establish channel(s) for employees to provide feedback/ask questions									
	Whiteboards (COMMS board)									
	Survey boxes on the floor									
	Memo, staff newsletter									
	Engagement with local partners (change champions)									
	In person engagement w/staff									
	Point person (Heather H.)									
	Training									
	Develop and deliver training tailored to different roles									
	Provide training using a variety of methods									
	Knowledge Sharing									
	Pre-pilot refresh for staff to know what to expect leading up to the pilot launch due to time lag									
Ability (Ensure employees can implement the change effectively)	Create a knowledge repository with resources, FAQs, best practices									
	Teladoc									
	CMH Clinical Educator									
	Support									
	Provide a channel to provide real-time support - escalation pathway document (clinical + tech)									
Reinforcement (Sustain the change and ensure it becomes part of the organizational culture)	Conduct skill assessments to identify gaps and areas needing improvement.									
	Develop targeted training to address these gaps.									
	Implement pilot program to test the change on a small scale									
	Use feedback from the pilot to refine processes and training before full implementation									
	Coaching and Mentoring									
	Encourage managers to offer continuous support and guidance									
	Performance Monitoring									
Establish metrics and KPIs to monitor performance and progress										
Reinforcement (Sustain the change and ensure it becomes part of the organizational culture)	Recognition and Rewards									
	Highlight success stories and celebrate milestones									
	Sustainability Plan									
	Develop a sustainability plan to maintain the change									
	Ensure continuous improvement through regular reviews and updates									
	Ongoing Communication									
	Provide updates on progress and address any new challenges that arise									
	Continuous Feedback									
Gather ongoing feedback to identify areas for improvement										
Organizational Culture										
Integrate the change into organizational processes, policies and procedures										