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

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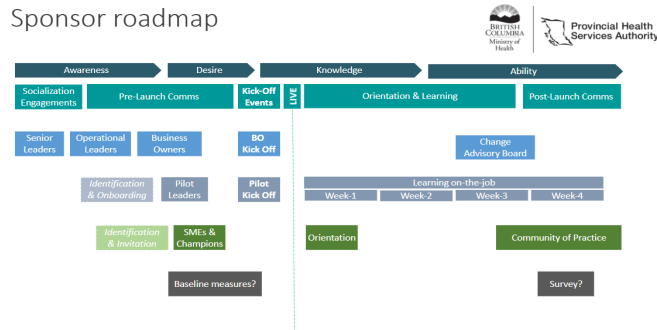
[Visual aid retrieved from PDHIS Change Management Office, Product Mgmt Roadmap_v0.1 2024-09-24]
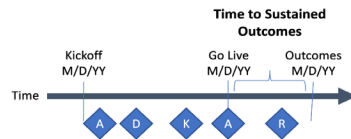
2.3 Example Timeline

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.

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

2.4 Key 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 archieve success?	
Assess risk and scale	What is the scale of the change, and what risks should we prepare for?	
Identify resistence	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?	

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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 (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 Allied Health	Onsite Clerical	Leadership					Start Date	Finish Date			
Awareness	☐	☐	☐	☐	☐		Build a compelling case for change	Use real-life examples and stories to illustrate the need and potential benefits of change • Draft a 1-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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		Engage partners and impacted groups	Conduct informational interviews, town halls, and informal socialization. • Conduct 30-minute interviews with 3–5 key groups (e.g., nursing, allied health).				0	Not started	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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) 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 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?
	Virtual Physicians	Onsite Nurses	Onsite Allied Health	Onsite Clerical	Leadership					Start Date	Finish Date			
Desire	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		Identify and empower change champions	Nominate champions within teams 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 provide talking points.				0	Not started	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	

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 (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 Allied Health	Onsite Clerical	Leadership					Start Date	Finish Date			
Knowledge	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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 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?	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					State Date	Finish Date			
Ability	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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	
	☐	☐	☐	☐	☐		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 managers.				0	Not started	
	☐	☐	☐	☐	☐		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?	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			
Reinforcement	☐	☐	☐	☐	☐		Develop a sustainability plan	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	
	☐	☐	☐	☐	☐		Transfer ownership of the change	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	
	☐	☐	☐	☐	☐		Conduct knowledge transfer	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	
	☐	☐	☐	☐	☐		Notify engaged parties of ownership transition	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	
	☐	☐	☐	☐	☐		Provide support during transition	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	
	☐	☐	☐	☐	☐		Maintain ongoing training and support	Offer refresher sessions, onboarding materials, job aids, and quick reference guides. • Schedule quarterly refresher sessions. • Update onboarding materials for new hires.				0	Not started	
	☐	☐	☐	☐	☐		Track KPIs and performance metrics	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	
	☐	☐	☐	☐	☐		Conduct post-implementation reviews	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	
	☐	☐	☐	☐	☐		Maintain updated documentation	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	
	☐	☐	☐	☐	☐		Highlight success stories and celebrate milestones	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	
	☐	☐	☐	☐	☐		Provide regular updates on progress	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	
	☐	☐	☐	☐	☐		Gather continuous feedback	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	
	☐	☐	☐	☐	☐		Integrate the change into organizational culture	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	Virtual Physicians	Onsite Nurses	Onsite Allied Health	Onsite Clerical	Leadership	Lead	Status	Completion Date	Status Update
Awareness (Ensure that employees understand the need for change)	Partner engagement						Project Team	Complete	February 2024 - Present	
	Informational interviews						Robyn, Milke	Complete	February 2024 - March 2024	
	Patient/Provider interviews						Robyn	Complete	March 18-22 2024	
	Informal socialization						Core Project Team	Complete	February 2024 - Present	
	Executive and senior leadership awareness/endorsement						Leadership Group, Core Project Team	In Progress	February 2024 - Present	Sept 17 request for endorsement letter by IH CEO as critical for staff buy in - raise at leadership meeting (approved Sept 27)
	Ensure clear and consistent messaging									
	Develop a comprehensive comms plan outlining the reason for change (e.g., emails, newsletters, town halls)						Lindsay T./ Angie Mindus	In Progress	Ongoing	Sept 17 - request to look at comms plan and determine what tactics can be refreshed in anticipation of contract signing
	Physician focused communications and engagement						Karen C/ Heather H.	In Progress	Ongoing	Sept 17 - Champion identified (Mariska) Feeling of strong readiness for inpatient launch
Desire (Encourage employees to support and participate in the change)	Engagement Sessions									
	Pre-virtual kick off survey						Project Team	Complete	Spring 2024	
	Virtual kick off						Project Team	Complete	Spring 2024	
	In person innovation day						Project Team	Complete	Spring 2024	
	Change Champions									
	Identify change champion(s) to advocate for change at CMH						Heather H.	Complete	1-Aug-24	med/surg champions Lisa Ryall, PCCs and educators. Cassidy can help with CM from teledoc side and champion
	Incentives and Rewards									
	Develop a recognition program to reward early adopters and those who actively support the change							Not started	Nov 15 launch	
	Create incentives aligned with the change objectives							Not started	Nov 15 launch	
	Feedback Mechanisms									
	Establish channel(s) for employees to provide feedback/ask questions						Cindy?	Complete	August	Email created
Knowledge (Ensure employees have the knowledge and skills to support the change)	Whiteboards (COMMS board)						Heather H.	Complete	July	
	Survey boxes on the floor						Heather H.	Complete	July	
	Memo, staff newsletter						Heather H./Lindsay	In Progress	September	Sept 17 - Request for Mock up of newsletter in anticipation of contract signing
	Engagement with local partners (change champions)						Heather H./ Angie M.	In Progress	Ongoing Fall 2024	Sept 17 - with election looming there will be a comms blackout, Angie to look into details. Leadership team to discuss and approve (comms blackout internal/external until Oct 19)
	In person engagement w/staff						Heather H.	In Progress	Oct-Nov	
	Point person (Heather H.)						Heather H.	Complete		
	Training									
	Develop and deliver training tailored to different roles						Teladoc / IH Tech	In Progress	Nov 15 launch	Sept 17 - IH Tech has started training materials for physicians and nurses
	Provide training using a variety of methods						Teladoc / IH Tech	In Progress	Nov 15 launch	Sept 17 - Training needs spreadsheet to specify who is the recipient of the training - Teladoc physicians or IH staff
	Knowledge Sharing									
	Pre-pilot refresh for staff to know what to expect leading up to the pilot launch due to time lag						Heather H / Sue to support	In Progress	Nov 15 launch	Sept 17 - Heather working on what level of refresh/reminding staff need.
	Create a knowledge repository with resources, FAQs, best practices						See below		Ongoing Fall 2024	
	Teladoc						Marie-Eve	In Progress		
	CMH Clinical Educator						Leah/Mike	In Progress		
	Support									
	Provide a channel to provide real-time support – escalation pathway document (clinical + tech)						Teladoc/ IH Digital	In Progress	Nov 15 launch	Point person on site and virtual?
Ability (Ensure employees can implement the change effectively)										Evaluation WG to play a large role in the collection of data and iteration of process and workflow
	Conduct skill assessments to identify gaps and areas needing improvement.							In Progress	23-Oct-24	Training needs identified, Teladoc ite visit #1 to identify solution for virtual hospitalist
	Develop targeted training to address these gaps.							In Progress	Nov 15 launch	
	Pilot Programs									
	Implement pilot program to test the change on a small scale						Teladoc/Heather H	Not started	Nov 15 launch	Soft launch Nov 13-14
	Use feedback from the pilot to refine processes and training before full implementation						Evaluation WG / CMH clinical	Not started	Fall 2024	Evaluation WG to lead the framework/ metrics for PDSA cycles
	Coaching and Mentoring									
	Encourage managers to offer continuous support and guidance						Heather H.	Not started	Fall 2024	
	Performance Monitoring									
	Establish metrics and KPIs to monitor performance and progress						Evaluation WG	In Progress		Evaluation WG to play a large role in the collection of data and iteration of process and workflow
Reinforcement (Sustain the change and ensure it becomes part of the organizational culture)	Recognition and Rewards									Evaluation WG to play a large role in the collection of data and iteration of process and workflow
	Highlight success stories and celebrate milestones									
	Sustainability Plan									
	Develop a sustainability plan to maintain the change						Evaluation WG			
	Ensure continuous improvement through regular reviews and updates						Evaluation WG / CMH clinical			
	Ongoing Communication									
	Provide updates on progress and address any new challenges that arise									
	Continuous Feedback									
	Gather ongoing feedback to identify areas for improvement						Evaluation WG			
	Organizational Culture						Heather H			
	Integrate the change into organizational processes, policies and procedures									

Change Management Plan(s) Template

Project Name:
Sponsor:
Change Practitioner:
Plan Type: (Sponsor Plan, People Manager Plan, Communications Plan, Training Plan)

Instructions for using the Change Management Plan Template:
Use this template as a starting point to create any change management plan inlcuding a Sponsor Plan, People Manager Plan, Communications Plan, and Training Plan. You can add, delete or modify the template as needed.

Last updated: DATE

Group (WHO)	ADKAR Outcome (WHY)	Activity (WHAT)	Method / Mechanism (HOW)	Role(s) Required / (WHO)	Responsible (WHO)	Timeline (WHEN)		Status	sult / Feedback
						Start date	Finish date		
Which impacted group is the intended audience for the activity?	What is the intended ADKAR outcome? Which element is this activity targeting?	What needs to be done?	What is the established process for completing the activity?	Who might you need to complete this activity? Who is your prefered sender? What role is best positioned to take action?	Who should take the lead to ensure this activity is completed?	When should this activity start?	When should this activity complete?	Is this activity not started, in progress or complete?	What is the result or outcome of the activity? How do you know?

Guiding Question	Project Idea*	Objectives (Project Phase)
What change are we exploring?		Socialization (Initiate)
Why should we change?		Socialization (Initiate)
Who needs to be involved?		Socialization (Initiate)
What is changing?		Engagement (Discover)
What does success look like?		Engagement (Discover)
What is the current state?		Engagement (Discover)
~~**What is changing when & for who?**~~		~~Engagement & Communications (Design & Develop)~~
What are the change impacts?		Engagement & Communications (Design & Develop)
What is the future state?		Engagement & Communications (Design & Develop)
How do I change?		Engagement, Communications, Learning & Adoption Supports (Implement)
How will I be supported?		Engagement, Communications, Learning & Adoption Supports (Implement)
How are we measuring success?		Engagement, Communications, Learning & Adoption Supports (Implement)
Is the change working?		Feedback, Reinfocement & Continual Improvement (Monitor & Optimize)