



Five Components to Effectively Communicate Change

CP3 Toolkit: Leadership & Culture

This tool supports communications planning by describing 5 key components to effectively communicate change initiatives and how this was used by Clinica Family Health in Colorado to implement advanced access.

5 Components	Clinica Example (Advanced Access)
<p>Goal clarity:</p> <ul style="list-style-type: none"> • What is the opportunity or problem that currently exists? Why is it important to improve now? • What are we trying to accomplish? (Project Aims) 	<ul style="list-style-type: none"> • “We can and will offer an appointment today for every patient who calls in for care” • It’s about the patient-pulled in the patient voice/ experience • Leaders up (CEO, C-suite) and down (mid-managers) needed to make this commitment and be able to advocate for the model
<p>Impactful messages/ideas:</p> <ul style="list-style-type: none"> • What are the key messages, what do people need to know? • How do you say it so it will resonate? (What’s in it for me – see also CCI’s tool on this topic) 	<ul style="list-style-type: none"> • Transparency: here is what we learned from our PDSA at the Melody clinic site • WIIFM: meet patient needs AND decrease service recovery burden • WIIFM: see your own patients • WIIFM: flexibility for staff • Shared experiences by patients and staff in other systems
<p>Unlock commitment:</p> <ul style="list-style-type: none"> • Who needs to hear this? • Are there pre-existing attitudes, awareness, experiences we need to address? • Where are people in the change process? (i.e., How can we manage transitions) 	<ul style="list-style-type: none"> • Kept the patient at the front of the communication: Odwalla baby • Dialogue with staff: “Here is the plan, and here is what I need you to do” • Listen carefully and address fear and resistance. “I am afraid I won’t get home until 10:00 every night” • Length of time depends on your stage of leadership with the organization



Decisive action:

- How do you want the audience to act, think, or feel?
- Create the path, what do you expect them to do?

- Firm on the dates and milestones
- Used prototyping and PDSA to reassure sceptics in process
- Used/shared measures to all staff (time to leave the clinic, patients per day, no shows, continuity, 3x5 card patient experience measure)
- Engaged site management staff for the next roll out
- Communication project plan

Execution excellence:

- Timing: When should they be informed?
- Channels: How much two-way or one-on-one communication vs. general methods?
- Who is best to communicate the message?
- Are there peers who have positive experiences they can share?

- Included opportunity for staff to share excitement and fears
- Piloted by site: Sept/Oct April/May
- Highly developed contingency plans
- During pilots, real time feedback every day-measures/yellow sheets.
- Scripting and role play for managing patient calls
- Complaint process straight to CMO to avoid dumping on staff
- “Cuddle” at the end of the day