

GEVITY

Reconfiguring Provincial Health Information Project Success with Change Management

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Objectives



1. Provide an overview of a complex health information environment
2. Highlight the role of Change Management as a key organizational success factor
3. Share our key application example and outcomes, and
4. Offer recommendations for other government ministries

COMPLEX HEALTH INFORMATION ENVIRONMENTS

BC Ministry of Health

Complex Health Information Environments

- Public/private/government
- Diverse stakeholders
- Parallel project tracks
 - Personal health information
 - Custodian/Stewardship
 - Legislative obligations
 - Privacy & security
 - Agreements
 - Users
 - Others

Mandates of Complex HI Environments

- Data Steward for data holdings
- Responsible for gathering, linking, securing and appropriately sharing data to stakeholders
- Maintain secondary use platform & processes
- Set and enforce policy for secondary use of health information, e.g., granting access, logging and monitoring, auditing
- Provision individual level data according to legislation and formalized agreements

Snapshot: Environment Scope



- Between 15 and 35 parallel projects with varied focus
 - Environments
 - Security
 - Processes
 - Roles
 - Data acquisitions
- Projects resourced with traditional project teams
 - Director, PM, Analysts/staff
- Desire to foster an agile branch with optimized project achievement
- Change Management had not be done formally across the organization

CHANGE MANAGEMENT

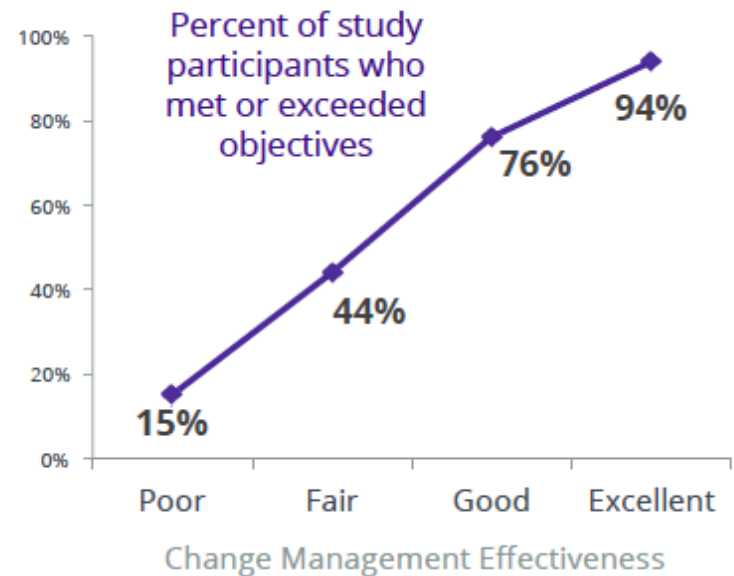
Change Management...Really?



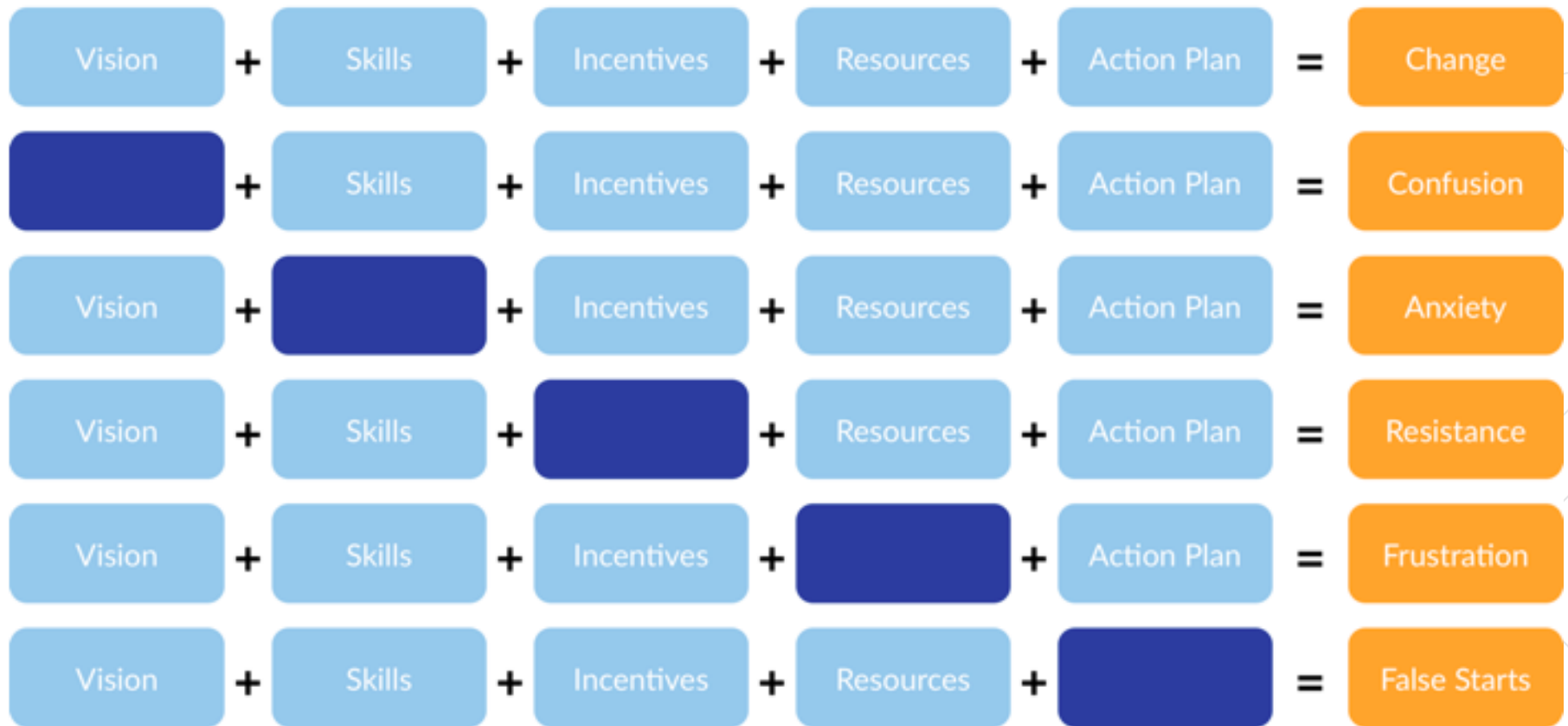
Change Management

- 60-80% projects fail across all sectors of industry
- 50-90% projects fail across healthcare
- Root cause analyses
 - Non-technical and “people issues” account for 65% of failures
- Mismanagement of change is a significant factor for loss of trust in senior management (*“Why CEOs Get Fired”, Leadership Excellence, September 2005*)

Conversely.....



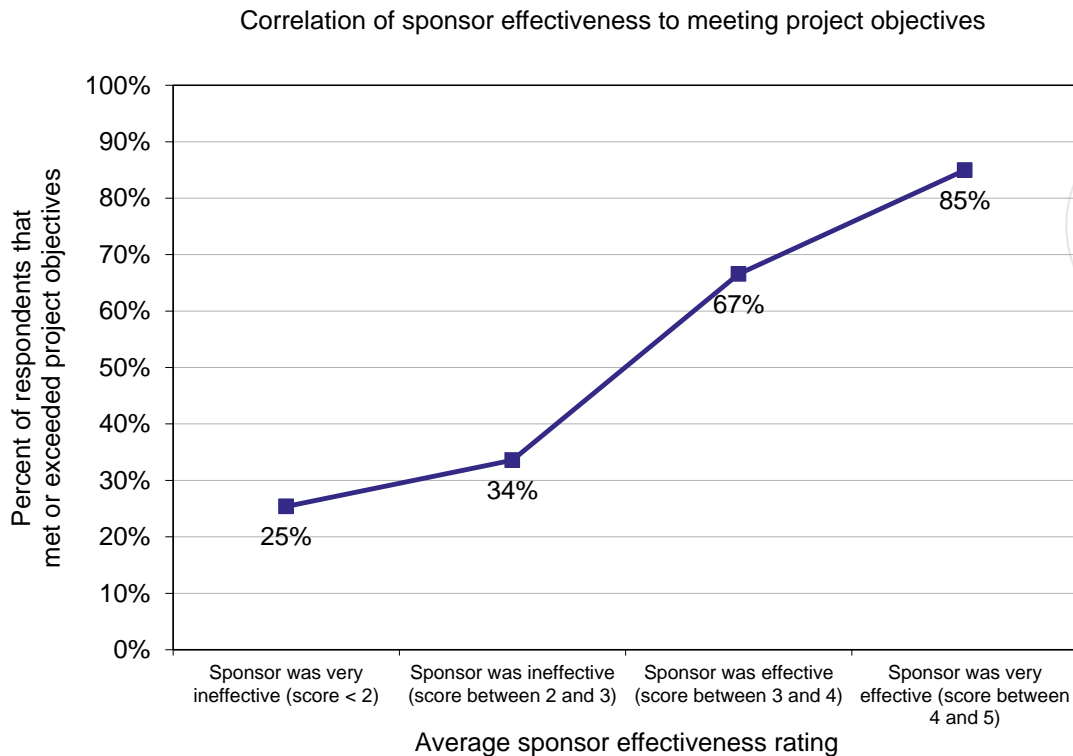
Change: A Multidimensional Process



Critical CM Success Factors



#1 success factor is **active & visible** Executive Sponsorship



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Critical CM Success Factors



#2 success factor is the use of a structured CM approach

- Kotter's 8 Step to Change/8 Accelerators

- Urgency, coalitions, vision, communicate vision, remove obstacles, short-term wins, sustain acceleration, anchor in culture

- PROSCI approach*

- Awareness, Desire, Knowledge, Ability, Reinforcement

- Roger's Diffusion of Innovation

- Normal distribution or bell curve

- Lewin

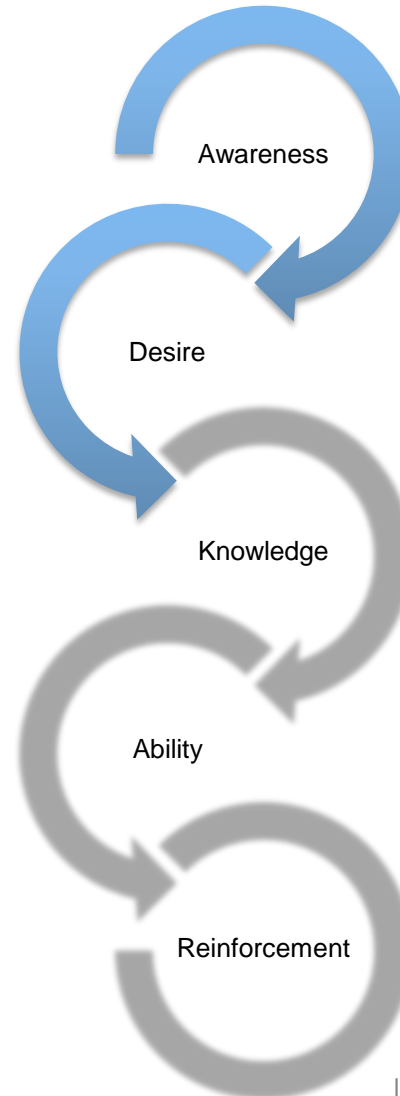
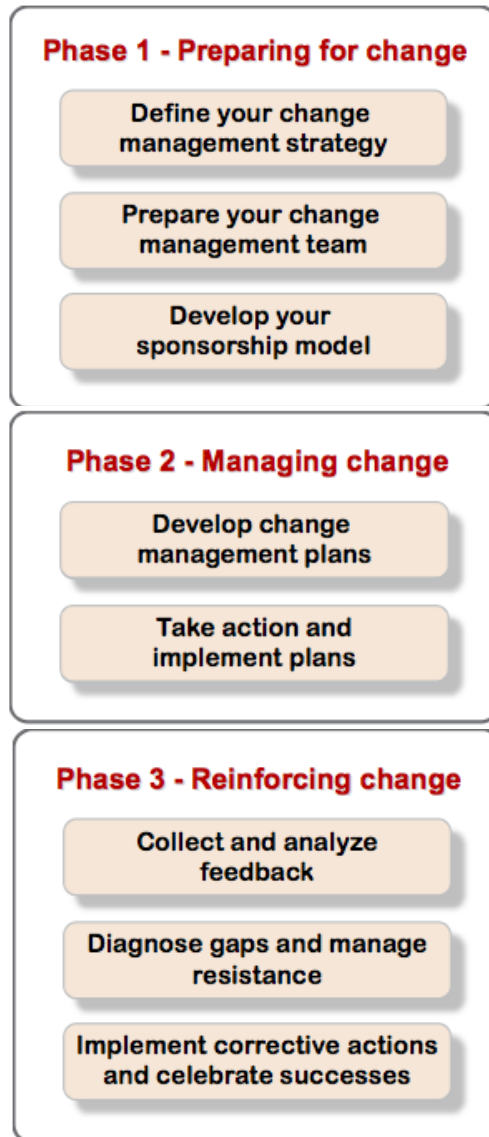
- Unfreeze, Change, Freeze

- Kubler-Ross's Change Curve

- Denial, Anger, Depression, Bargaining, Acceptance

* Selected by BC MoH

PROSCI's Approach to CM



Awareness of the need to change

- What is the nature of the change?
- Why is the change needed?
- What is the risk of not changing?

Desire to participate & support the change

- What's in it for me?
- A personal choice?
- A decision to engage & participate

Knowledge on how to change

- Understanding how to change
- Training on new processes and tools
- Learning new skills

Ability to implement requires skills and behaviours

- Demonstrated capability to implement change
- Achievement of desired change in performance or behaviour

Reinforcement to sustain the change

- Actions that increase the likelihood that the change will be continued
- Recognition and rewards that sustain the change

APPLICATION IN BC MINISTRY OF HEALTH

Information Management and Knowledge Services (IMKS)
Branch

Health Sector Information, Analysis and Reporting Division
Secure Access for Everyone (SAFE) Project

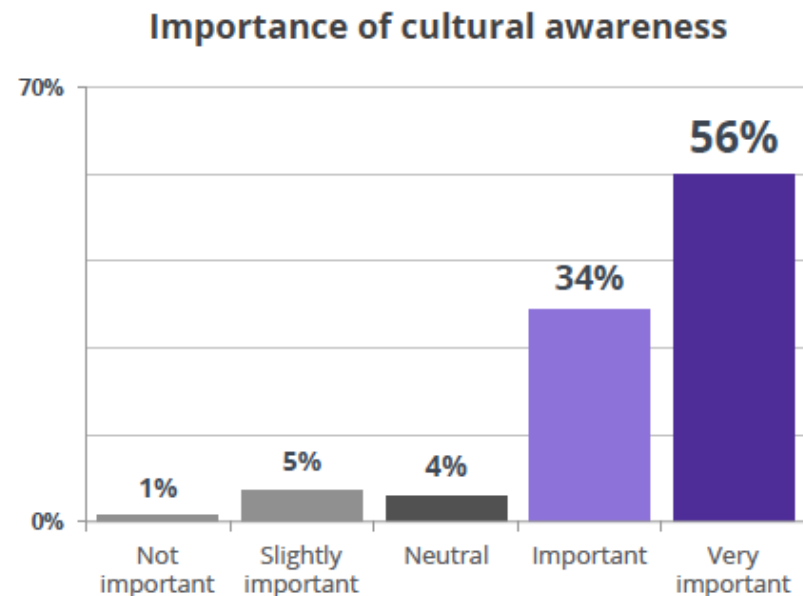
IMKS Environment



- Complex technical setting
- Diverse stakeholders with varying needs, skills, and priorities
- Making substantive changes across key services, holdings, and access processes

P1 - Preparing for Change: Culture Shift with Competency

- Desire for:
 - Self sustaining focus on CM
 - Strengthened focus on our service model (customer care)
 - Embedded into every staff person's perspective and daily approach to service
 - Knowledge
 - Terminology & language



P2 – Managing Change: Change Management Initiative

- Established in 2014
- Centre of CM expertise and project guidance
- Dedicated CM resources
- Supporting competency development & CM application

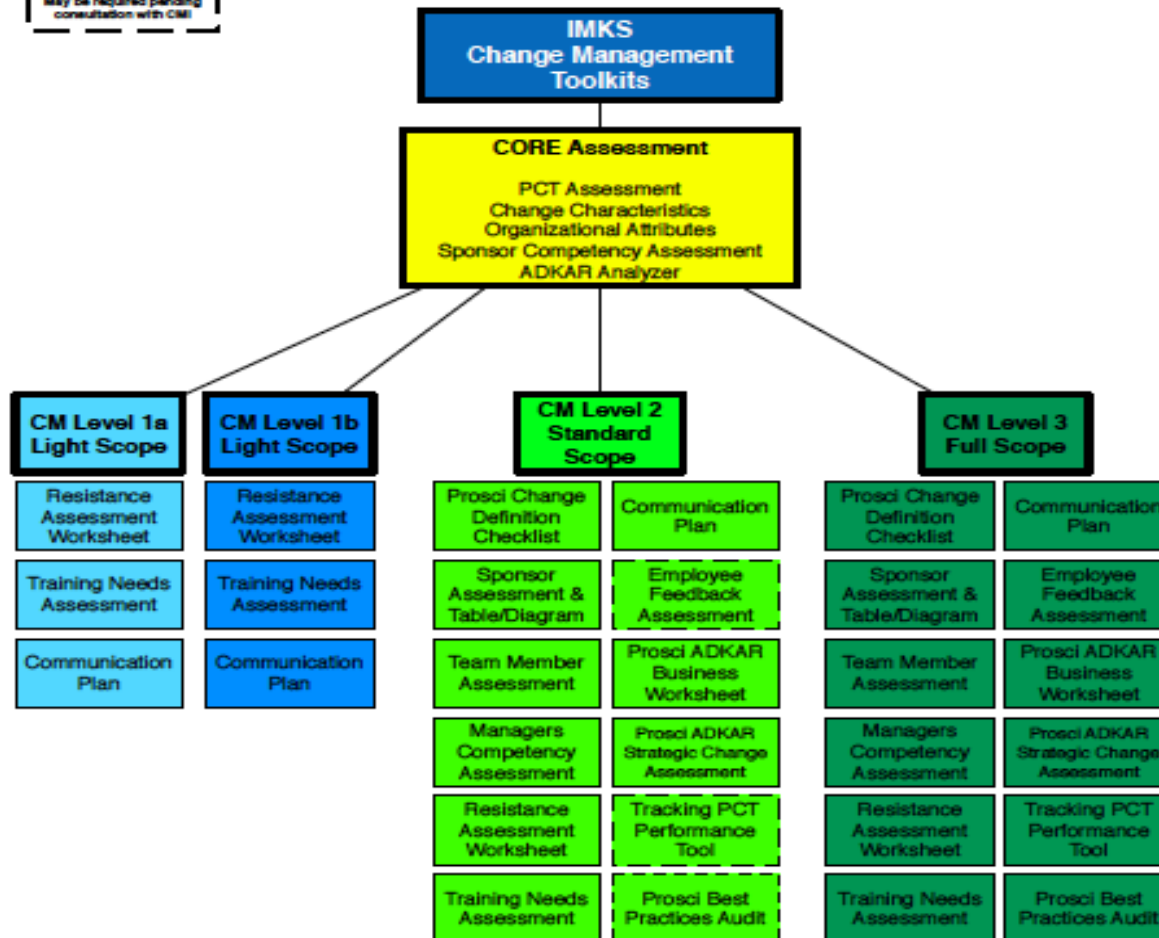
Horizontal CM Activities



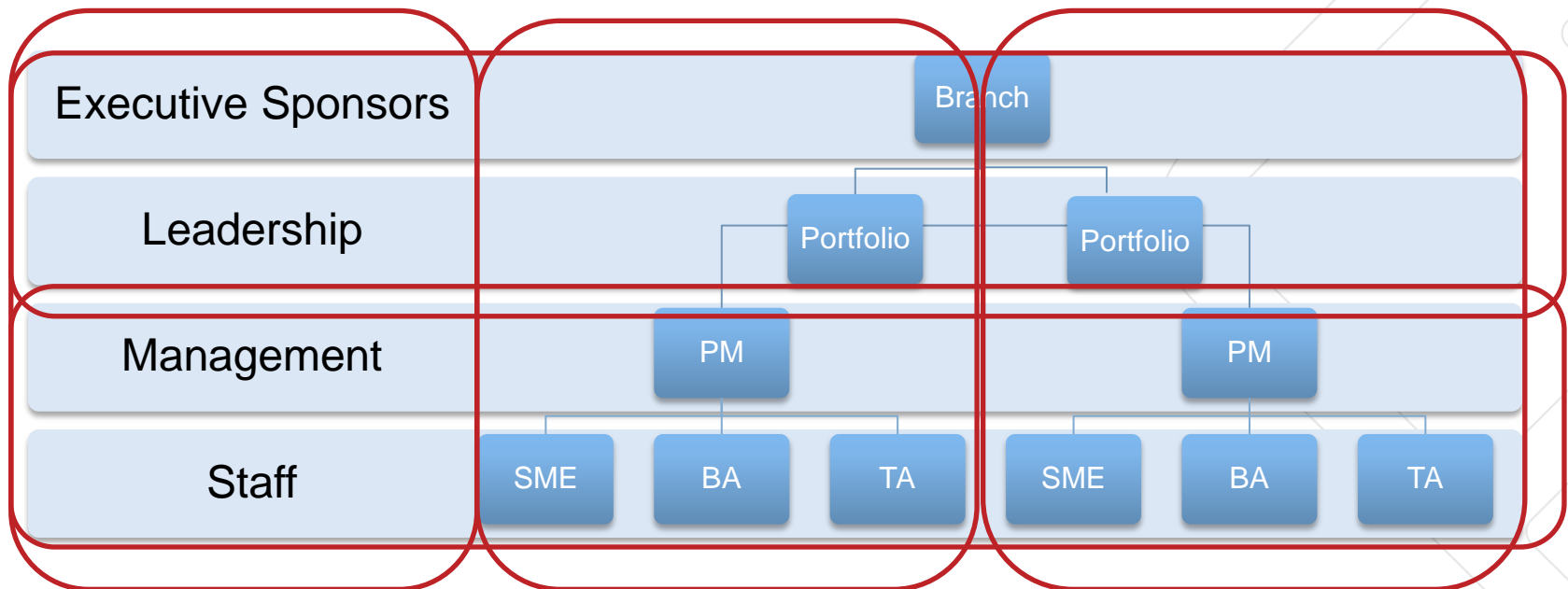
- Developed detailed stakeholder matrix
- Developed Toolkits to enable scope-specific application model
- Model for customized application templates
 - Address IMKS needs
 - Accelerate application
- Provided targeted CM support to Managers and Directors
- Available for all projects in division
 - Horizontal availability

Toolkits

Legend:
May be required pending
consultation with CMI



P3 – Reinforcing Change: Vertical CM Application Model



Functional Vertical CM Model



- Explicitly called out the interdependency of projects
 - Vertical CM integration required to respond to interdependencies
- Realigned parallel projects with separate resource teams to thematic portfolios
 - Increased coherence in scope
 - Tightly nuanced interdependency
 - Aligned CM activities and project decisions
 - Optimized resourcing

Example of Vertical CM



- Portfolio One: Secure Access for Everyone (SAFE)
 - SAFE Technology Transformation
 - Concept Dictionary
 - Security Enhancements
 - Security Program Setup
 - Data Agreement Audit Program
- Portfolio Two: Maximizing Analytics
- Portfolio Three: Enhancing Capabilities
- Portfolio Four: Data Sets in *Healthideas*

RECOMMENDATIONS

Key Outcomes & Lessons Learned

- Change management isn't just a conceptual technique to be applied
 - *It needs to become the way in which you conceptualize, enable, and lead projects*
- Change champions are essential but they won't carry the whole project
 - Think of CMs as integration engines – they tie everything together and ensure it works
 - Nurture change management expertise within your teams or obtain external experts
- Project interdependencies can obstruct even the best CM plans
- CM needs to be applied both horizontally and vertically
 - Alignment needs to occur in such a manner as to magnify the CM value

Recommendations



- Don't stop at individualized project application
- Customization is essential
- Both horizontal and vertical CM application are essential to overall success in complex projectized environments
- Prioritize organizational culture shift as the sustaining bedrock for success
 - Buy in from leadership & executive sponsors
 - Reuse and repurpose artifacts as much as possible
 - Embed CM competency into performance management to promote sustainment

Thank you

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