

DEVELOPING AND MENTORING CHANGE LEADERS

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eHealth 2016: Reimagining Healthcare Delivery in Canada, Vancouver, June 2016

Waypoint Introduction

Regional Mental Health Care	<ul style="list-style-type: none">• 141 beds• Extensive range of acute and long term mental health inpatient and outpatient services
Provincial Maximum Security Forensic Mental Health Care	<ul style="list-style-type: none">• 160 Beds• High Security Forensic Mental Health Care• Adult males• Safety and security impact workflow and device strategy
Outpatient Services	<ul style="list-style-type: none">• 29,000 visits annually• Community and Outreach

Waypoint Introduction

Tertiary Care Mental Health Academic Hospital

- 1,200 Employees
- Member of Catholic Health Corporation of Ontario
- International Research Institute
- University of Toronto Academic and Research Affiliation
- Leaders in Forensic Mental Health Research and Policy Development

Our Road To Change

2013
December

2014

2015
November

2016
November

2017
February

- Meditech 6.13 Go-LIVE
- Registration, Health Records and Abstracting

- Agreement to collaboratively share Meditech HCIS

- Shared Meditech HCIS and IT Infrastructure

- Upgrade to Meditech 6.15
- Implement Scanning and Archiving

- Phased Implementation Advanced Clinicals

- Implementation of Meditech 6.15
 - In collaboration with Ontario Shores Centre for Mental Health Sciences
- Transition from Paper to Electronic
 - Documentation
 - Ordering and Results
 - Medication Management

Change History and Foundational Work

Organizational Experience With

- *Kotter's* Change
- *Bridges'* Transition Models

Redevelopment Project Lessons Learned

- New Maximum Security Forensic Facility

Organizational EHR Readiness Assessment

Waypoint Identified Needs

Increase
organizational
change capacity

Support clinical
transformation

- Leverage Ontario Shores' experience
- Acquire external clinical change resource

Change Management Workshop

Exploration

- Magnitude of change
- Transition support needed

Overview of change models and principles

- Kotter
- Bridges
- PROSCI

Development detailed change management plan

**22 participants – slice of ‘Waypoint’
First Line Clinicians to Senior Leaders**

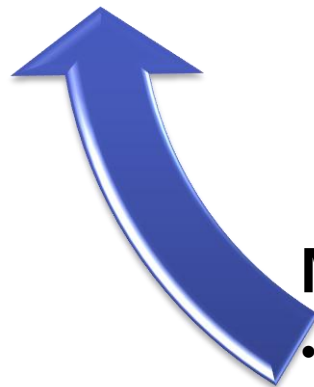
Change Support and Clinical Transformation

**Expand
change
capacity
across the
organization**



Facilitate

- **Clinical Transformation**
- **Clinical Documentation Standardization**



Mentor

- **Clinical Educators**
- **Clinical Informatics Team**



Clinical Transformation Support

People

- Advise Clinical Documentation Standardization
 - >90% standardized with Ontario Shores
- Support/ mentor Clinical Educators

Processes

- Update/revise Standards of Care
 - Corporate and Programmatic
- Guide specification process for new electronic tools

Tools

- Pre-Live paper roll-out selected electronic documentation tools
- Repeated contextual demos to clinical educators and patient care unit staff
- Development of 'real' patient journey case studies
 - Engage, test, educate and train

Committee Structures to Support Change

EHR Change Management Committee

- Communicate the vision
- Be ambassadors for both the EHR and Change
- Anticipate organizational needs
- Leverage synergy and common opportunities
- Work with EHR Advisory Group
 - Exposure to change concepts, tools
 - Understand staff concerns and worries

EHR Advisory Group

- Led by Director, Professional Practice, Rec Therapist and RPN
- Communicators, Connectors, EHR ambassadors
- Advise on Communication and Engagement
- Partner with Clinical Informatics Staff on designated clinical units

Committee Structures to Support Change

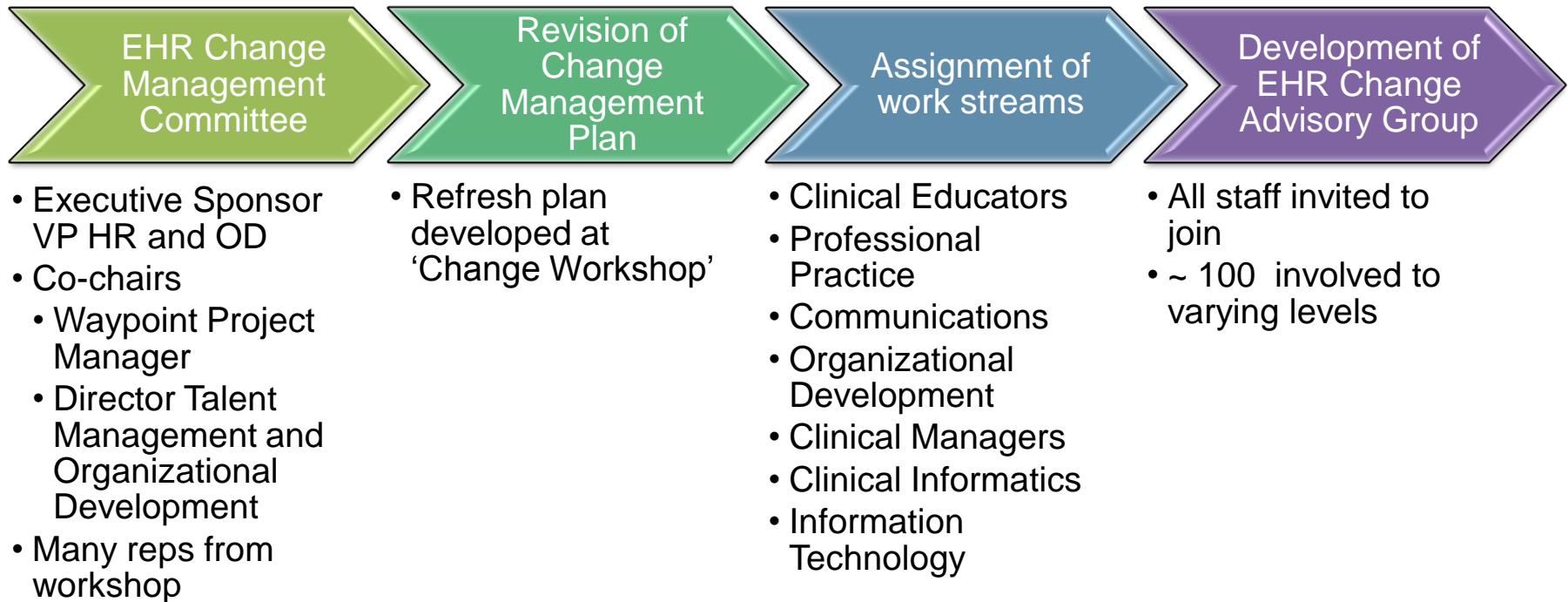
Project Integration Committee

- Clinical and operational leadership input and validation

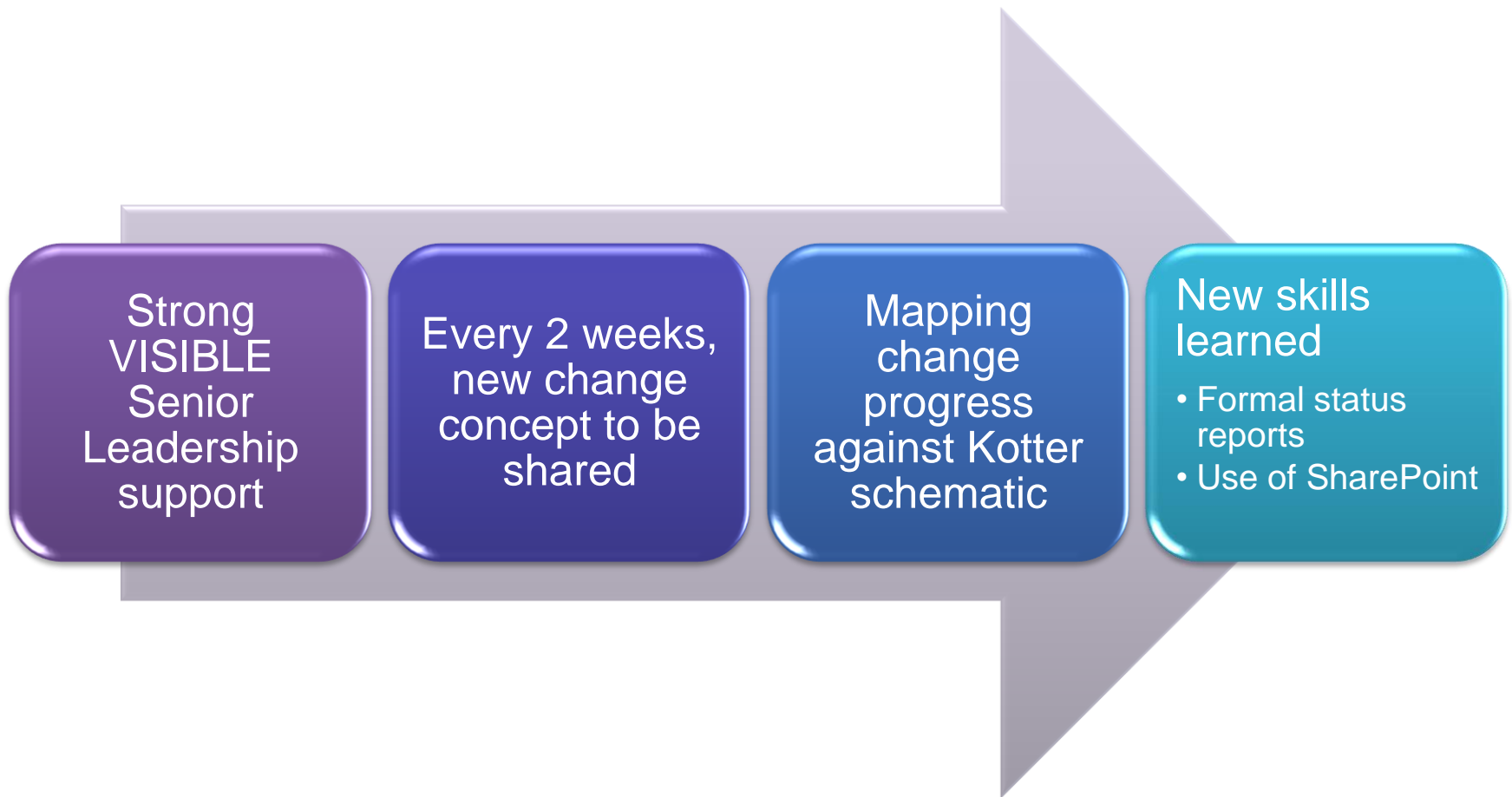
Operational Readiness Committee

- Clinical Informatics, IT, HIM, Professional Practice and Decision Support input
- All staff welcome!

EHR Change Management Committee and Advisory Group



Building Change Management Capacity



Building Change Management Capacity

Education and Development

- Co-chairs have achieved PROSCI® certification in ADKAR model
- CI and IT (WP and OS) *Crucial Conversations* Training

User Needs Assessment and Action Plan

- First Line Clinician Keyboarding and Computer Use Self-Assessment
- On-line software activities vetted by respondents

Unit Specific Change Plans

- Clinical Managers individually guided in developing their unit specific change plan

- **Why ? Senior Leaders**
- **How ? Immediate Manager**

Communication and Engagement

People

Unit meetings and demos with Clinical Informatics Rep and EHR Advisory Group Members
Tallying engagement – rivalry between CI and IT

Processes

Broad organizational demos webcasted and recorded
Unit specific change plans
Face to Face info gathering re: devices

Tools

Intranet site with event promotion and growing FAQ
Huddle Boards
Newsletter
New 'Waypoint TV' Channel
'EHR Journey' Schematic

Lessons Learned – so far

