Leading Change from the Ground Up: An Approach for Sustainable Change

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Background and Approach

With over 10+ years of experience supporting primary care with the adoption and integration of digital health, the Change Management team at the eHealth Centre of Excellence is focused and dedicated to supporting both the present needs of primary care and building internal capacity for long-term sustainability. Our team excels in integrating and supporting the meaningful and successful implementation of digital health tools and services into all facets of clinical operations.

The eHealth Centre of Excellence's Change Management model supports healthcare professionals beyond the initial adoption of digital health tools and services by addressing the "whole person and practice"(Figure 1). The team operationalizes research and evidence-based change management initiatives to respond to user needs when, where, and how they need them. These initiatives are guided by the elements of the Quintuple Aim.[1]

This model encapsulates the importance of seeing beyond immediate needs and aligning digital health adoption with quality improvement goals. The Change Management team collaborates and works closely with the Knowledge Translation and Evaluation team to stay relevant in the change approach and informed on best practices related to change.
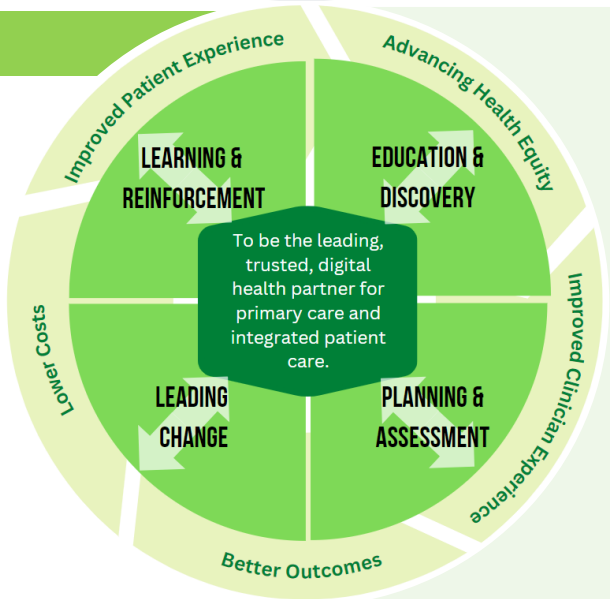

Figure 1: Change Management Model

User Testimonials, eCE Post-Training Survey:

"This was a rare teaching opportunity that was an excellent use of my time and moved my knowledge and skills forward significantly."[2]
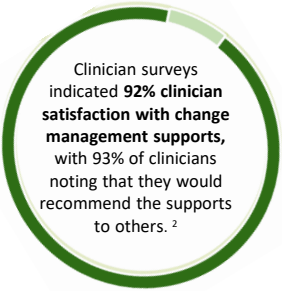
"It was a great session, tailored to my learning needs and the information I learned would greatly help me in my practice."[2]

Successful Change Management

- ✓ Invest in the Change Management team
- ✓ Build and maintain strong clinical partnerships and relationships to support collaboration and active involvement
- ✓ Collaborate with primary care to address clinical infrastructure gaps and areas for improvement
- ✓ Focus on assessing, evaluating, and leading change for the entire clinical experience and primary care service(s)
- ✓ Implement customized approaches to change that are informed by a thorough understanding of the cultural and social factors influencing the readiness and desire for change
- ✓ Pace change efforts to align with needs and resources available at the clinic level
- ✓ Build internal capacity for change

Case Study

Applying elements of practice facilitation to lead change management efforts for digital health tools shows promise in reducing resistance to change. For over a decade, this approach has supported over 10,000 Ontario clinicians, achieving provincial and national success.

Clinician surveys indicated **92% clinician satisfaction with change management supports,** with 93% of clinicians noting that they would recommend the supports to others. [2]

97% were satisfied with the virtual training and delivery provided by the eHealth Centre of Excellence.[3]

Over **870,000 eReferrals** in regions supported by our Change Management team, the highest in the province and country.

References and Acknowledgements

1. Nundy S, Cooper LA, Mate KS. The Quintuple Aim for Health Care Improvement: A New Imperative to Advance Health Equity. *JAMA*. 2022;327(6):521–522. doi:10.1001/jama.2021.25181

2. *Change Management and Adoption*. (2022). Retrieved from eHealth Centre of Excellence: https://ehealthce.ca/Change-Management.htm

3. eHealth Centre of Excellence. (2020).*Virtual Change Management Support.* Retrieved from https://ehealthce.ca/userContent/documents/Benefits%20Realization/Virtual%20Training%20One%20Pager_October%2027%202020_FINAL.pdf

About the eHealth Centre of Excellence

The eHealth Centre of Excellence is a not-for-profit organization that assists clinicians, healthcare organizations, and Ontario Health Teams across the province with the meaningful and sustainable adoption of digital health tools that can enhance practice efficiencies and improve patient outcomes.

eHealth CENTRE OF EXCELLENCE