About Us

THE UNIVERSITY OF KANSAS HEALTH SYSTEM

- 8 hospitals, 140+ locations
- 1,300+ patient beds
- 1,500 practicing physicians
- 17,000+ employees
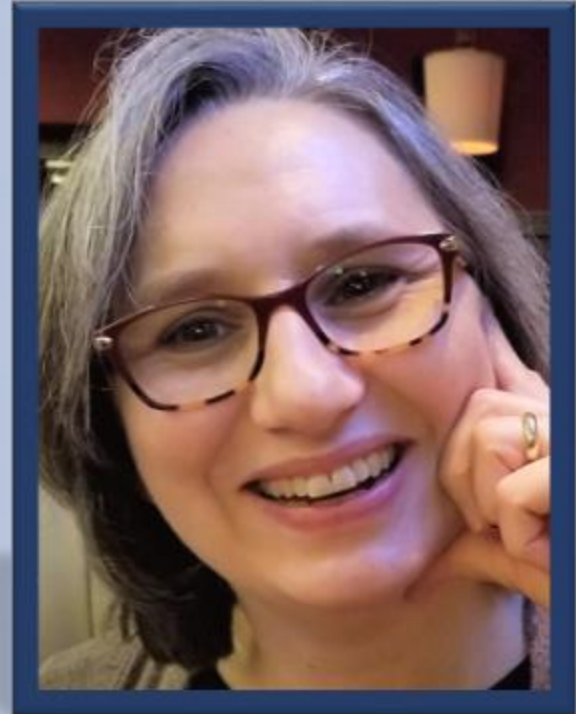
KU MEDICAL CENTER
The University of Kansas

- 3 campuses
- Health Professions, Medicine & Nursing Schools
- 5,160 faculty & staff
- 3,886 students

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Intersection of 3 Disciplines

Project Management

Organizational Change Management

Communications Management

Project Management

Initiate → Plan → Execute → Control → Close

Organizational Change Management

the "people-side" of change

Prepare the Organization for Change

Craft a Vision and Plan for Change

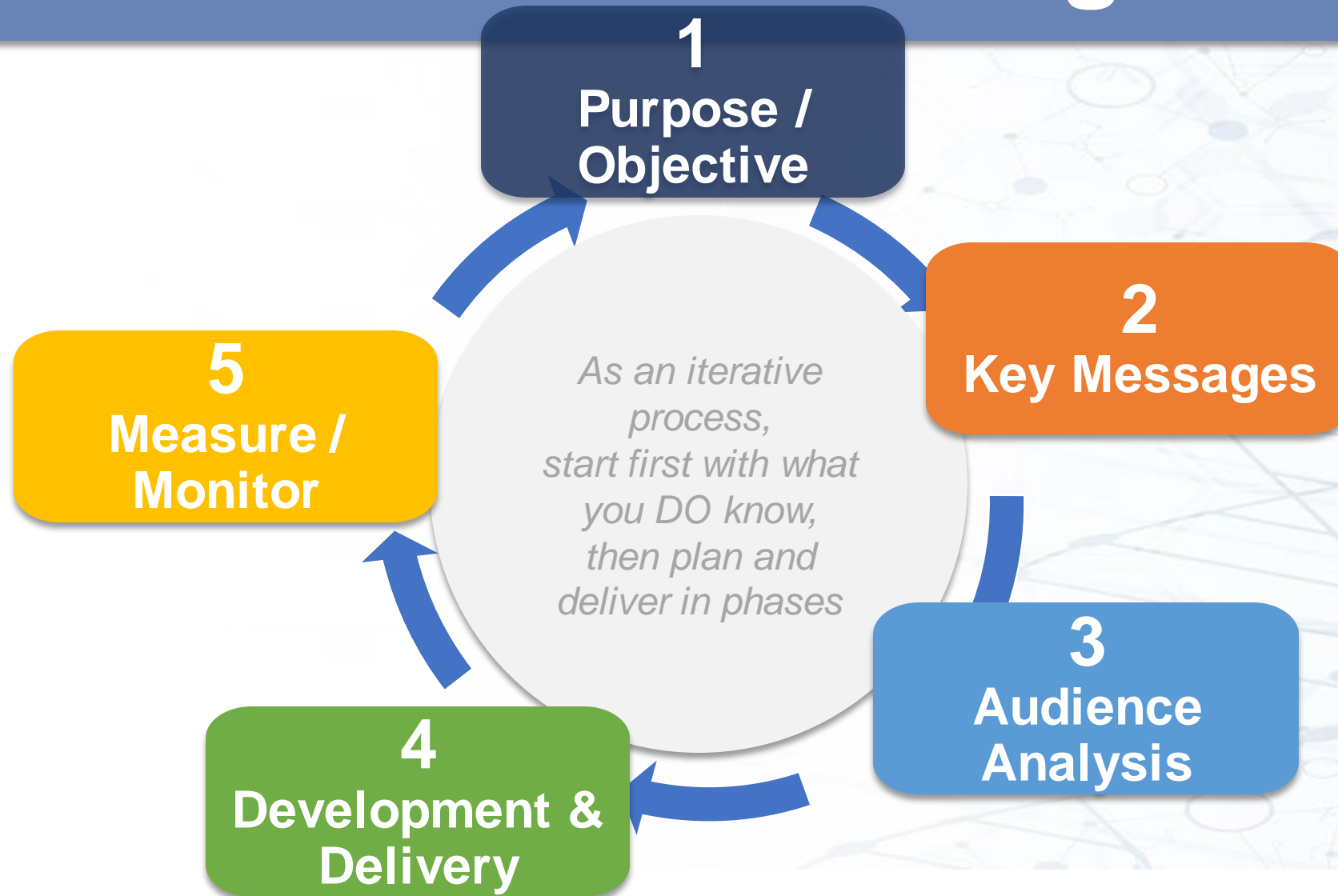Implement the Change

Embed Changes Within Company Culture & Practices

Review Progress and Analyze Results

Source: Harvard Business School Online

THE UNIVERSITY OF KANSAS HEALTH SYSTEM

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Change Communications in Project Management

Initiate → Plan → Execute → Control → Close

Prepare for Change

Craft a Vison and Plan for Change

Implement the Change

Embed the Change

Review & Analyze Results

Purpose / Objective

1
Purpose / Objective

2
Key Messages

3
Audience Analysis

4
Development & Delivery

5
Measure / Monitor

As an iterative process, start first with what you DO know, then plan and deliver in phases

What does the communication need to accomplish?

Communication can. . . .

Rational / Tactical

- Create basic awareness
- Provide notification
- Establish a shared definition
- Prompt action

Experiential / Emotional

- Build curiosity
- Generate excitement
- Instill sense of ownership
- Increase confidence
- Ease anxiety/concern

Key Messaging

- What are the core, high-level, absolute statements that apply to all audiences?

- What's the elevator pitch / vision statement? (What and Why)?

Key Messaging

- What are the facts?
- What is starting, continuing, or stopping?
- Why is it starting, continuing, or stopping?
- Why should others care about this?
- What is not included or impacted?
- What information will be shared later?
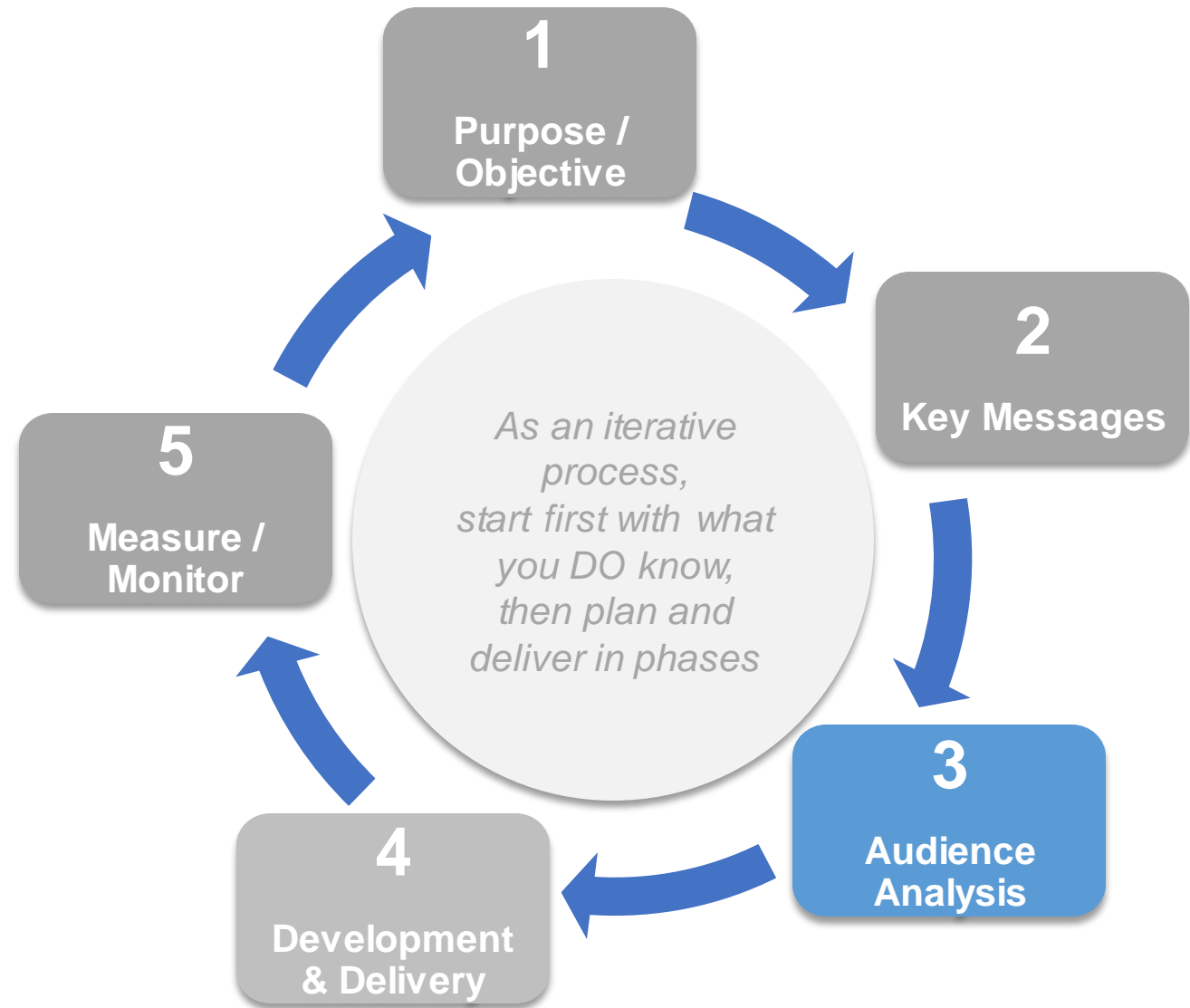
Elevator Pitch / Vision Statement

- Clear and compelling statement
- Incorporates core "What" and "Why"
- Addresses both Rational & Experiential objectives
- Used to anchor audiences
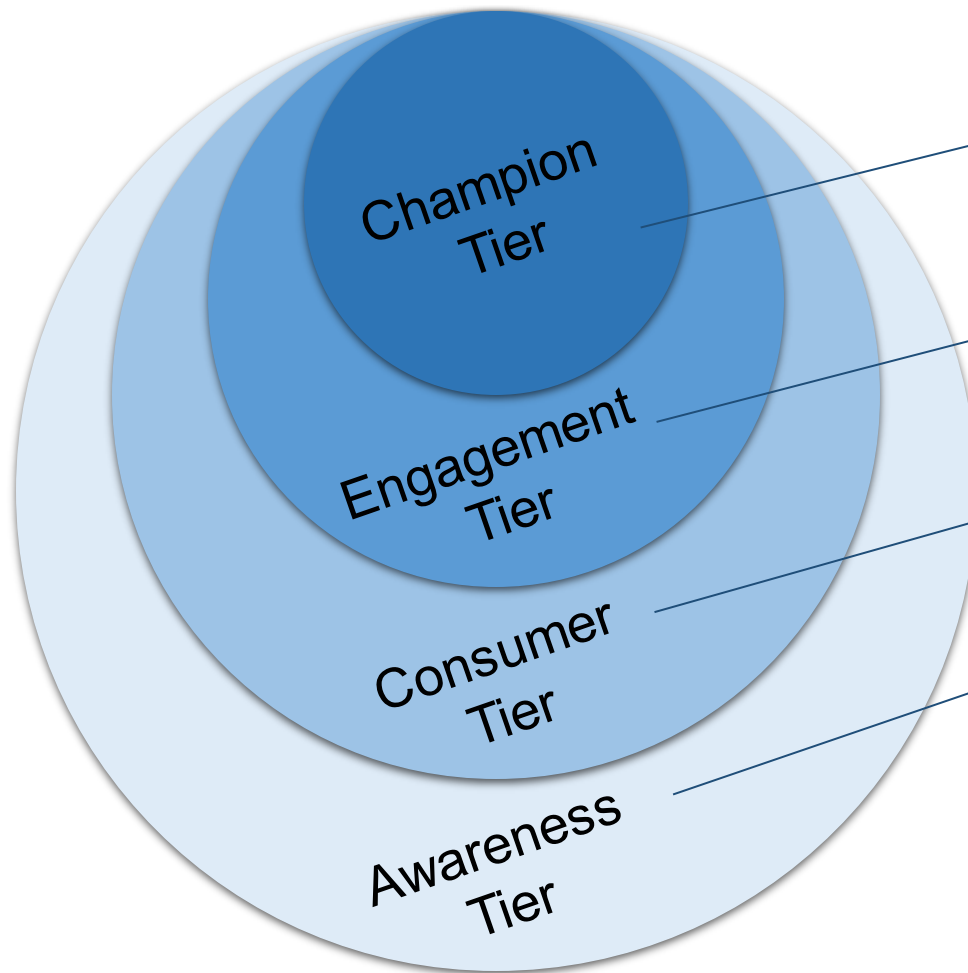- Reiterated in all subsequent communications

Audience Tiers

Champion Tier

Engagement Tier

Consumer Tier

Awareness Tier

Champion Tier – those who will need to communicate the message to others and help gather buy-in

Engagement Tier – those who are directly involved or impacted by the information (including the core/project team)

Consumer Tier – those who may be passive recipients of, benefitted by, or impacted by the information

Awareness Tier – those who are not directly impacted but can benefit from basic awareness, including those who need to know they are NOT impacted

- Who is impacted, and how?

- What are the known sensitivities (e.g. potential confusion, resistance, circumstances, relationships that need to be considered)?

- What are the risks of NOT communicating effectively?

Sample

AUDIENCE	OBJECTIVES	SENSITIVITIES	RISKS OF POOR / ZERO COMMUNICATION
Champion Tier: Senior IT Leaders; iKan Project Team	• Must demonstrate positivity & calm • Must be able to address questions • Must help cascade Key Messages	• Need to get everyone up-to-speed as soon as possible	• If not 100% up-to-speed, will be unable to manage the message effectively • Lack of positivity & calm may negatively impact the change
Engagement Tier: Mid/Front-Line IT Leaders	• Must demonstrate confidence in Vision • Must be able to escalate questions • Must understand Key Messages	• May not have time to reach entire group – need to organize differently?	• If not informed, may feel "out-of-the-loop" or disengaged, lack of ownership • Lack of confidence may negative impact staff
Consumer Tier: Technical Staff in IT	• Must understand Key Messages • Must adopt confidence • Must take action	• XYZ teams are currently supporting a Go-Live	• Failure to take action may result in regulatory issues • Lack of "can-do / will-do" may create additional stress
Awareness Tier: Non-Technical Staff in IT	• Must be aware of Key Messages • Must understand no action required	• N/A	• Failure to understand they are not impacted may create undue confusion / chaos
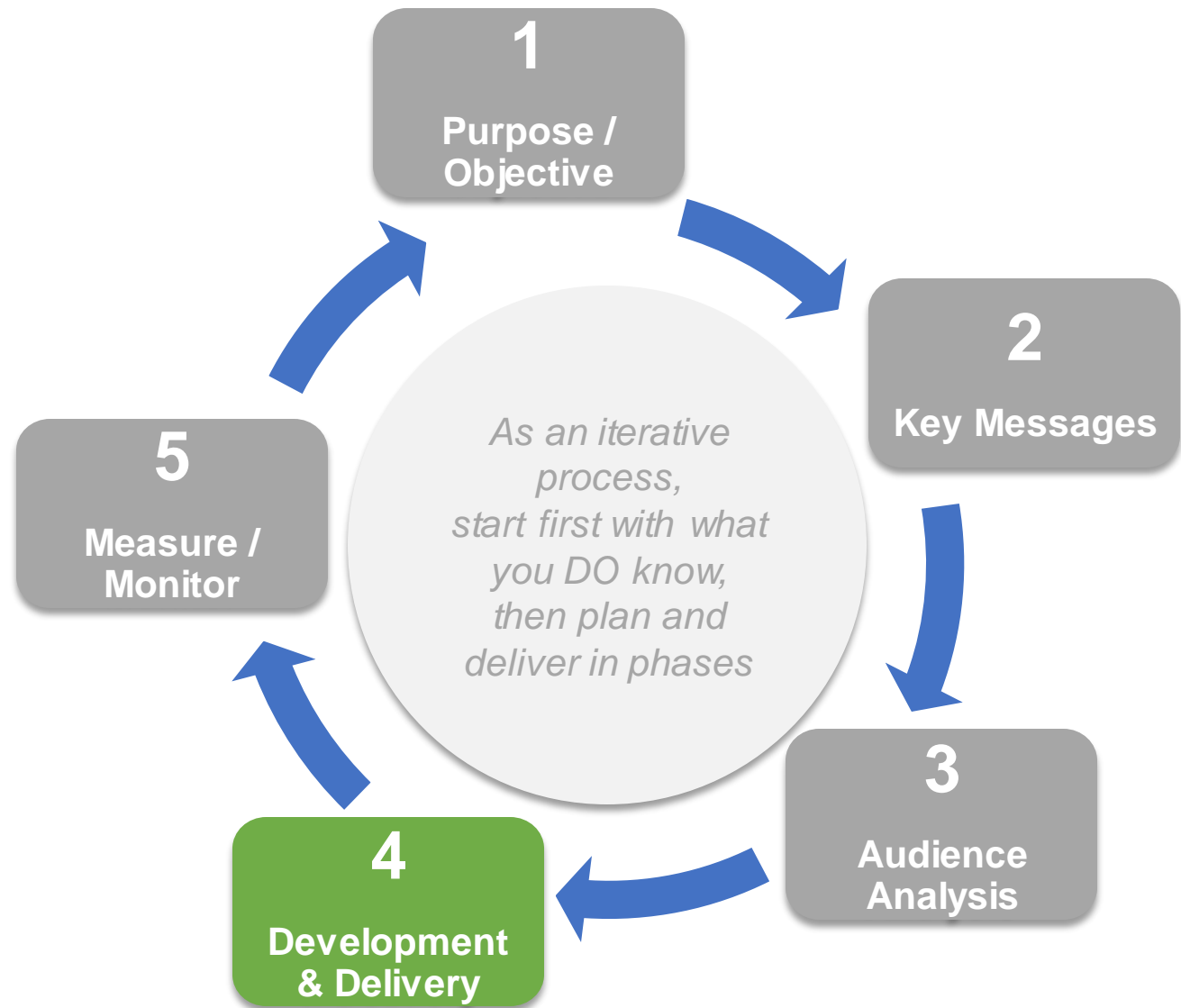
About "Communication"…

10% of the audience will receive
10% of the messages
10% of the time

🚫 "Sending an email"

🚫 One-dimensional

✔ Seven times, seven ways

✔ Delivery tactics are proportional to complexity and risk

Planning for Cohesive Communication

Build & schedule as part of the project plan

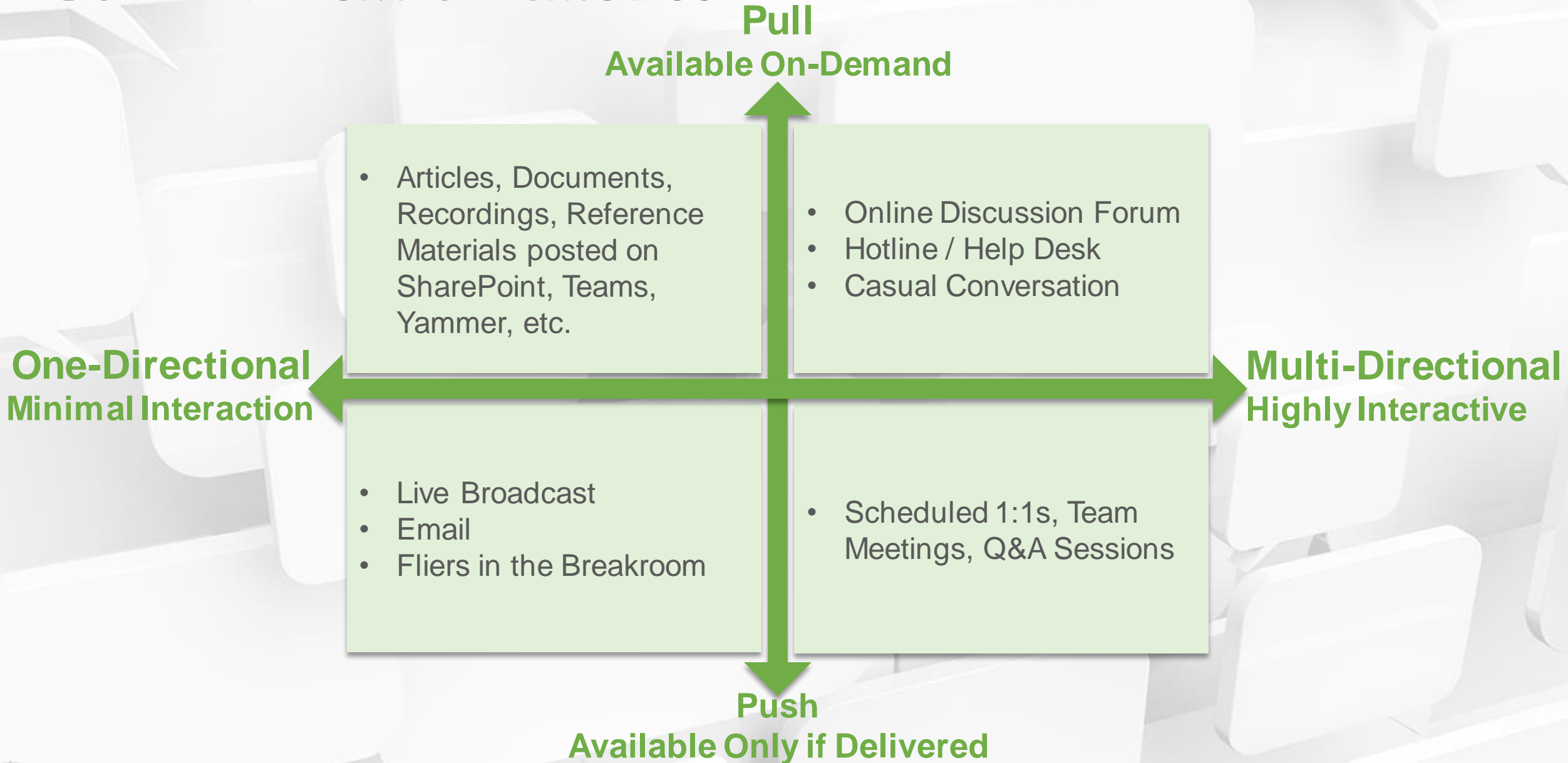**Weave the "WHAT" and the "WHY" in every communication**

Provide talking points & materials to champions

Tailor the message for the audience

Build in collaborative communication

Create mechanisms for soliciting & addressing feedback

Communication Tactics

Pull
Available On-Demand

One-Directional
Minimal Interaction

Multi-Directional
Highly Interactive

- Articles, Documents, Recordings, Reference Materials posted on SharePoint, Teams, Yammer, etc.

- Online Discussion Forum
- Hotline / Help Desk
- Casual Conversation

- Live Broadcast
- Email
- Fliers in the Breakroom

- Scheduled 1:1s, Team Meetings, Q&A Sessions

Push
Available Only if Delivered

Sequence & Timing

- Determine the sequence and delivery by sensitivities or impact to the tier or individuals

- Take advantage of regularly scheduled channels

- Incorporate multiple methods, multiple times.

Layer message over time as more is known about the project or change:

- What & Why
- What & Why + Who
- What & Why + Who + How, etc.

Communication Tactics

- Which channel will be used?

- What is the sequence/timing for delivery tactics?

- Who is responsible for developing / delivering?

Sample

Timing	Audience	Tactic	Responsibilities
Week 1	**Senior IT Leaders**	**Verbal Conversation:** Finalize (Sign-Off) Key Messages, FAQs; prep for communication to teams	Project / Comms Resource
	All	**SharePoint:** Publish Key Messages, graphic, Materials, & Q&A Form	Project / Comms Resource
	Mid- & Front-Line Managers	**Kick-Off Mtg:** Deliver Key Messages, Share link to SharePoint	Senior IT Leaders
	IT Technical Resources	**Email:** introduce key messages, provide link to SharePoint and date for next layer of communication to come	CIO
	All	**Town Hall:** Deliver Key Messages, Share FAQs, Solicit & Address questions	Mid- & Front-Line Managers
Week 2	**All**	**Team Mtgs:** Reiterate Key Messages, solicit & address questions	Senior IT Leaders
	All	**Email:** Reiterate Key Messages, share Updated FAQs and next steps, link to survey gauging overall willingness & comfort/confidence with the change	Project / Comms Resource
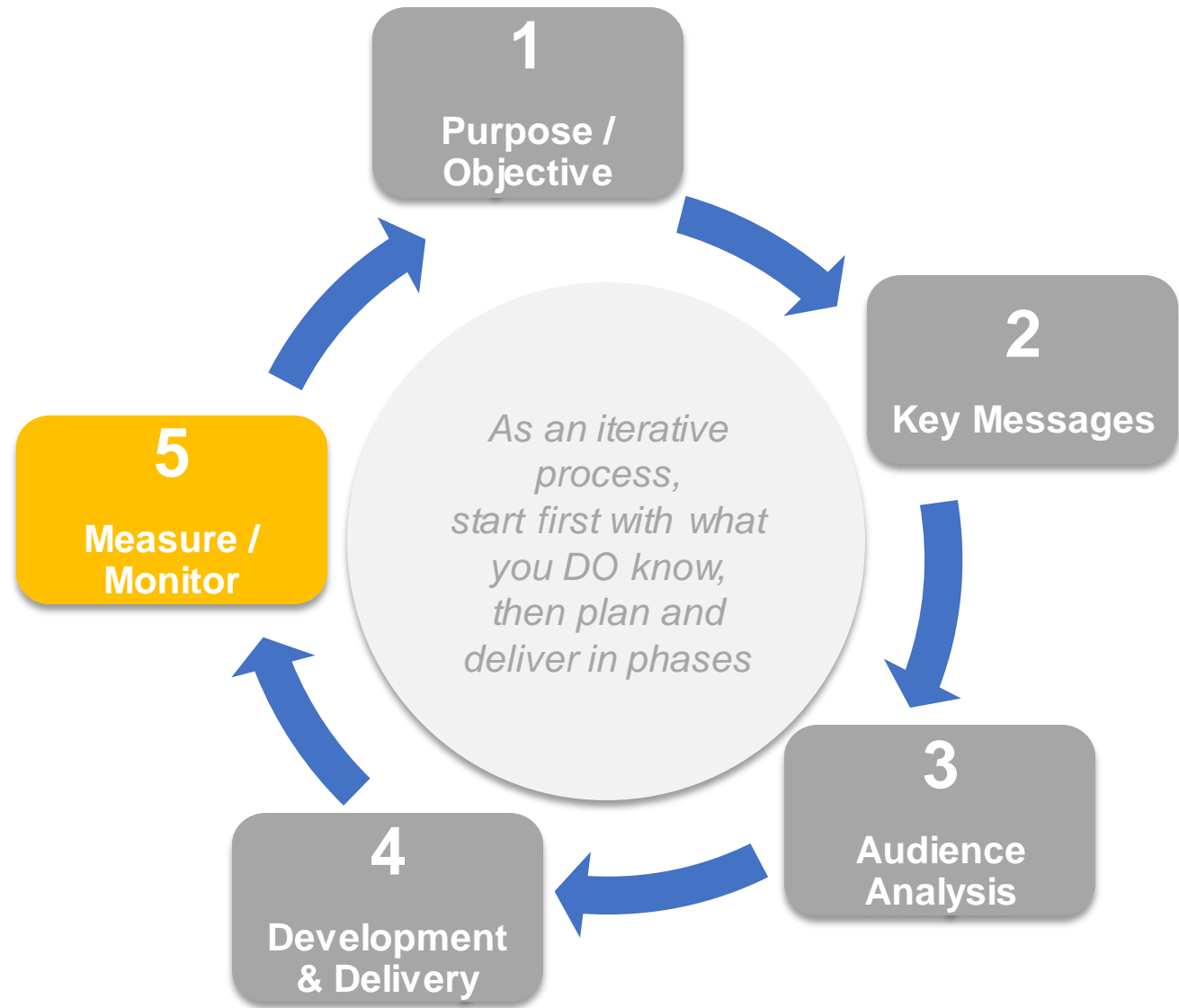
- How will we know if we met our objectives?

- How will we assess the new need?

Measure / Monitor

Quantitative measures

- # of clicks/views
- Attendance/participation
- Surveys: % agree/disagree, rating scale, etc.

Qualitative measures

- Open Q&A / feedback sessions
- Casual conversation, informal networking
- Open text surveys / feedback forms

Communication without measures is like throwing darts and hoping they'll stick

Sample

Tactic	Measure / Monitor
Verbal Conversation: Finalize (Sign-Off) Key Messages, FAQs; prep for communication to teams	Verbal and observational confirmation of understanding & commitment to deliver messaging, etc.
SharePoint: Publish Key Messages, Materials, & Q&A Form	# of clicks, # of views, # and type of questions submitted
Kick-Off Mtg: Deliver Key Messages, Share link to SharePoint	Poll at end gauging level of understanding, willingness to help deliver messaging, etc.
Email: introduce key messages, provide link to SharePoint and date for next layer of communication to come	N/A
Joint Town Hall: Deliver Key Messages, Share FAQs, Solicit & Address questions	# of participants, # and type of questions, real-time poll gauging
Team Mtgs: Reiterate Key Messages, solicit & address questions	Verbal and observational confirmation of understanding, engagement, etc.
Email: Reiterate Key Messages, share Updated FAQs and next steps, link to survey gauging overall willingness & comfort/confidence with the change	# and type of survey responses

Final Thoughts