About Us

- 8 hospitals, 140+ locations
- 1,300+ patient beds
- 1,500 practicing physicians
- 17,000+ employees

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

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Health Information Technology Services
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Intersection of 3 Disciplines

Project Management

Organizational Change Management

Communications Management
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
Communications Management

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.
Change Communications in Project Management

**Initiate**
- Prepare for Change
  - 1 Purpose / Objective
  - 2 Key Messages
  - 3 Audit / Analysis
  - 4 Development & Delivery

**Plan**
- Craft a Vision and Plan for Change
  - 1 Purpose / Objective
  - 2 Key Messages
  - 3 Audit / Analysis
  - 4 Development & Delivery

**Execute**
- Implement the Change
  - 1 Purpose / Objective
  - 2 Key Messages
  - 3 Audit / Analysis
  - 4 Development & Delivery

**Control**
- Embed the Change
  - 1 Purpose / Objective
  - 2 Key Messages
  - 3 Audit / Analysis
  - 4 Development & Delivery

**Close**
- Review & Analyze Results
  - 1 Purpose / Objective
  - 2 Key Messages
  - 3 Audit / Analysis
  - 4 Development & Delivery
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...

<table>
<thead>
<tr>
<th>Rational / Tactical</th>
<th>Experiential / Emotional</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Create basic awareness</td>
<td>• Build curiosity</td>
</tr>
<tr>
<td>• Provide notification</td>
<td>• Generate excitement</td>
</tr>
<tr>
<td>• Establish a shared definition</td>
<td>• Instill sense of ownership</td>
</tr>
<tr>
<td>• Prompt action</td>
<td>• Increase confidence</td>
</tr>
<tr>
<td></td>
<td>• Ease anxiety/concern</td>
</tr>
</tbody>
</table>
As an iterative process, start first with what you DO know, then plan and deliver in phases.
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
As an iterative process, start first with what you DO know, then plan and deliver in phases.
Audience Tiers

- **Awareness Tier** – those who are not directly impacted but can benefit from basic awareness, including those who need to know they are NOT impacted
- **Consumer Tier** – those who may be passive recipients of, benefitted by, or impacted by the information
- **Engagement Tier** – those who are directly involved or impacted by the information (including the core/project team)
- **Champion Tier** – those who will need to communicate the message to others and help gather buy-in
• 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?
<table>
<thead>
<tr>
<th>AUDIENCE</th>
<th>OBJECTIVES</th>
<th>SENSITIVITIES</th>
<th>RISKS OF POOR / ZERO COMMUNICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Champion Tier:</strong></td>
<td>Senior IT Leaders; iKan Project Team</td>
<td>• Must demonstrate positivity &amp; calm • Must be able to address questions • Must help cascade Key Messages</td>
<td>• If not 100% up-to-speed, will be unable to manage the message effectively • Lack of positivity &amp; calm may negatively impact the change</td>
</tr>
<tr>
<td><strong>Engagement Tier:</strong></td>
<td>Mid/Front-Line IT Leaders</td>
<td>• Must demonstrate confidence in Vision • Must be able to escalate questions • Must understand Key Messages</td>
<td>• 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</td>
</tr>
<tr>
<td><strong>Consumer Tier:</strong></td>
<td>Technical Staff in IT</td>
<td>• Must understand Key Messages • Must adopt confidence • Must take action</td>
<td>• 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</td>
</tr>
<tr>
<td><strong>Awareness Tier:</strong></td>
<td>Non-Technical Staff in IT</td>
<td>• Must be aware of Key Messages • Must understand no action required</td>
<td>• N/A • Failure to understand they are not impacted may create undue confusion / chaos</td>
</tr>
</tbody>
</table>
As an iterative process, start first with what you DO know, then plan and deliver in phases.
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

One-Directional
Minimal Interaction

- Live Broadcast
- Email
- Fliers in the Breakroom

Pull
Available On-Demand

- Articles, Documents, Recordings, Reference Materials posted on SharePoint, Teams, Yammer, etc.
- Online Discussion Forum
- Hotline / Help Desk
- Casual Conversation

Push
Available Only if Delivered

- Scheduled 1:1s, Team Meetings, Q&A Sessions
- Articles, Documents, Recordings, Reference Materials posted on SharePoint, Teams, Yammer, etc.

Multi-Directional
Highly Interactive
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?
<table>
<thead>
<tr>
<th>Timing</th>
<th>Audience</th>
<th>Tactic</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td><strong>Senior IT Leaders</strong></td>
<td><strong>Verbal Conversation:</strong> Finalize (Sign-Off) Key Messages, FAQs; prep for communication to teams</td>
<td>Project / Comms Resource</td>
</tr>
<tr>
<td></td>
<td>All</td>
<td><strong>SharePoint:</strong> Publish Key Messages, graphic, Materials, &amp; Q&amp;A Form</td>
<td>Project / Comms Resource</td>
</tr>
<tr>
<td></td>
<td><strong>Mid- &amp; Front-Line Managers</strong></td>
<td><strong>Kick-Off Mtg:</strong> Deliver Key Messages, Share link to SharePoint</td>
<td>Senior IT Leaders</td>
</tr>
<tr>
<td></td>
<td><strong>IT Technical Resources</strong></td>
<td><strong>Email:</strong> introduce key messages, provide link to SharePoint and date for next layer of communication to come</td>
<td>CIO</td>
</tr>
<tr>
<td></td>
<td><strong>All</strong></td>
<td><strong>Town Hall:</strong> Deliver Key Messages, Share FAQs, Solicit &amp; Address questions</td>
<td>Mid- &amp; Front-Line Managers</td>
</tr>
<tr>
<td><strong>Week 2</strong></td>
<td><strong>All</strong></td>
<td><strong>Team Mtgs:</strong> Reiterate Key Messages, solicit &amp; address questions</td>
<td>Senior IT Leaders</td>
</tr>
<tr>
<td></td>
<td><strong>All</strong></td>
<td><strong>Email:</strong> Reiterate Key Messages, share Updated FAQs and next steps, link to survey gauging overall willingness &amp; comfort/confidence with the change</td>
<td>Project / Comms Resource</td>
</tr>
</tbody>
</table>
As an iterative process, start first with what you DO know, then plan and deliver in phases.
• 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*
## Measure / Monitor

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