

# Change Management and Adoption Strategy Guide - Teleophthalmology

The purpose of this template is to help you strategize how you will use your clinical leaders to increase adoption in Primary Care, Optometrist and Specialist settings. This document provides suggested strategies to help you successfully engage clinicians and key stakeholders to generate referrals.

## Strategy #1 – An Engaged Steering Committee

The Teleophthalmology Steering Committee provides project oversight and is responsible for the development of the business plan and protocols to support the implementation of the province-wide Teleophthalmology program. It will outline how the potential benefits arising from the Teleophthalmology investments will be achieved and how these benefits will be harvested to operationally sustain the program. As part of the business planning, it develops a LHIN-wide Teleophthalmology service delivery model that embeds Teleophthalmology into multidisciplinary teams and evidenced-based clinical programs and delivery structures (i.e. Teleophthalmology is not to be treated as separate or standalone program).

## Strategy #2 – Use Champions and Key Influencers

Understanding who the Champions and Key Influencers are and how to leverage their status/expertise is critical to success. Identifying and recruiting the right champions/key influencers needs to happen early in the implementation. Think about where a champion/key influencer can assist you in overcoming change barriers, open doors or influence a large group of people at the same time.

You will need champions and key influencers who can speak to general practitioners, specialists, and key stakeholders e.g. CEOs at FHTs, CHCs, Ophthalmologists, Optometrists.

The table below can be used to identify who your champions are and how you will use them:

Champion/Key Influencer	Organization	Contact Information	How he/she will be used.

### Strategy #3: Quick Wins

By getting some key organizations to be “quick wins”, you build momentum and develop new spokespersons that can be leveraged as you roll out to other organizations. Consider developing a Quick Wins strategy that generates a substantive list of clients and profiles successful implementations. Focus on providing them with the resources and information needed to get them quickly referring with confidence and seeing results.

Consider developing Quick Wins strategies targeting the primary care services and the specialized care services separately. Use Champions and Key influencers identified above.

There may be a number of primary care settings and specialized care settings in your LHIN. We recommend using an excel worksheet to keep track of the key contacts, the conversations, and the change activities (e.g. champion engagement) at each site.

Keep track of the estimated referrals from an organization and compare it to the actual number of referrals received. It can help you plan the engagement and set expectations at other similar organizations.

Consider supporting a demonstration project, possibly located in an influential or large organization. This could include providing on-sight supports or incentives. Once momentum is achieved in the demonstration project, the success stories can be leveraged as you engage other organizations.

OTN has provided an excel spreadsheet “Outreach Engagement List and Status” that can be used to support your Quick Wins strategy.

### Strategy #4: Executive Levels

It is often easier and less time consuming to obtain buy-in for a program at the executive level and have them either provide a directive, or advocate across their organization.

For Primary Care settings such as CHC and FHTs, starting with the Executive Director or CEO will provide you with a good understanding of how best to reach their physicians. Use the Outreach Engagement spreadsheet to keep track of these activities.

Hospitals tend to be more complex and it is often more effective to obtain support at the executive level to promote the program down through the appropriate clinics and units.

You may need assistance in obtaining a meeting with the leadership level, so you will also need to consider how you will leverage key influencers/champions to open the doors.

Think about the hospitals and large organizations within your LHIN and determine who you need to meet with, and what support you require to do so. Examples include Host Org Executive, LHIN Primary Care Leads, Steering Committee members, LHIN CEO, OTN Leadership).

Consider using the table below to identify the hospitals, the relevant clinics, and the approach to reach them.

Hospital	Clinic	Executive Name	Key Influencers/ Champions to help open doors

**Strategy #5: Broad Awareness/Adoption Sessions**

This can be especially effective in combination with other strategies. For instance, if you obtain a meeting with the Executive of a hospital, you could offer to support any communication from them by hosting an event to educate clinicians of the hospital. A Champion or Key Influencer in this area could be your key speaker at a lunch and learn for instance. You could also have the Executive level resource send out an invitation for a webinar along with a note from the Champion/Key Influencer.

Keep track of the types of events, what works, and what can be changed. You will find that some champions/key influencers are more effective in large group settings, that others have strengths in small intimate presentations.

**Strategy #6: Align Change Management Activities with Communications and Marketing Activities**

Taking a planned approach to CM allows you to coordinate with others that may be leading the Communications or Marketing activities in your organizations and region. For example, coordinating hospital-wide communication activities with a champion addresses a clinicians meeting the dissemination of posters and brochures ensures that physicians, clients, and administrative staff are all learning about TOP at the same time. This will increase the likelihood of successful referrals being made. We recommend coordinating closely with the people leading the communications and marketing activities in your organization, the LHIN, and OTN.

**Strategy #7: Maintaining and Building Momentum**

Rewarding success greatly increases the chances of ongoing success. Consider using the Outreach spreadsheet even after referrals have started to come in. Plan to have periodic calls with key influencers in referring organizations to recognize their efforts to provide TOP for their patients and to listen for opportunities to improve how they make referrals and are kept current on their patient's progress. Demonstrating the value of TOP to the Quick Win doctors will provide you with valuable momentum as they begin to speak about the value of TOP independently.

## Strategy #8: Align with other Initiatives and Priorities

Healthcare is being shaped by initiatives and funding priorities at the local, regional, and provincial levels. It is important to understand what initiatives and priorities are active and aligned the TOP program. Some suggestions to align include:

- Consult with your LHIN representative about relevant initiatives and priorities
- Understand the approach to addressing the needs of people with Chronic Diseases that include diabetes and relevant comorbidities.
- Connect with the Diabetic Education Programs. Some communities have found there are natural linkages between some of these programs.
- Speak with the leaders in hospitals and clinics about initiatives being developed to understand opportunities to embed TOP as an essential component. For example, if the hospital is reviewing their approach to discharge planning Diabetes patients, ensuring they understand the potential of TOP screening is important.

OTN is present at many of the regional and provincial initiatives and we will be including you in discussions as appropriate opportunities come up.