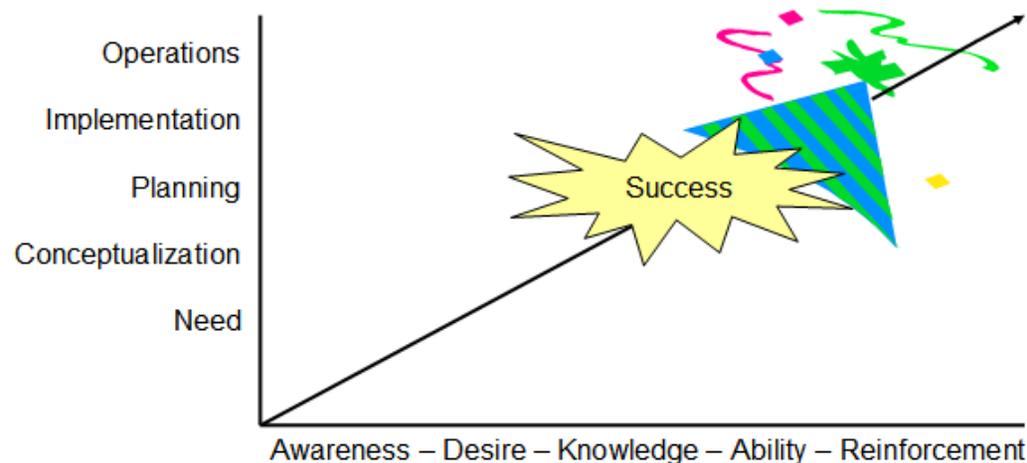


Regular communications with all stakeholder groups helps reduce the fear factor inherent in acquiring an EHR and engages all stakeholders at their appropriate level of participation in the planning, implementation, and opportunities for improvement. The ADKAR model of communication, illustrated below, is often invoked when considering communications about projects that introduce as much change as an EHR. The goal of communication is a successful project, with successful outcomes, that can be celebrated long after implementation is completed.

The ADKAR model of communication recognizes a continuum of key messages. As soon as the need for an EHR arises, **Awareness** building needs to begin among all stakeholders. Each stakeholder group will require different messages. As the EHR begins to become more conceptualized, creation of **Desire** helps turn fear into interest. Throughout the planning process, stakeholders need to become much more **Knowledgeable** about EHRs in order to make decisions appropriate to their stake in the project. During implementation, stakeholders need to understand their **Abilities**, build capability, and celebrate using the system. However, communication does not end with implementation, as continued success during ongoing operations requires **Reinforcement**.



Use the communication plan template on the following pages for ideas on what to communicate to whom, how to communicate, and when. Adjust according to your clinic environment, but do not underestimate the importance of communicating early and often to all and of celebrating successes. Be aware that some communication media are bi-directional, such as meetings and personal communications; but many are uni-directional, including memos, intranet postings, bulletin boards, newsletters, etc. You may acquire new media over time, such as intranet capability, email, web site, etc. Scorecards may take many different forms, including graphics, trend lines, etc. Celebrations and recognition may be simple or fancy, fanciful or sophisticated – depending on your clinic’s culture.

Key Message	To Whom	From Whom	Medium	When	Date
1. The clinic is interested in an EHR and seeks physicians to participate on a steering committee	Physicians	Medical director Physician champion Administrator	Meeting	When clinic leadership recognizes EHR need	
2. The clinic is interested in an EHR and seeks representatives to participate on a steering committee	Clinical leads IT staff Business office staff	Medical director Physician champion Administrator	Meeting	As steering committee is forming	
3. The clinic is interested in an EHR and seeks board support	Board of Directors	Medical director Physician champion Administrator	Meeting	When steering committee has formed	
4. The clinic is interested in an EHR (and generally what it is); is starting to explore this project (and why); plans to communicate regularly about the process; and will involve everyone as applicable	Front line supervisors and all staff	Medical director Physician champion Administrator	Meeting	When steering committee has formed	
5. Definition of an EHR (describe everything from an introduction to EHRs, Internet demonstrations, and skills assessment to a more thorough study, as applicable to group)	All	Front line supervisors	Meetings Memos Other as applicable	When EHR education plan is developed	
6. Appointment of project manager	All	Administrator	Memo	When project manager is appointed	
7. Migration path illustrating strategy clinic will take to achieve EHR	All	Administrator	Intranet or bulletin board	When steering committee drafts migration path	

Key Message	To Whom	From Whom	Medium	When	Date
8. We are going to map current processes to determine what functions we need in an EHR	Front line supervisors	Project manager	Training, Intranet or bulletin board, celebration	As steering committee begins to define migration path	
9. These are the specific benefits we expect to accomplish through EHRs and request your input	Physicians	Medical director	Meeting	As steering committee begins to define benefits based on migration path and EHR education	
10. Appointment of medical director of information systems (MDIS)	Physicians All staff	Medical director	Memo	As soon as work load for physician champion exceeds casual time	
11. Here are ways we can start to prepare for an EHR. We congratulate each participant:					
a. Computer skills building	Physicians	MDIS Project manager	Training with certificate of completion	As vendor selection begins	
b. Procedures for using Microsoft Office for communications	All staff	MDIS Project manager	Training with certificate of completion	As vendor selection begins	
c. Revised chart forms to begin chart conversion	Physicians Other clinicians	MDIS	Policy and procedure	As vendor selection begins	
d. The clinic is planning to acquire an EHR and is looking for financing and funding	Bank Community Health plan Malpractice insurer	Medical director Administrator	Personal communication	As vendor selection begins	

Key Message	To Whom	From Whom	Medium	When	Date
12. This is our code of conduct, why we have one, and this is our process for selecting a vendor. (Stress importance of when communications are appropriate and not appropriate.)	Board of Directors Physicians Front line supervisors	Medical director MDIS Administrator	Meetings	As vendor selection begins	
13. Request for proposal has been distributed to vendors (it is not necessary or appropriate to indicate to which vendors the RFP has been sent) and this is our plan for conducting due diligence	Board of Directors Physicians Front line supervisors	MDIS Project manager	Memo or newsletter	Day RFP is distributed to vendors	
14. We are holding a vendor fair/in-house demonstrations and would like everyone to participate and complete a score card	All	MDIS Project manager	Memo or newsletter	Week prior to vendor fair	
15. Our vendor of choice has been selected and we seek approval to begin contract negotiation	Board of Directors only	Steering committee	Meeting Approval request	When steering committee has reached consensus	
16. These are the terms of the contract, and we request approval to sign	Board of Directors only	Medical director Administrator	Meeting Approval request	Upon successful contract negotiation	
17. A contract has been signed with the vendor, and implementation will begin	All	Medical director Administrator	Memo Celebration	When both clinic and vendor sign the contract	
18. Here is an overview of the implementation plan and how it will impact each stakeholder group	All	Medical director MDIS Administrator Project manager	Site and department meetings	Upon harmonizing vendor and clinic implementation plans	

Key Message	To Whom	From Whom	Medium	When	Date
19. We seek representatives to participate on implementation teams and domain teams	Physicians Clinical leads Front line supervisors	Medical director MDIS Administrator Project manager	Personal communications with applicable counterparts Organization chart for project	Upon harmonizing vendor and clinic implementation plans	
20. Reinforcement of what constitutes an EHR, why an EHR is important, what the benefits are, and ways to start:					
a. Definition of an EHR (describe everything from an introduction to EHRs, Internet demonstrations, and skills assessment to a more thorough study, as applicable to group)	All as applicable	MDIS Front line supervisors	Meetings Memos Other as applicable	Upon harmonizing vendor and clinic implementation plans	
b. Computer skills building	Physicians	MDIS Project manager	Training with certificate of completion	Upon harmonizing vendor and clinic implementation plans	
c. Procedures for using Microsoft Office for communications	All staff	MDIS Project manager	Training with certificate of completion	Upon harmonizing vendor and clinic implementation plans	
d. Audit compliance with new chart forms and provide feedback	Physicians Other clinicians	MDIS Project manager	Audit Personal communication Scorecard	Upon harmonizing vendor and clinic implementation plans	
21. We have a process in place to identify and track implementation issues and need everyone's participation	All staff	MDIS Project manager	Memo Policy and procedure Intranet link	Upon harmonizing vendor and clinic implementation plans	

Key Message	To Whom	From Whom	Medium	When	Date
22. We are seeking individuals to become trained as “super users”; define super users	Physicians Front line supervisors	MDIS Administrator	Memo Personal communications Training and recognition of accomplishment	Upon harmonizing vendor and clinic implementation plans	
23. We are seeking pilots to try out new devices, participate in testing, and be the first to go live	Physicians Clinical leads	MDIS Project manager	Memo Personal communications Recognition	As implementation gets underway	
24. How are we doing? (Seek openness, relate progress, recognize contributions)	All	Medical director Administrator	Pizza party	Key milestone(s) during implementation	
<i>Repeat above</i>					
<i>Repeat above</i>					
25. We are constructing a new system to manage your medical records and want you to know what this is, how it will help you, how secure it is, and will answer any questions	Patients	Medical director Each physician	Brochures Web site “Under construction signs”	Shortly before go live	
26. We are the support team to help you during the go live phase	Super users Vendor implementers	Project manager	Badges, hats, coats, or some thing else to distinguish helpers	During go live	

Key Message	To Whom	From Whom	Medium	When	Date
27. How are we doing? (Seek continual feedback and formal feedback; measure adoption and usage rates, audit for data quality, celebrate last routine chart pull, apply for external awards)	All	MDIS Project manager	Intranet link Key indicators scorecard Physician/staff satisfaction surveys Patient satisfaction survey ROI/benefits study	During and after go live at key intervals	
28. External reporting	Physicians Clinical leads	Medical director MDIS Administrator	Contribute data to external reporting mechanisms Celebrate results	At key intervals as required or recommended	
29. Continual process improvement	Physicians Clinical leads	Medical director MDIS Administrator	Audit Participation in community health information exchange activities	At key intervals as required or recommended	
30. Our next plans are to continue to follow our migration path	All	Medical director Administrator	Newsletter	As migration path phases are reached	