



Case for Change Management

This document is designed to help you articulate the need for change management to your organisation and support your attendance at CML's CCDP training.

This document provides:

- Pitch Instructions and an Example to present your case for Change Management Training.
- An Email Template to share with your reporting manager.

1. Instructions for Completing the Pitch

This template is designed to help you articulate the need for change management within your healthcare organisation.

Follow these steps to complete the template effectively:

1. Project Overview

- **Project Name:** Clearly state the name of your project or the project you aim to deliver.
- **Vision or Mission:** Describe the overarching vision or mission of the project. What are you aiming to achieve?
- **Objectives:** List the specific objectives of your project. These should be clear, measurable goals that the project is designed to achieve.

2. Link to Change Management

- **Dependence on Employee Adoption:** For each objective, explain how employee behaviour and adoption of new processes or tools are critical to achieving the objective. Provide specific examples relevant to the healthcare role.
 - **Example:**
 - **Objective:** "Reduce patient readmission rates."
 - **Specific Change:** "Nurses and doctors need to adopt a new patient discharge process to ensure follow-up care is coordinated."
- **People Side of Change:** Emphasise that the success of the project relies on the people involved. Explain that the project is not just about implementing a new system or process but about changing how employees work.

3. Potential Impacts of Poor Change Management

- **Project-Level Risks:** Identify the risks at the project level if change management is not effectively applied. These might include project delays, budget overruns, and resistance to change.
- **Organisational-Level Risks:** Describe broader organisational risks, such as decreased productivity, loss of key employees, and declines in morale.

4. Benefits of Effective Change Management

- **Data-Driven Evidence:** Use data and evidence to support your case. Cite studies or benchmark data showing that projects with strong change management are more likely to succeed.
 - **Example:** "According to benchmarking data, projects with excellent change management are 94% more likely to meet or exceed their objectives."

5. Specific Request for Support

- **Resource Needs:** Clearly state what resources you need to support change management. This might include additional budget, training, or tools.
- **Leadership Support:** Specify any support you need from senior leaders, such as messaging about the importance of change management.

6. Tools and Techniques

- **CML 5Es™ Model:** Explain how you will use the CML 5Es™ Model to guide your change management efforts.
 - **Explore:** Understand the current state and identify the need for change.
 - **Enable:** Develop strategies and plans to support the change.
 - **Engage:** Recruit and onboard change champions.
 - **Emerge:** Conduct readiness assessments and plan for operational transition.
 - **Embed:** Provide go-live support and capture lessons learned.
- **Additional Tools:** Mention any additional tools or technologies you will use to support change initiatives, such as AI tools provided during the CCDP course and COMMS Framework.

7. Conclusion

- **Reiterate the Need for Change Management:** Summarise the key points of your case. Emphasise that a structured approach to change management is essential for project success.
- **Call to Action:** End with a clear call to action, specifying the next steps or support needed to proceed.

Example Pitch

Use this example pitch to structure your case for change management:

As you know, we are currently working on the Improving Patient Care Coordination project. This project has been launched in order to enhance patient outcomes by improving the coordination of care across different healthcare providers. In designing and launching the project, we have established four specific objectives:

1. Reduce patient readmission rates by 20% within the next year.
2. Enhance communication between primary care providers and specialists.
3. Implement a new electronic health records (EHR) system to streamline patient information sharing.
4. Train staff on new patient discharge protocols to ensure comprehensive follow-up care.

As we analysed these objectives, we've noted that three of the objectives are directly dependent on employees embracing and adopting a specific change to how they do their work. For example, reducing patient readmission rates requires nurses and doctors to adopt a new patient discharge process that ensures follow-up care is coordinated. Likewise, enhancing communication between primary care providers and specialists will only be achieved if staff utilise the new EHR system effectively.

In the end, the Improving Patient Care Coordination project is not just a technology or process change. It is ultimately a change to how our employees work, and we need to focus on this people side of change. Our success at achieving our stated objectives is tied directly to how well we support individual employees in making their own changes.

While we have dedicated tremendous effort to designing a great technical solution, we have not applied the same rigour and structure to ensuring our employees are ready and capable to embrace, adopt, and utilise the changes that are required of them.

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Ignoring the people side of Improving Patient Care Coordination results in additional costs and risks for the project. At the project level, failing to apply change management results in project delays and missed milestones. We are more likely to run over budget, and the data shows that addressing the people side of change too late in the project lifecycle results in more rework. The project is likely to face more resistance, both active and passive. At the organisational level, we run the risk of productivity plunges, loss of valued employees, and morale declines associated with our history and legacy related to change.

There is an increasing amount of data showing that the success of a project is directly connected to how well the people side of the change is managed. Based on benchmarking data, only 15% of respondents with poor change management met or exceeded project objectives. 42% of those with fair change management met or exceeded objectives, while 76% with good change management met or exceeded objectives. 94% of the study respondents with excellent change management programmes met or exceeded project objectives.

Furthermore, there is a direct correlation between change management effectiveness and the ability to stay on schedule and on budget. If we are able to increase change management effectiveness on our projects by providing resources and applying a structured methodology, we can increase the likelihood that Improving Patient Care Coordination will be successful and that we will realise the benefits we set out to achieve.

Without providing the support our employees need to make these changes, we run the risk of installing a solution that does not deliver the results we need. To increase the likelihood of success and ensure that the project delivers the results and outcomes we need, we need to apply a structured approach for helping employees embrace and adopt the change. We need change management on Improving Patient Care Coordination.

2. Email Template to Reporting Manager

Subject: Request for Change Management Training Opportunity

Dear [Manager's Name],

I hope this message finds you well. I would like to request your support for my participation in the Certified Change Delivery Professionals (CCDP) training offered by Change Management Library (CML). This programme is designed to equip healthcare professionals with the skills needed to drive and support change initiatives, ultimately improving patient outcomes and organisational efficiency.

I believe this training will significantly enhance my ability to contribute to our team and support our ongoing initiatives. More information about the programme can be found [here](#).

Thank you for considering my request.

Best regards,
[Your Name]