

## Change Implementation Success Factors - Risk and Readiness Assessment

### Virtual Care Readiness Assessment

This readiness assessment was adapted from the following reference  
Canada Health Infoway. Change implementation success: Readiness assessment. Retrieved

<https://www.infoway-inforoute.ca/en/component/edocman/resources/toolkits/change-management/best-practices/resources-and-tools/1034-char>

| Is the LTC / RH ready to implement virtual care and what are their success factors that we can build on?                                               |                                                                                                                                                                    |        |        |        |        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|--------|--------|
| Please select your level of agreement on a scale of 1-6 to the following statements: 1) I strongly disagree; to 6) I strongly agree; NA - I don't know |                                                                                                                                                                    | Home 1 | Home 2 | Home 3 | Home 4 |
| <b>Factor 1: The Case for Change</b>                                                                                                                   |                                                                                                                                                                    |        |        |        |        |
| 1                                                                                                                                                      | Home understands the reasons for implementing virtual care solutions to improve resident safety and quality of care.                                               |        |        |        |        |
| 2                                                                                                                                                      | There is a sense of urgency in this home to implement virtual care solutions.                                                                                      |        |        |        |        |
| 3                                                                                                                                                      | The home believes that staying the same is not an option. They believe they need to change to virtual care                                                         |        |        |        |        |
| 4                                                                                                                                                      | The relative priority of this initiative with respect to other initiatives in health care is consistently reinforced.                                              |        |        |        |        |
| 5                                                                                                                                                      | More energy and effort is being directed toward meeting the objectives of virtual care in this home.                                                               |        |        |        |        |
| 6                                                                                                                                                      | There is a general acceptance that there is no option but to convert to virtual care in this home.                                                                 |        |        |        |        |
| <b>Factor 2: Vision Clarity &amp; Strength</b>                                                                                                         |                                                                                                                                                                    |        |        |        |        |
| 1                                                                                                                                                      | The vision for the virtual care solution is specific enough to give clinicians a good indication of how they will be doing things differently after implementation |        |        |        |        |

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| 2                                                                                                                                                      | The vision for the virtual care solution creates understanding and excitement about the changes in workflow and practice that need to be made |        |        |        |        |
| 3                                                                                                                                                      | The vision clearly communicates the benefits of using a virtual care solution for health care, clinicians, residents and the general public   |        |        |        |        |
| 4                                                                                                                                                      | The vision provides clear direction of the actions and steps that need to take place to achieve the goal                                      |        |        |        |        |

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### Factor 3: Leadership Accountability and Capability

|   |                                                                                                                                                 |  |  |  |  |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
| 1 | The appropriate executive level sponsors are leading the implementation of virtual care solutions                                               |  |  |  |  |
| 2 | Leaders are actively involved in the communication process and help create energy and enthusiasm around the change.                             |  |  |  |  |
| 3 | The change leadership team allocates the resources (time, best people and funds) needed for virtual care (now or history)                       |  |  |  |  |
| 4 | Change Leaders remain focused on achieving the goals of virtual care, even when other problems or issues compete for their attention.           |  |  |  |  |
| 5 | Change Leaders publicly demonstrate their commitment to virtual care solutions (meetings, webinars, publishing thoughts, memos etc.)            |  |  |  |  |
| 6 | Leaders hold people accountable for the change by following up with them to ensure progress of the change initiative                            |  |  |  |  |
| 7 | There is an appropriate shift of accountability for virtual care success from the project team (NLOT and BSO) to the home, who need to use them |  |  |  |  |

### Factor 4: Communication

|   |                                                                                                                                                                |  |  |  |  |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
| 1 | I have the information and details I need to effectively communicate the key messages about virtual care solutions in my area.                                 |  |  |  |  |
| 2 | Effective forums or processes exist for two-way dialogue and candid feedback.                                                                                  |  |  |  |  |
| 3 | Information is not withheld. Everything that is known about the changes associated with virtual care solutions, as well as what is uncertain, is communicated. |  |  |  |  |
| 4 | The information regarding changes associated with virtual care implementation is received in a timely manner.                                                  |  |  |  |  |
| 5 | The content of the information received regarding changes is clear, consistent and appropriate.                                                                |  |  |  |  |

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| 6                                                                                                                                                      | The leadership team is delivering the same messages about the project |        |        |        |        |

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### Factor 5: Stakeholder Commitment

|   |                                                                                                                                                             |  |  |  |  |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
| 1 | Leadership in this home supports the type of behavior, skills and attitudes needed to attain adoption of the virtual care system in our health care setting |  |  |  |  |
| 2 | The behavior of people in positions of power (execs, managers, supervisors) who act against the virtual care solutions has been, or will be, corrected.     |  |  |  |  |
| 3 | Leaders in this home remove barriers in an orderly and timely manner to allow our implementation of virtual care to be successful                           |  |  |  |  |
| 4 | Right level of training / education has been/ will be provided to make this home successful in the use of virtual care solutions                            |  |  |  |  |
| 5 | People in this home actively help each other find ways to make the virtual care successful                                                                  |  |  |  |  |
| 6 | Individuals in this home are rewarded for successfully using the virtual care solutions                                                                     |  |  |  |  |
| 7 | Information systems in this home provide staff with the information they need to monitor their performance using the new virtual care solutions             |  |  |  |  |

### Factor 6: Change Capacity of the Implementation Site

|   |                                                                                                                                                     |  |  |  |  |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
| 1 | This home has leaders who are respected and effective in implementation of change                                                                   |  |  |  |  |
| 2 | This home has leaders who know how to build collaborative work teams                                                                                |  |  |  |  |
| 3 | This home has leaders who know how to work around the hierarchical structures and processes to foster creativity, innovation and entrepreneurialism |  |  |  |  |
| 4 | This home has leaders who have the skills to manage the human responses to change.                                                                  |  |  |  |  |
| 5 | This home ensures there is an equal focus given to human and technical dimensions of change.                                                        |  |  |  |  |

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| 6                                                                                                                                                      | This home has the knowledge and capability to surface and manage resistance to the implementation                                                                             |        |        |        |        |
| 7                                                                                                                                                      | This home has no signs that people are overloaded with too much change (i.e., low productivity, poor health, depression, anxiety, etc.) including changes related to COVID-19 |        |        |        |        |

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### Factor 7: Integrated Change and Project Management

|   |                                                                                                                                                   |  |  |  |  |
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| 1 | Change management activities are integrated into the virtual care projects implementation plan                                                    |  |  |  |  |
| 2 | This home has the right resources allocated to the EMR / EHR implementation projects, based on clinical knowledge, skills and experience.         |  |  |  |  |
| 3 | The virtual care project plan includes integrated activities and deliverables that address technology, clinical and business processes and people |  |  |  |  |
| 4 | Clear expectations are set for the virtual care implementation team regarding their roles, responsibility and scope.                              |  |  |  |  |
| 5 | The virtual care solution will achieve desired resident quality and safety goals and improve the work environment for health care providers.      |  |  |  |  |

### Factor 8: Change organizational culture and processes to adopt solutions

|   |                                                                                                                                                            |  |  |  |  |
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| 1 | Leadership in this home take the time to explain why the way they did things in the past is no longer suited to their future goals                         |  |  |  |  |
| 2 | Leadership succession in this organization is carefully planned where executives with yesterday's mentality are not placed in key leadership positions     |  |  |  |  |
| 3 | Hiring practices in this home reflect the new culture and behaviors - adoption of virtual care solutions                                                   |  |  |  |  |
| 4 | This home has Human Resource initiatives underway to help align the organization's performance and culture in support of the use of virtual care solutions |  |  |  |  |
| 5 | This home has a system in place to recognize and reward successful team members, clinicians and managers.                                                  |  |  |  |  |

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