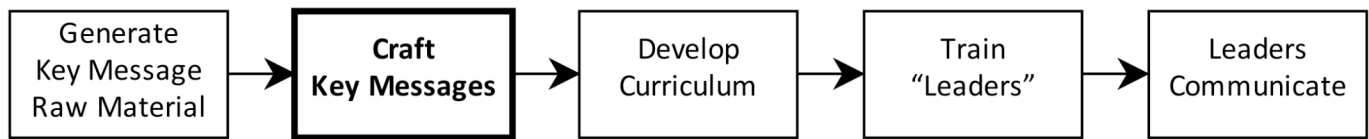


Key Messages are a small set of important messages that communicate the big picture of a change initiative. When used wisely, Key Messages reduce confusion & resistance, and increase buy-in and commitment.

A Key Messages Process

Checklist for Crafting Key Messages

Questions to Answer

- Where are we going? (Vision)- props to Chip Heath & Dan Heath for this list:
 - Simple
 - Unexpected
 - Concrete
 - Credible
 - Emotional
 - Story
- Why are we doing this?
- How much will it hurt?
- What do you expect of me?
- What support will I get?

Example - Key Messages for a Urology Practice's transition to Electronic Medical Records

1. (Vision) 6 months after go-live, every caregiver we have now will still be with us, quality of care will be higher than now, and patient satisfaction will be higher. Dr. Apatow will comment, "Because of the EMR's warning, I was able to avoid prescribing Viagra to Mr. North. I would have missed his retinitis pigmentosa if the EMR hadn't alerted me. That EMR saved his eyesight." Mr. North will feel such complete confidence in his caregivers and the care he received that he will refer to his experience as "jackpot awesome" to his wife Mitzi and sons Chet and Biff.
2. Our focus on patient safety, quality, & evidence-based medicine demands that we transition to EMRs.
3. This will be an emotionally demanding journey, and at times we'll each feel frustrated, disoriented, & inadequate. We'll get through it better if we support each other & shield our patients from the drama.
4. For the first 2 weeks immediately after go-live, we will have 150% staffing levels and additional technical super-users. The technical trainers will stick around until everyone is proficient with the new system, and open labs will be available each lunch break for those who want to hone their skills.