



Change Communication Guide

At the University of Maryland Medical System, we embrace **purposeful and **planned** change—not to be different, but **to be better**.**

Transformation and improvement are foundational to exceptional health care and to who we are as a System. We are not just treating the patients who come in our doors. We are also focused on health care of the future, developing new treatments and putting innovation into practice to deliver a better state of care to all Marylanders.

We embrace a culture that continually seeks to improve patient experiences and outcomes, supports our team members' success and elevates the level of care we deliver as a System. Change at UMMS is a way of being—*a way of being better*.



How we talk about change is important.

As you manage change in your department, at your member organization or in System-wide initiatives, ground your work in the principles of the strategic framework and UMMS values.

Reflect and embody the themes in this guide to clearly communicate how the change will create **better outcomes for our patients, better opportunities for team members** and a **better health care system for our communities**.

Use this guide to

- Develop communication materials that are consistent and representative of the UMMS brand.
- Review communications to ensure they align with UMMS strategic messaging.
- Quickly reference the UMMS UPCEE Change Management Model.

“Change is foundational to world-class health care. New treatments, technology, training and other incredible advances have made health care more effective, efficient, convenient and safer than ever. Accepting change is about committing to be better for our patients.”

– UMMS President and CEO Mohan Suntha MD, MBA

Change Communication Themes and Messages

Change communications will convey confidence in the outcome through plainly written, easily understood and consistently designed materials. We may talk about the process in slightly different ways, but if we focus on the same desired outcome—delivering compassionate, patient- and family-centered care with the highest possible standards in safety and quality—we will build shared understanding.

When developing a communication for a change initiative, pull from the phrases and words below for effective messaging. Refer to [System values and strategic framework](#) for additional guidance.

Purposeful

- Align the change with a specific component of the strategic framework and echo this alignment throughout project communications.
- Clearly state the need for change in transparent and credible ways.
- Describe how the change will be an improvement and for whom, specifically.
- Anticipate team member concerns by acknowledging complexity or challenges and how they will be addressed.

Planned

- Emphasize how the change is being managed intentionally, thoughtfully and strategically. Show who is involved and the different perspectives they are bringing to the project team.
- Share how UMMS will measure and share the results of the change.
- Acknowledge how the change may affect team members' daily responsibilities and the time they will need to adopt and adapt.

Consistent

- Identify how your project, while operationally different from other change projects, is helping UMMS achieve the same goals.
- Choose phrases that connect the project to a larger purpose, referencing the System's values, vision, mission and strategic priorities to create a universal baseline of language.
- Establish a regular frequency by which team members will learn about the change.

Simple

- Clearly explain what the change is and what it will mean for team members at every level.
- ~~Avoid articulating objectives using industry verbiage, jargon and buzz words.~~ Write plainly.
- Refer to the UMMS UPCEE Change Management Model to ensure communications are supportive of the System's change structure.

Change Vocabulary

Verbs

- evolve
- strengthen
- align
- empower
- enhance
- simplify
- advance
- grow
- drive
- benefit

Nouns

- purposeful change
- transformation
- future
- transition

Adjectives

- effective
- inclusive
- forward-thinking
- transformative
- measurable
- seamless
- simple
- planned

Visual Guidelines

All change management communications will use the full name—University of Maryland Medical System—on first reference. Materials will reflect the standard UMMS logo. Both the horizontal and stacked version of the logo may be used.

[Download approved UMMS logo here](#)



Email Signature

Update the signature for your UMMS email to reflect UMMS values.

1. Open Outlook and go to the Preferences menu.
2. Click on the Signatures tab, then select Create a New Signature.
3. Use the guidelines below for font, size and color to create your new UMMS values signature.

Font = Arial

Size = 10pt

Red color code =

- RGB 200,16,46
- HTML C8102E

Name Here

Title Here

University of Maryland Medical System
410-123-4567 | name@umm.edu

A better state of care.

compassion | discovery | excellence | diversity | integrity

umms.org

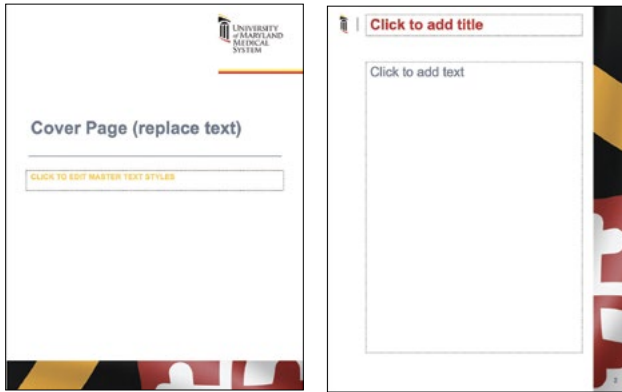
Brand message highlighted

Powerpoint Templates

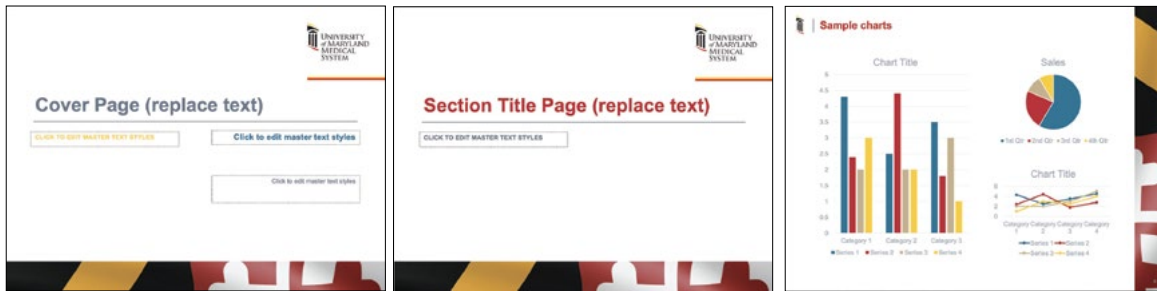
Download PowerPoint templates to create presentations and summaries of your project.

[Download files here](#)

Portrait



Landscape



UMMS UPCEE Change Management Model

Quick Reference

U Understand

During this step, assess the nature, type, and magnitude of the organizational change so you know what type of resources, time, and attention are needed for success.

E Execute

In this phase, it's time to activate the change plan by preparing a network of change agents, implementing change plan solutions, gathering feedback, and measuring progress toward the change vision.

P Plan

Once you understand the vision, case for change, and your stakeholder needs, then you can plan your strategy for successful change adoption.

E Evolve

This final step involves reflecting on progress made and determining how to build on early success and adjust the change plan based on evolving needs to be responsive and create change that sticks.

C Communicate

At this step, you can start developing and launching communications to build awareness and inspire action with the support of your sponsor and change agents who are close to stakeholder groups. Establish a detailed calendar of communications and events.