



Leading Change

To Promote Creative Innovation

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What is Change Management?

- A systematic approach to the human element of change on both an individual and a system level.
- Usually one of the most difficult (and ambiguous) aspects of a project and may be ignored or addressed superficially.

Why is Change Management Important?

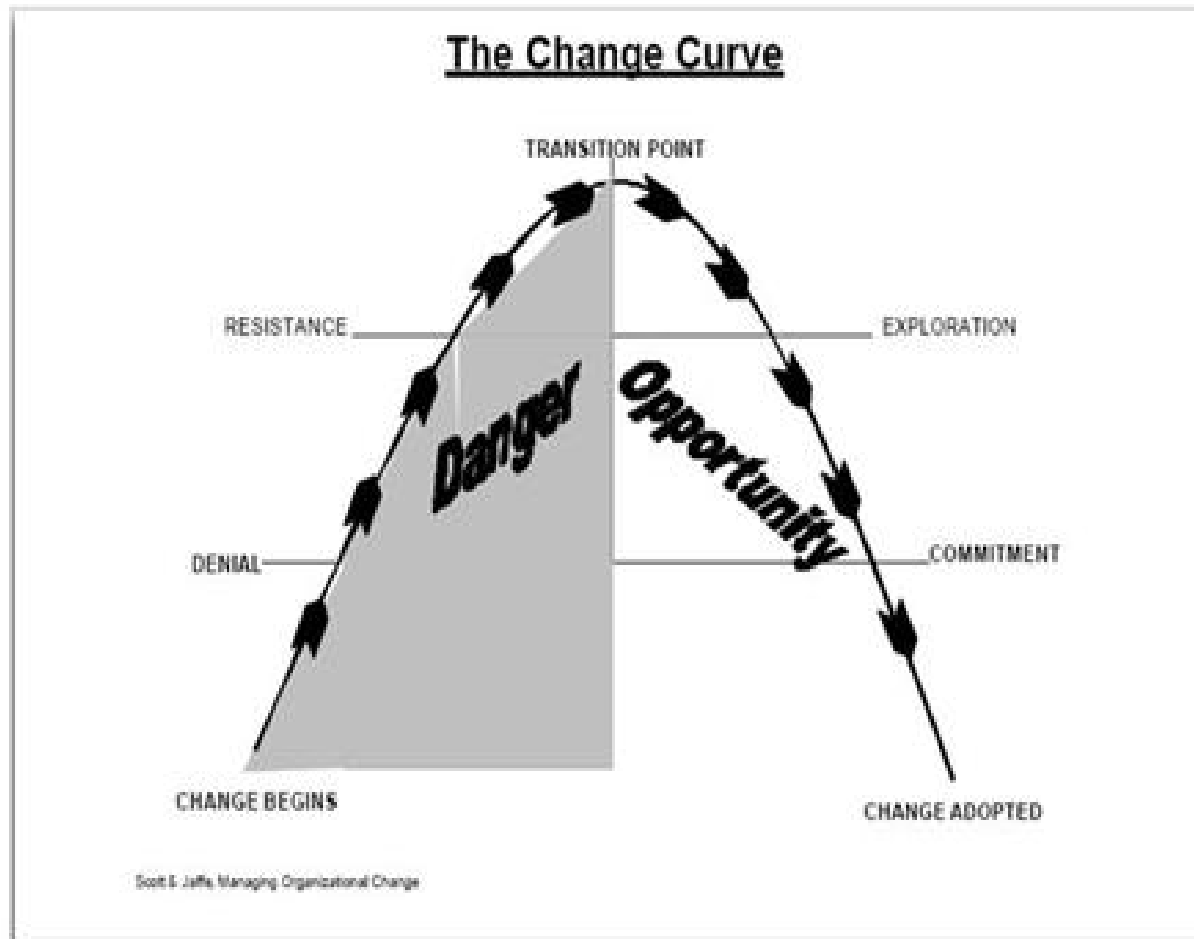
New projects such as building the Patient Centered Medical Home (PCMH) require people to do something differently before the benefits to the business can be realized. This usually means that people will need to follow different processes, cooperate in new ways, and behave differently.

Change Management

Too often we work hard at the details of new processes or new technologies, but expect magic metamorphosis of the people expected to use those processes and technologies. We simply forget or ignore that organizations change when the people in them change.

Shapiro, CREATING CONTAGIOUS COMMITMENT, 2003

There is NO Magic Metamorphosis



*taken from Gingerella, 1993

Changing People

Usual staff reactions to an announcement of major system change such as implementing the PCMH:

- ☐ 15% angry
- ☐ 40% fearful, skeptical, and distrustful
- ☐ 30% uncertain but open
- ☐ 15% hopeful and energized

Ignoring or Minimizing Change Management is Costly



CHANGE

IT'S A SHORT TRIP FROM RIDING THE WAVES OF CHANGE TO
BEING TORN APART BY THE JAWS OF DEFEAT.

www.despair.com

Transform**MED**SM

Change Management & ROI

3 recent studies have come to remarkably similar conclusions:

The ROI for a project that uses Change Management is about 4 times higher than one that doesn't.

- A **2002** McKinsey covered about **40 organizations**.
- A **2004** survey by PriceWaterhouse Coopers covered about **200 organizations**
- A **2007** survey (Prosci's Centre for Change Management) covered about **400 organizations across the world**

Change Management

3 Key Success Factors:

- **Change Leadership**
- **Team Synergy**
- **Meaningful Communication**



Change Management

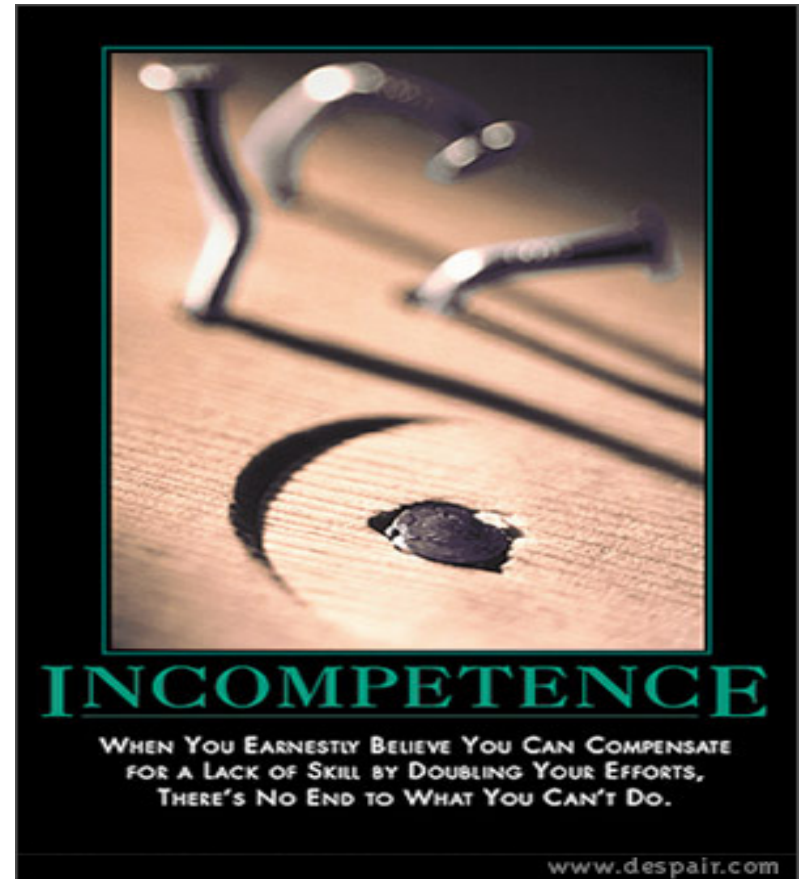
Building the infrastructure of the Patient Centered Medical Home (PCMH) requires these 3 key Change Management success factors:

- **Change Leadership**
- **Team Synergy**
- **Meaningful Communication**



Change Management

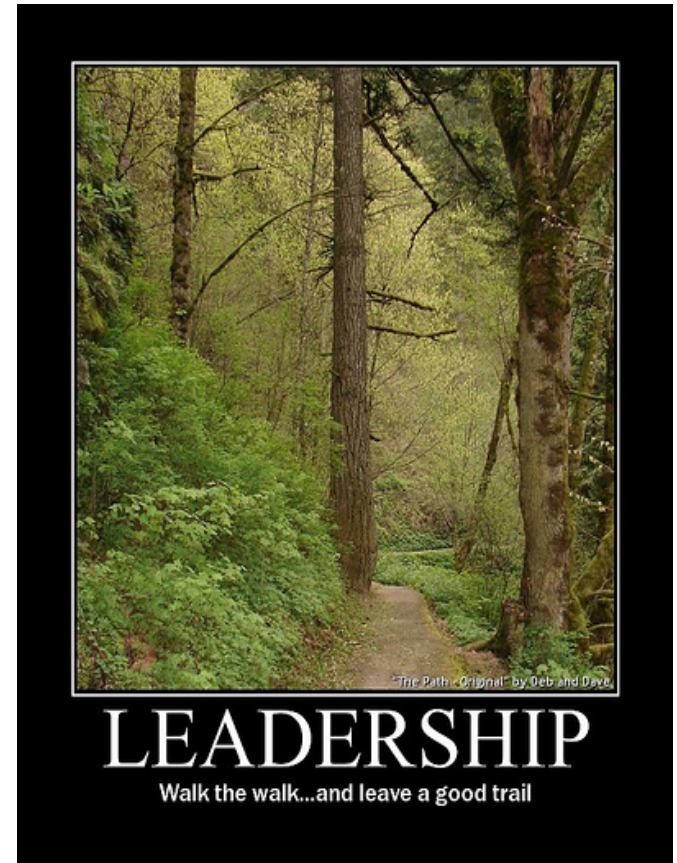
Attempting to build the PCMH without Change Management will result in the same old thing... minor adjustment to the existing model of primary care instead of the transformative effort that the PCMH requires.



Change Leadership

5 Core Competencies:

1. Understand systems level change
2. Model the culture change
3. Engage others in a shared vision
4. Promote optimal information flow
5. Recognize the value of team



Change Leadership

1. Systems Level Change

Many practices are familiar with making clinical changes. However, most practices are unfamiliar with changes at the systems level.

Many do not function as a coordinated system and therefore lack insight into the complexity of their practice.

Change Leadership

1. Systems Level Change

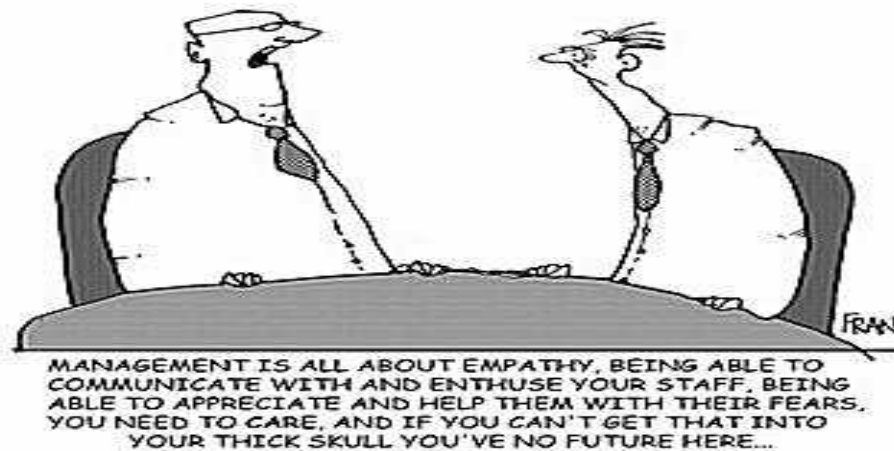
Practices cannot be described in mechanistic terms, such as linear relationships among events.

- All the parts and people of a practice are interconnected and interdependent in terms of relationships and functions
- Changes don't occur in a linear fashion. Small changes can have dramatic effects at times, large changes can produce small results at others.

Change Leadership

2. Model the Culture Change

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Change Leadership

3. Shared Vision

It is typical to approach change with strategic plans, supportive data, and structured timelines. All these steps are necessary, but they risk failing without:

Understanding that people are *galvanized* to change at the feeling level

Change Leadership

3. Shared Vision

“Choosing the *right words* [increases] the space...for new possibilities.” Presenting the change as a way to deliver better patient care (patient centered care) makes it easier for staff to “feel good” about the change.

Acknowledging that medicine in the 21st century cannot afford to be physician centered but must be team centered, helps staff “feel valued.”

Change Leadership

4. Optimal information flow

Encourage innovative solutions that diverge from the status quo.

– *Leader's question: "How else might we think about this?"*

Change Leadership

4. Optimal information flow

Letting Go of the Past

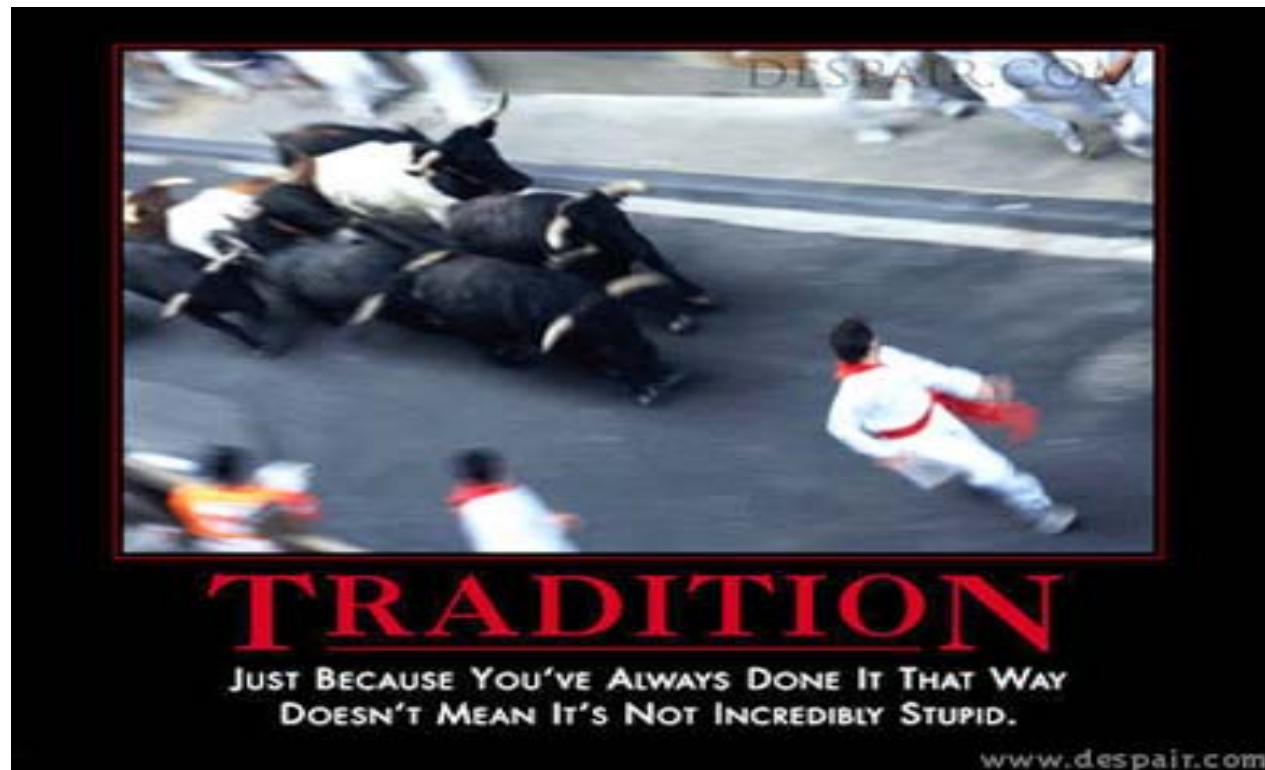
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**"Where I'm going is more important than where
I've been...so I brought you my résumé for
the years 2003 through 2023."**

Change Leadership

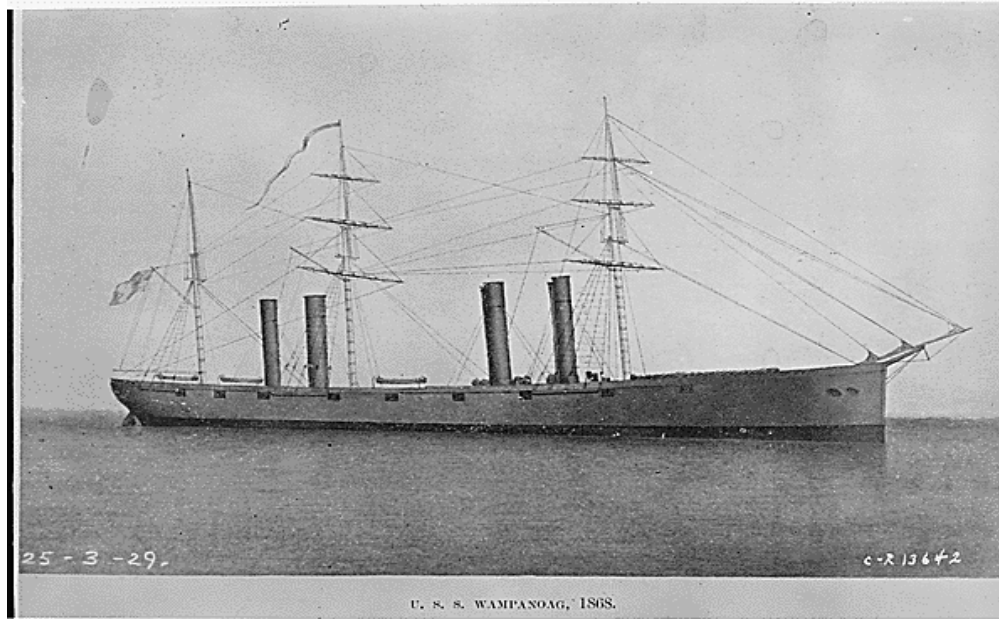
4. Optimal information flow



Change Leadership

4. Optimal information flow

Why did it take 30 years to remove sails from steamships?



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Change Leadership

4. Optimal information flow

Support different viewpoints. When tensions emerge, a group should be encouraged to acknowledge and resolve them..

Minimize destructive feelings and promote constructive ones:

- Deliver constructive feedback
- Use productive conflict resolution techniques
- Incorporate Lessons Learned as part of continuous improvement process

Change Leadership

4. Optimal information flow

Raise tough questions and encourage feedback.

Leader's questions:

- ✓ *“How are we doing?”*
- ✓ *“What do you really think?”*

Change Leadership

5. Value of Team

For many physicians, changing to the patient centered medical home requires transformation at the personal level, as practices must move from a physician-centric approach to one that is more team-centered and relationship-centered.

Change Leadership - Results

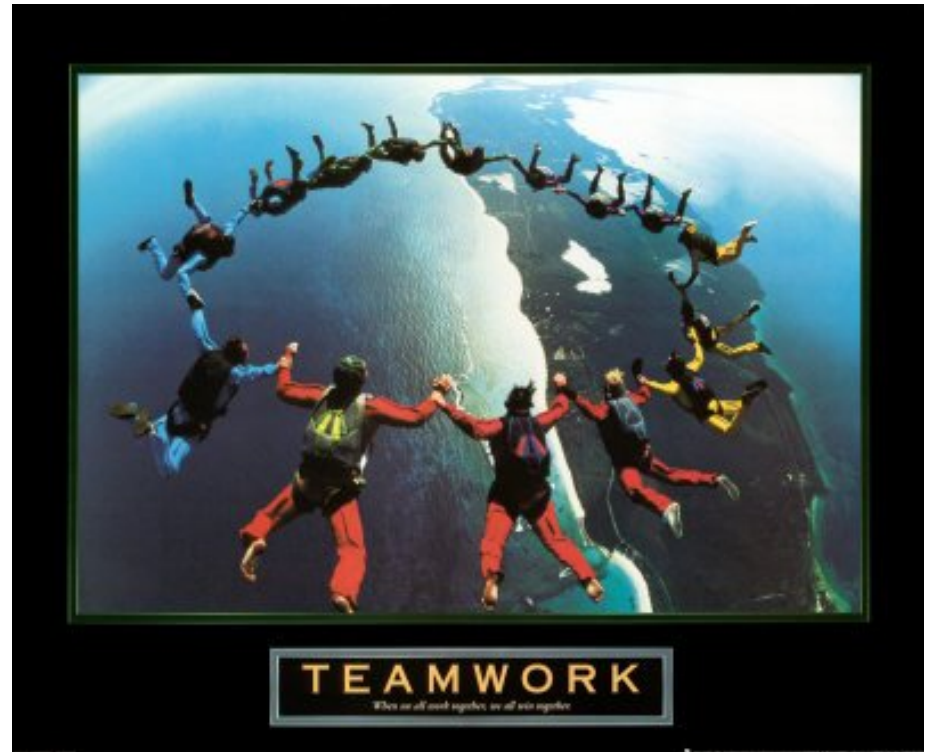
Physicians who develop their change leadership ability are able to:

- ✓ Save thousands of dollars annually
- ✓ Get the right people in the right positions
- ✓ Minimize staff turnover
- ✓ Get more done with a smaller, happier staff
- ✓ Reduce key process inefficiencies
- ✓ Achieve greater patient satisfaction

Team Synergy

5 Core Competencies:

1. Trust
2. Ability to constructively manage conflict
3. Commitment to both one's own job and the larger mission
4. Ownership and accountability
5. Follow-through



Team Synergy

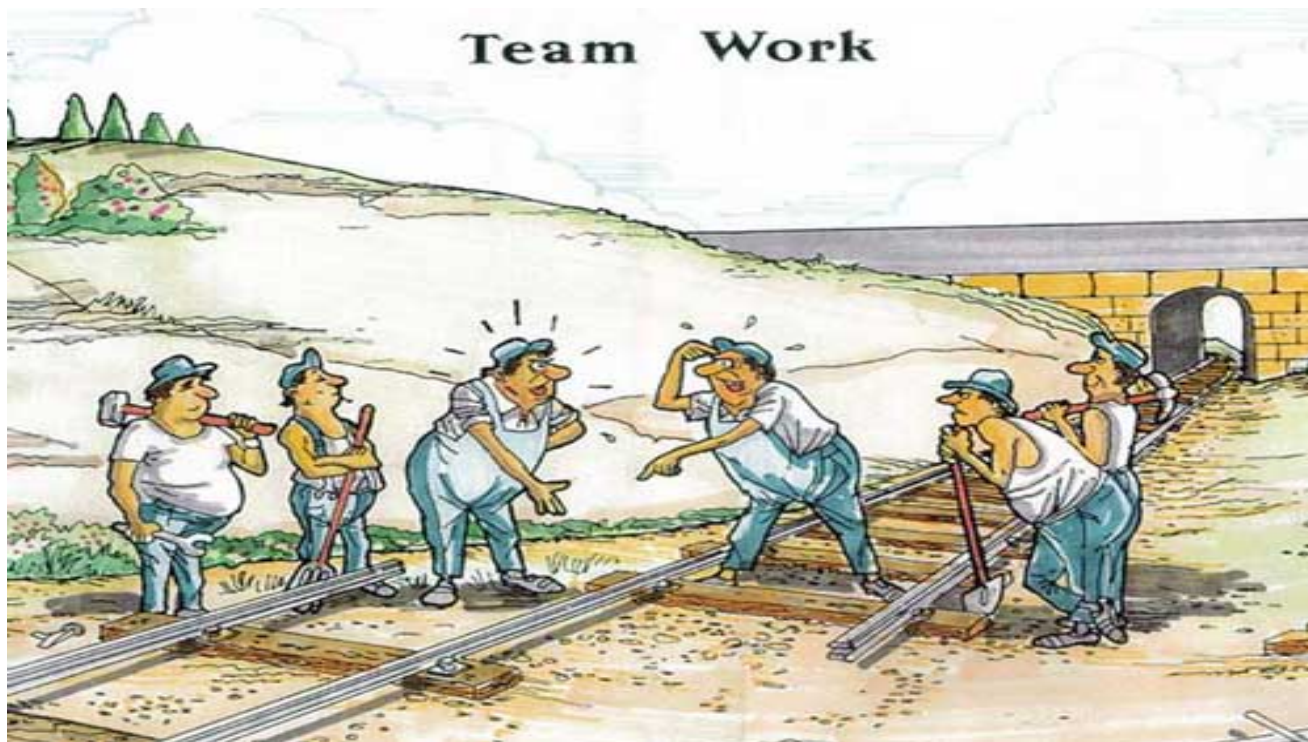
1. Trust

Difference between a co-worker & a team member



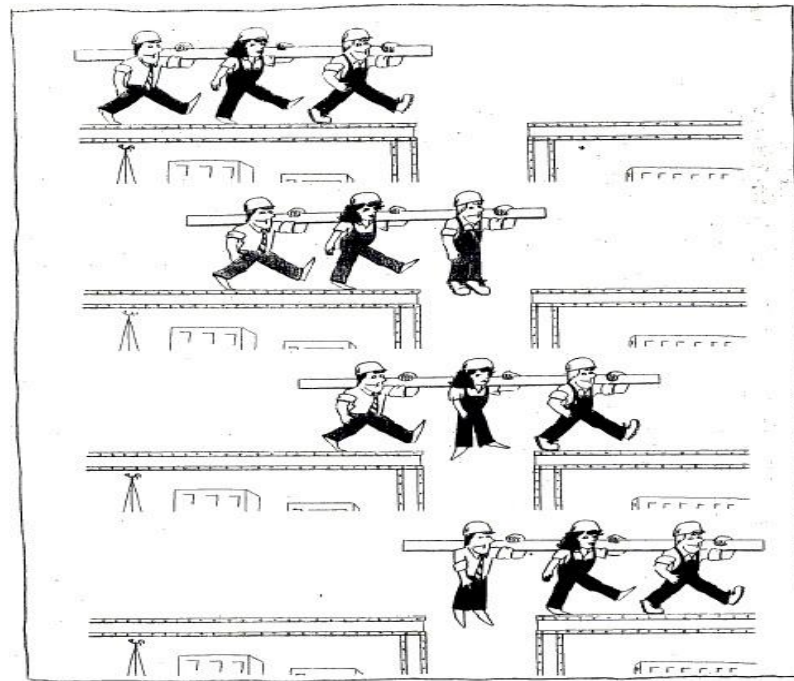
Team Synergy

2. Constructive Conflict Resolution



Team Synergy

3. Commitment to one's own job & the larger mission



Team Synergy

4. Ownership and Accountability



Team Synergy

5. Follow-through



Team Synergy - Results

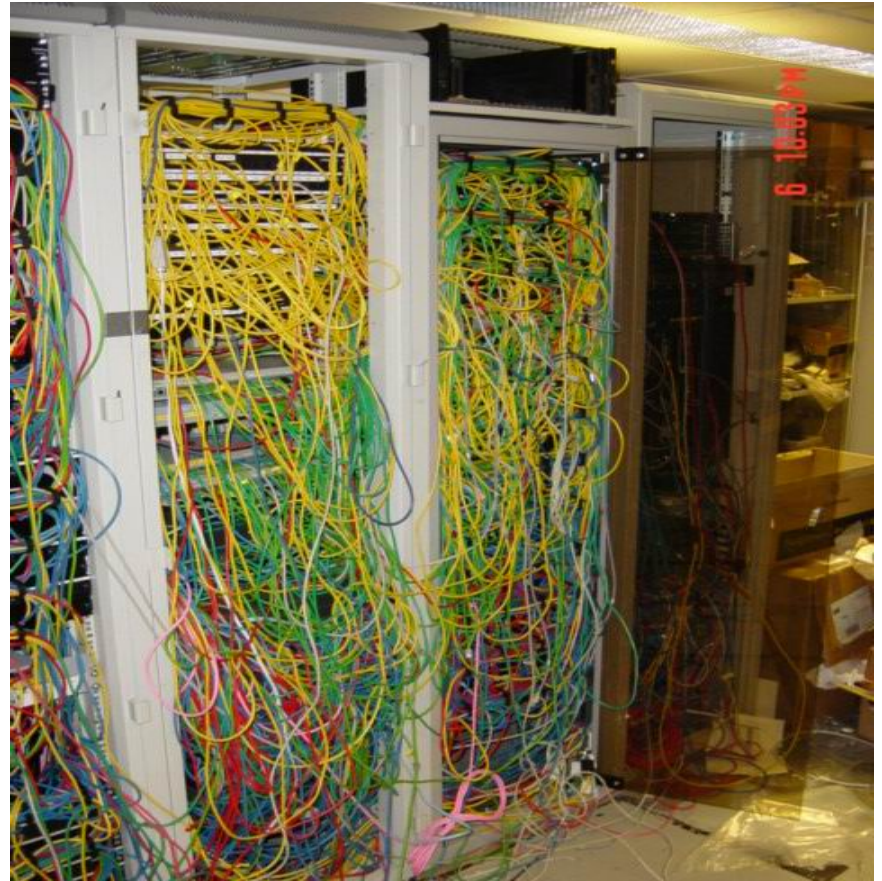
When the whole becomes more than the sum of its parts improvements are seen in:

- ✓ **Revenue**
- ✓ **Safety**
- ✓ **Scheduling**
- ✓ **Cycle Time**
- ✓ **Technological capacity**



Meaningful Communication

As the numbers of people involved in a communication increases, so does the complexity of the communications and the potential for misunderstanding:



Meaningful Communication

Communication formula:

$$\frac{n(n-1)}{2}$$

- ❖ 2 people, 1 communication channel
- ❖ 4 people, 6 communication channels
 - ❖ 12 people, 66 channels
 - ❖ 15 people 105 channels

Meaningful Communication

One of the key factors in facilitating meaningful communication is the commitment to set up functional teams that hold regular meetings.



Meaningful Communication

Committing to regular, effective and efficient meetings promotes:

- Sharing of information
- A big picture view
- Assessment of improvements



Meaningful Communication

- Regular, effective and efficient meetings do not just happen.
- It is critical to know how to make meetings work or they will demoralize rather than motivate.



Keep in Mind



Change as a Catalyst

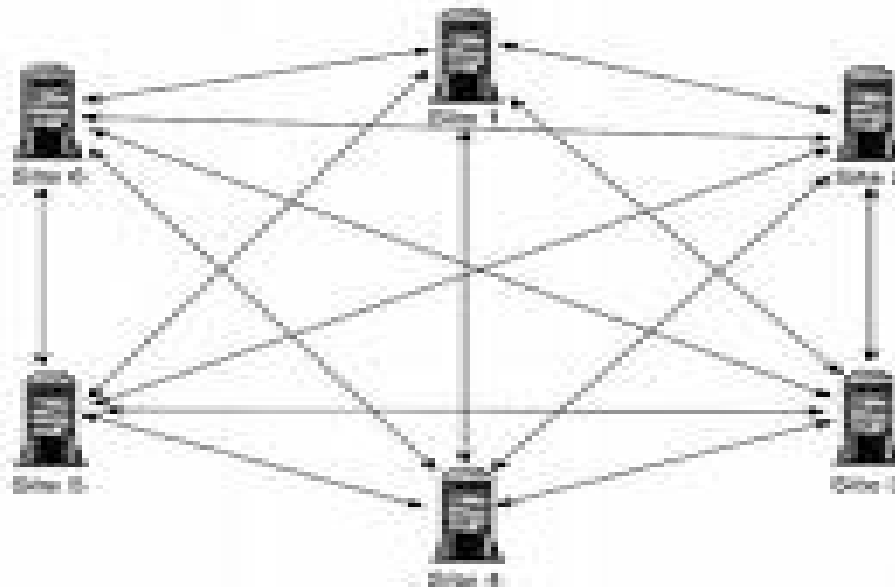


Change acts as a lightning rod:

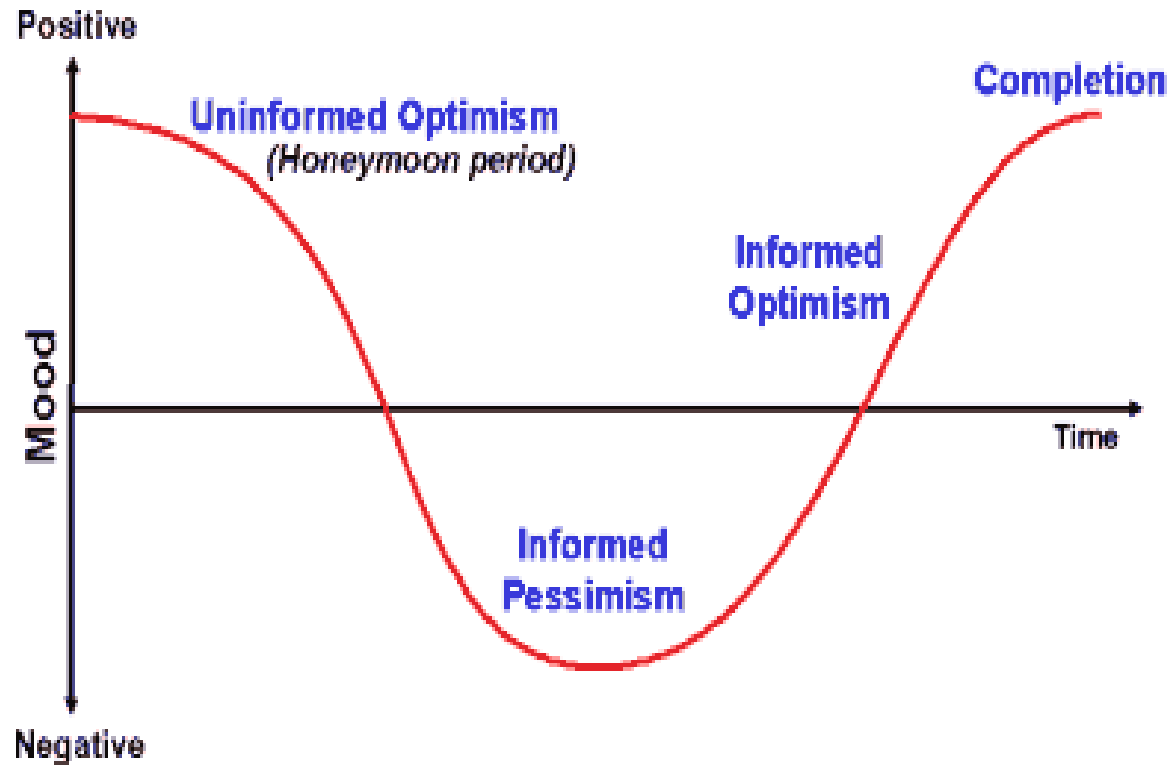
Bringing long-standing issues to the surface.

Change is not an isolated event.

Change in one area will create change in another area.



Change Process



Building the
PCMH must be...

A transformative
effort and not
simply a minor
adjustment to
the existing
model.



Building the PCMH

Investing in
change
management is
not
optional!



Transform**MED**SM