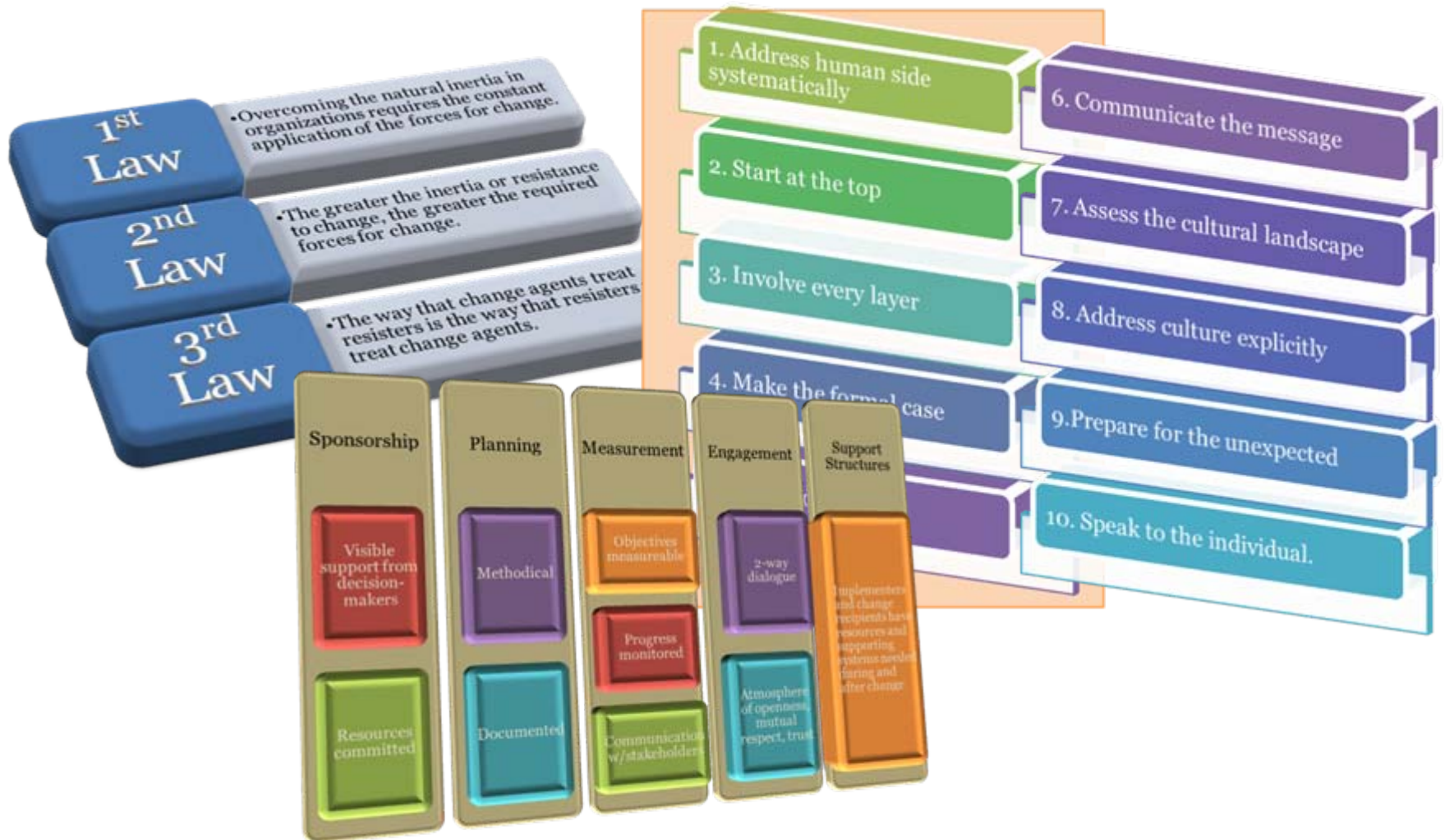# Population Health Colloquium Managed Change: The Key to Successful Healthcare Transformation

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ZOLO Healthcare Solutions
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WE STRONGLY RECOMMEND A FORMAL CHANGE PROCESS BE USED FOR ANY CHANGE INITIATIVE

> Our interviews suggest that the process is key but each successful project was driven by 1-2 key ingredients.

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Everyone has their list of change principles.

1st Law • Overcoming the natural inertia in organizations requires the constant application of the forces for change.

2nd Law • The greater the inertia or resistance to change, the greater the required forces for change.

3rd Law • The way that change agents treat resisters is the way that resisters treat change agents.

1. Address human side systematically
2. Start at the top
3. Involve every layer
4. Make the formal case
6. Communicate the message
7. Assess the cultural landscape
8. Address culture explicitly
9. Prepare for the unexpected
10. Speak to the individual.

Sponsorship — Visible support from decision-makers; Resources committed

Planning — Methodical; Documented

Measurement — Objectives measureable; Progress monitored; Communication w/stakeholders

Engagement — 2-way dialogue; Atmosphere of openness, mutual respect, trust

Support Structures — Implementers and change recipients have resources and supporting systems needed during and after change

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Newton's Laws

1st Law
- Overcoming the natural inertia in organizations requires the constant application of the forces for change.

2nd Law
- The greater the inertia or resistance to change, the greater the required forces for change.

3rd Law
- The way that change agents treat resisters is the way that resisters will treat change agents.

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10 Principles of Change Management

1. Address human side systematically

2. Start at the top

3. Involve every layer

4. Make the formal case

5. Create ownership

6. Communicate the message

7. Assess the cultural landscape

8. Address culture explicitly

9. Prepare for the unexpected

10. Speak to the individual.

More Change Management Principles

Sponsorship	Planning	Measurement	Engagement	Support Structures
Visible support from decision-makers	Methodical	Objectives measureable	2-way dialogue	Implementers and change recipients have resources and supporting systems needed during and after change
Resources committed	Documented	Progress monitored	Atmosphere of openness, mutual respect, trust	
		Communication w/stakeholders		

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Our list of Change Ingredients

SUCCESSFUL CHANGE IN EACH OF OUR EXAMPLES WAS DRIVEN HEAVILY BY ONE OR MORE OF THE KEY CHANGE INGREDIENTS

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FIRST EXAMPLE: SUSTAINED LEADERSHIP FOR WORLD-WIDE HUMANITARIAN PROJECT

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World-wide Population Health change

- 25-year humanitarian project by non-governmental organization
- Rotary International has been nominated for Nobel Peace Prize for its efforts to eradicate polio in the world
- Rotary has vaccinated over 2 Billion children

- 125 countries had polio when this effort started in 1988
- Now, only 4 countries remain – Nigeria, India, Pakistan, Afghanistan

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What change did they manage?

- Rotary International launched 1st world-wide project in 1978.

- Cliff Dochterman, Rotary Health, Hunger & Humanity Committee chair selected initial project with "immediate success" opportunity.

- Dr. Benny Santos's request was for a supply of vaccine that he would use to mobilize the entire Philippines to immunize all the children.

- Rotary secured the vaccine and immunized 6 million children in the Philippines.

- In 1985, project expanded worldwide to provide polio vaccine for all children of the world by 2005.

- Mobilization efforts replicated in many countries.

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From our list of Change Ingredients, Leadership and Commitment were the drivers of success for polio.

Leadership

Staff Engagement

Support Resources

Meeting Business Needs

Commitment over the long haul

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- **What kept the leader going?**
  - Sustained Commitment
  - Belief it was possible
  - Immediate Results
  - Building on initial success to spread and replicate results
  - Satisfaction with doing the right thing

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SECOND EXAMPLE :
LEADERSHIP AND BUSINESS IMPERATIVE DRIVEN CHANGE IN LARGE PRIVATE ORGANIZATION

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Population Health change in Large Organization

- In 2004, Medical Director, Dr Jeff Weisz, Kaiser Permanente So. California set goal to achieve national market leading performance in prevention.

- With a message of "Mediocrity is not the answer," Weisz challenged his Region to become national market leaders in mammography screening.

Clinical Strategic Goal Measurement

Annual HEDIS Breast Cancer Screening Rates, 2003 – 2008, Kaiser Permanente, Southern California Region
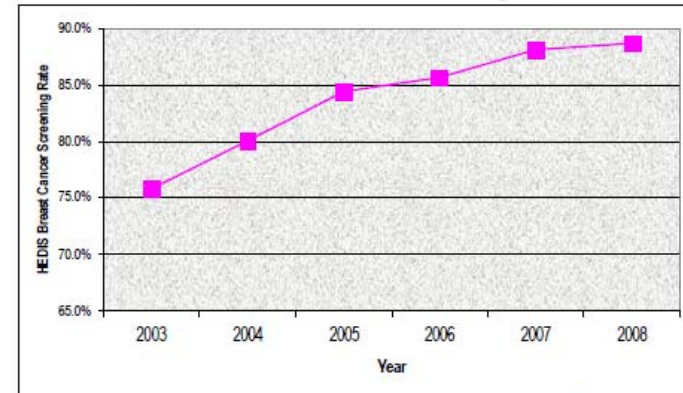
KAISER PERMANENTE.

- By 2008 they had done it; going from 75% screening in 2003 to 90% screening.

- Success now replicated in other KP Regions.

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What change did they manage?

Clinical Strategic Goal Measurement

Annual HEDIS Breast Cancer Screening Rates, 2003 – 2008, Kaiser Permanente, Southern California Region

KAISER PERMANENTE.

- Rapid improvement of mammography screening in large health system

- Supported by resources for outreach to patients, additional equipment, process throughput improvements, mobile machines.

- Staff engagement supported by P4P
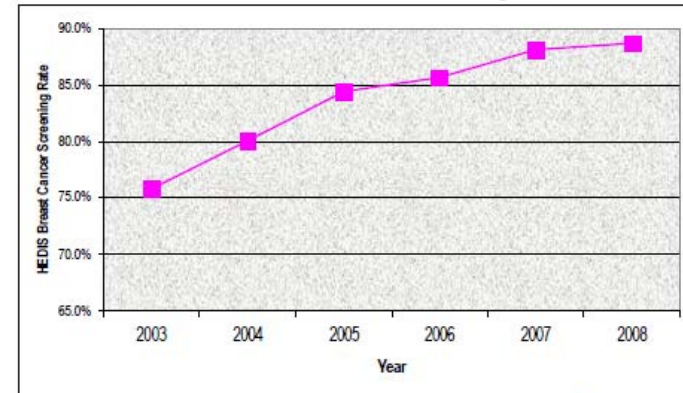
- Greatest achievement was getting beyond the inertia and feeling that change was too great too achieve in large system.

- Dr Weisz set the bar with unwavering support to meet the business goal of national leader.

From our list of Change Ingredients, Leadership and Meeting Business Needs were the drivers of success for mammography initiative.

Leadership	Staff Engagement	Support Resources
Meeting Business Needs	Commitment over the long haul	

- **What kept the leader going?**
  - Belief in business need to be market leader in prevention.
  - Influenced by Jim Collins, Good to Great
  - Initial success in one facility lead to replicate results across system
 - Satisfaction with doing the right thing

THIRD EXAMPLE :
STAFF DRIVEN CHANGE IN LARGE PUBLIC ORGANIZATION

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Population Health change in Government Agency

- Late1970's MUMPs computerniks working in various VA locations came together around a vision of a fully integrated Database Management System/ messaging /operating environment building on strength of MUMPS

- They developed "the Kernel" and became known as the underground VA HARD HATS.

- VA banned the system and the doctors rebelled.
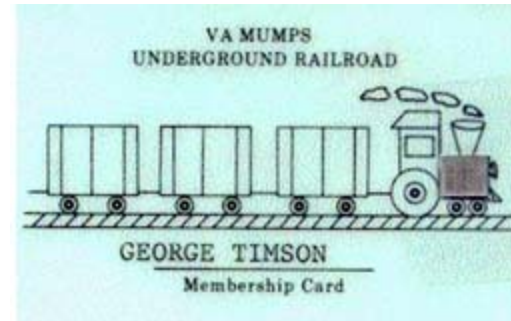
- Eventually the bootlegged Network became 'legal.'

- System designed by doctors was adopted by Finland before the VA.

- Led the VA to providing Best Care Anywhere.

- Open source software being implemented in Jordan.

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From our list of Change Ingredients, Staff Engagement and Meeting Business Needs were the drivers of success for the VA EHR initiative.

Leadership

Staff Engagement

Support Resources

Meeting Business Needs

Commitment over the long haul

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- **What kept the staff going?**
  - Belief in business need to support taking care of patients in very poor working conditions.
  - Rounded up the experimenters
  - Belief and satisfaction with doing the right thing

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FOURTH EXAMPLE :
STAFF DRIVEN AND RESOURCE SUPPORTED INNOVATION IN PRIMARY CARE TEAMS

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Population Health change in Primary Care

- Primary care redesign innovation project involved 17 primary care teams from Kaiser Permanente and Group Health of Puget Sound.

- Goal of the pilot programs was to transform primary care delivery to be patient- centered & to optimize the EHR while addressing physician workload issues.

- Teams were educated in the IHI Rapid Cycle Improvement Model

- Teams were supported with dedicated time for thinking and working, PMs, coaches for team leads, opportunities to share ideas among teams

- Teams developed and tested new ideas, changed work processes, roles and interactions with patients.

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From our list of Change Ingredients, Staff Engagement and Support Resources were the drivers of success for the primary care redesign initiative.

Leadership

Staff Engagement

Support Resources

Meeting Business Needs

Commitment over the long haul

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- **What kept the staff going?**
  - Opportunity for experimentation
  - Empowered to think differently
  - Improvement in quality scores
  - New access points for patients including:
    - more phone visits
    - successful use of new "direct connect" option
    - increased use of emails between patients and providers.

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OTHER EXAMPLES: FROM THE AUDIENCE

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Formalize the Process and build in the "Change Ingredients"

Leadership

Staff Engagement

Support Resources

Meeting Business Needs

Commitment over the long haul

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