



Change Management in Healthcare

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Disclosure

- I have a consulting agreement with Merck, but this has no influence on my presentation today.



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What will we talk about?

- The importance of communication and involving front-line people in Changes
- Change management in Healthcare can be more difficult than other industries
- Process models & tools to successfully create Change



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The only sustainable competitive advantage today is the ability to change, adapt, and evolve - and to do it better than the competition.

Mariotti J. 10 steps to positive change. *Ind Week* 1998;247:82

Reference 6

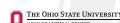
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2 Types of Change

<p>Adaptive change – minor, incremental adjustments that improve clinical processes & workflows</p> <ul style="list-style-type: none"> Does not impact the business model of the facility Affects small number of people & involves few changes Based on the current state to improve existing ways of doing the work 	<p>Transformational change – substantial alterations that impact how people, processes and tools operate</p> <ul style="list-style-type: none"> May lead to overhaul of critical functions & business structure of the organization Long-term changes that impact culture & mission Based on a future state & involves new way of doing things
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References 4, 8



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Why Change?

Benefits of good change management

Staff engagement	Better service delivery	Improved productivity & efficiency	Reduced anxiety, confusion and stress
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Engaging staff at every level empowers a workforce of problem solvers achieving a shared goal

Improves culture & chances of successful change

Reference 3 

Some Key Drivers of Changes in Healthcare:

Advances in technology

- Advances in artificial intelligence (AI)
- Telemedicine used at home & in hospitals
- Changes to wide-reaching regulations, like the Affordable Care Act (ACA)
- Increased mobile device use
- Modernization of payment options

New regulatory compliance requirements

The need to continually improve efficiency and quality of care

World events (ex= coronavirus pandemic)

- Sudden increase in telehealth use
- Reduction in elective procedures

Reference 7 

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During any change, employees may feel emotions that can undermine attempts at promoting change

Complacency	Anger	False Pride	Pessimism	Arrogance
Cynicism	Panic	Exhaustion	Insecurity	Anxiety

Reference 12 

People Naturally Resist Change

"The only people who like change are babies with wet diapers."

• Dr. Raphael Pollock

Kotter / McKinsey & Co.: 70% of change programs fail to achieve their goals

• Largely due to employee resistance & lack of management support

One of the reasons why people resist change is the fear of not being able to do something new

References 1, 8, 15 

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Push vs. Pull Approach

Push Approach – Compliance-based change

- Top down communication
- More resistance → Longer time to completion & more effort needed

Pull Approach – Commitment-based change

- More work up-front in planning & creating change
- Asking people to use their collective brilliance to solve issues
- Less resistance → stabilization earlier

For change to be effective in a system, it has to occur at the level of the technical **and** the social system

• People support what they help create

Reference 10 

Effective Change Management Focuses on the Individual (Prosci®)

Organizations don't change, people change

- Change in a system → people in the system have their daily patterns disturbed
- Unless these people have input, they will resist the change

“Change Management:

...Is the application of a structured process & set of tools for leading the people side of change to achieve a desired outcome.”

...Is also about treating people right & helping the people who make up an organization navigate change in a positive manner”

References 8, 10 

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Effective change management (Prosci®):

MAKES ACHIEVING PROJECT GOALS 6X MORE LIKELY

5X MORE LIKELY TO STAY ON SCHEDULE

2X MORE LIKELY TO STAY ON BUDGET

ACHIEVES ORGANIZATIONAL GOALS WITH THE LEAST POSSIBLE RESISTANCE

References 4, 8 

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While the foundations of change management are the same across all industries, changes in healthcare are particularly complex because of how many different people can be impacted

* The most successful change models in healthcare focus on the human element of guiding people through the change *

To be successful, the change model must be centered on how people react to change & strategies on getting them past resistance to change

Change management in healthcare has to consider all the stakeholders involved, which can be everyone from billing to frontline medical staff to patients

Reference 7 

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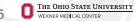
Healthcare: change is a challenge

Clinicians & staff view their work as a **vocation** as much as a profession

Change management techniques apply:

- They are historically suspicious of senior administrators & resistant to strategic agendas
- Internally to staff processes
- Externally to patients & families

Healthcare workers often view change as a threat to the outcome of their patients

References 3, 15 

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Change Failure in Healthcare

When employees feel strong ownership in existing methodologies they resist change

* Must get stakeholder buy-in to succeed *

Complex infrastructures can block effective communication across a large, dispersed group

Reference 3 

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Characteristics of successful changes in Healthcare organizations

Interview study: 11 physicians, 12 RNs & 7 assistant nurses (Sweden)

3 characteristics of successful changes:

- o 1. Having the opportunity to influence the change
- Changes initiated by the professionals themselves considered the easiest & rarely resisted
- o 2. Being prepared for the change
- Changes clearly communicated to allow for preparation increased chances for success
- Changes implemented unexpectedly and/or without prior communication not supported
- o 3. Valuing the change
- Important for them to understand the need for and benefits of organizational changes
- Valued perceived changes with a patient focus, with clear benefits to patients

Reference 5 

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Some Change Management “Methods”

Kotter's 8-Step Change Management Model

ADKAR by Prosci®

5-Step Model (Mirrors DMAIC)

McKinsey 7-S Change Model

Awareness, Desire, Knowledge, Ability, Reinforcement

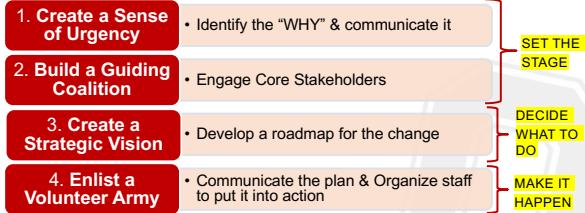
Define, Develop, Implement, Stick, Analyze

Strategy, Structure, Staff, Skills, Style, Systems, Shared Values

References 4, 9 

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Kotter's 8 Steps for Leading Change

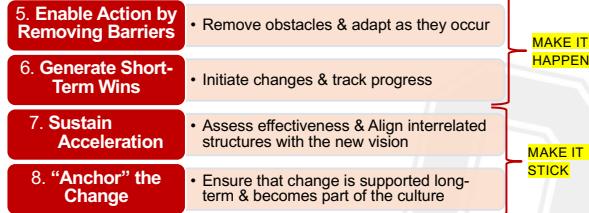


References 3, 11, 13, 14

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Kotter's 8 steps (cont.)



References 3, 11, 13, 14

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Change to Improve Patient Satisfaction: An Improvement Project for a new Medical Director

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Change to Improve Patient Satisfaction (cont.)

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Questions

WAS THIS CHANGE
ADAPTIVE OR
TRANSFORMATIONAL?

WAS IT EFFECTIVE?

WAS IT
MEANINGFUL?THE OHIO STATE UNIVERSITY
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5 Step Plan for Change

Operational (DMAIC-type) Change Model



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Prosci® ADKAR Model

Change at the Level of the Individual



Reference 9



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Creating Change Indirectly

Influencing others to perform specific behaviors that produce the results we're after

- A plant manager can influence workplace safety metrics by getting employees to keep the workplace neat and tidy

These behaviors are tools that you might use to get a job done, like:

- A jack to lift cars
- A wheelbarrow to move heavy objects across a yard
- A hammer to put nails in wall-board

We call these “Levers” or High Leverage Behaviors (HLBs)

Reference 16



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Examples of Levers

CHANGE PROBLEM

MRSA Infection Rates

LEVERS

- Strict hand-washing regimen
- Eschew garments that can be vectors for infection

Surgical Outcomes

- Complete the Surgical Safety Checklist

Reference 16



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3 Features of Good Levers

Malleable

The behavior can be influenced

- Placing hand sanitizers at every point of entry & exit from patient care

High Leverage

Working the lever produces the result that we're after

- Using the Surgical Safety Checklist = less likely to have a bad surgical outcome

Concrete

Unambiguous, easy to recognize

- Either you wash your hands or you don't.

HLBs are not the downstream outcome that you're trying to address

Reference 16



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What did we talk about?

People make Change happen!

Change management in Healthcare can be more challenging

Kotter and others have provided frameworks & tools for effective Change management



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Thank You

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Objectives

After this presentation, participants will:

Understand the importance of communication and involving front-line people in Change Management

Understand why Change Management in Healthcare can be more difficult than other industries

Know several process models & tools to successfully create Change



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