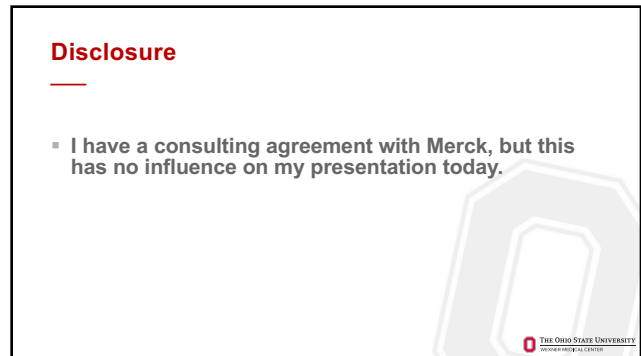




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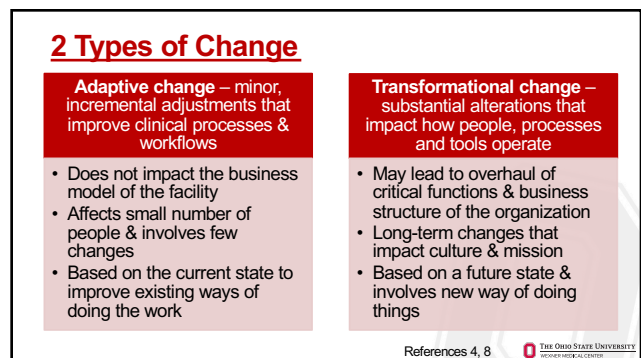
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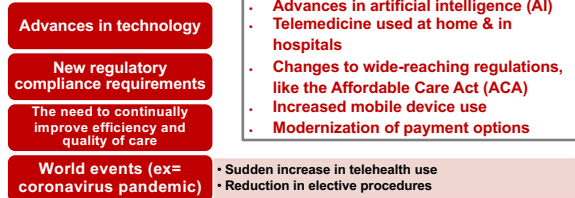
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## Why Change?

Reference 3 THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER

7

## Some Key Drivers of Changes in Healthcare:

Reference 7 THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER

8

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

Reference 12 THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER

9

## People Naturally Resist Change

References 1, 8, 15 THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER

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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 THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER

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## 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:

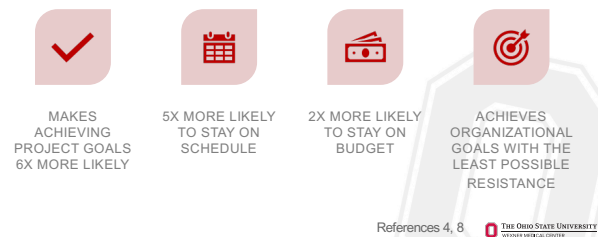
...Is the application of a structured process & set of tools for leading the people side of change to achieve a desired outcome."

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

References 8, 10 THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER

12

## Effective change management (Prosci®):



References 4, 8 THE OHIO STATE UNIVERSITY MEDICAL CENTER

13

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 THE OHIO STATE UNIVERSITY MEDICAL CENTER

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## Healthcare: change is a challenge

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

- They are historically suspicious of senior administrators & resistant to strategic agendas

**Change management techniques apply:**

- 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 THE OHIO STATE UNIVERSITY MEDICAL CENTER

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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 THE OHIO STATE UNIVERSITY MEDICAL CENTER

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## Characteristics of successful changes in Healthcare organizations

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

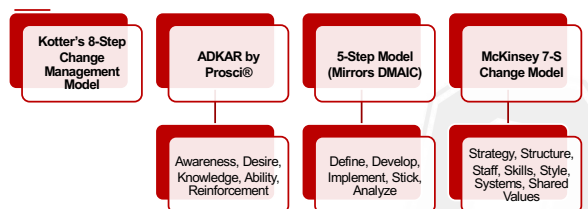
### 3 characteristics of successful changes:

1. **Having the opportunity to influence the change**
  - Changes initiated by the professionals themselves considered the easiest & rarely resisted
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
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 THE OHIO STATE UNIVERSITY MEDICAL CENTER

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## Some Change Management “Methods”



References 4, 9 THE OHIO STATE UNIVERSITY MEDICAL CENTER

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## Kotter's 8 Steps for Leading Change

- |                                     |   |                   |
|-------------------------------------|---|-------------------|
| <b>1. Create a Sense of Urgency</b> | • Identify the "WHY" & communicate it                         | SET THE STAGE     |
| <b>2. Build a Guiding Coalition</b> | • Engage Core Stakeholders                                    |                   |
| <b>3. Create a Strategic Vision</b> | • Develop a roadmap for the change                            | DECIDE WHAT TO DO |
| <b>4. Enlist a Volunteer Army</b>   | • Communicate the plan & Organize staff to put it into action | MAKE IT HAPPEN    |

References 3, 11, 13, 14



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## Kotter's 8 steps (cont.)

- |  |  |                |
|--|--|----------------|
| <b>5. Enable Action by Removing Barriers</b> | • Remove obstacles & adapt as they occur                                   | MAKE IT HAPPEN |
| <b>6. Generate Short-Term Wins</b>           | • Initiate changes & track progress  |                |
| <b>7. Sustain Acceleration</b>               | • Assess effectiveness & Align interrelated structures with the new vision | MAKE IT STICK  |
| <b>8. "Anchor" the Change</b>                | • Ensure that change is supported long-term & becomes part of the culture  |                |

References 3, 11, 13, 14



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

- 1. CREATE A SENSE OF URGENCY**
  - Press-Ganey Patient Satisfaction at 78<sup>th</sup> %ile
  - Reviewed 6 months of P-G survey comments & created Pareto Chart of opportunities
  - IV placement improvement (48<sup>th</sup> %ile) & improved communication were at top of chart
- 2. BUILD A GUIDING COALITION**
  - Discussed results & plan with Director, NM, Executive team
- 3. CREATE A STRATEGIC VISION**
  - Designed protocol & processes for IV placement & Family Presence in Preop
  - IV: Buffered lido / 18-22 ga / no more than 2 attempts before ask for help
  - Family presence in Preop as a "requirement" for every patient
- 4. ENLIST A VOLUNTEER ARMY**
  - Discussed findings & need to improve with nursing staff = nurse buy-in
  - Answered staff questions / addressed concerns / LISTENED



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## Change to Improve Patient Satisfaction (cont.)

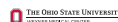
- 5. ENABLE ACTION BY REMOVING BARRIERS**
  - Met with Pharmacy leadership regarding buffered lidocaine
    - One staff left r/t IV protocol
  - Discussed with staff re: patient visitor logistics
  - Staff decided solution to site design shortcomings
  - Met with Facilities re: building codes & solutions
- 6. GENERATE SHORT-TERM WINS**
  - Positive patient feedback reflected in compliments & surveys
- 7. SUSTAIN ACCELERATION**
  - Continued improvement: U/S IV
- 8. "ANCHOR THE CHANGE"**
  - Review P-G monthly → IV to 98<sup>th</sup> %ile, overall to 99<sup>th</sup> %ile
  - Continued education, monitoring of new & existing sites



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## Questions

- |   |   |   |
|---|---|---|
|  |  |  |
| WAS THIS CHANGE ADAPTIVE OR TRANSFORMATIONAL?                                       | WAS IT EFFECTIVE?   | WAS IT MEANINGFUL?  |



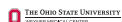
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## 5 Step Plan for Change

Operational (DMAIC-type) Change Model



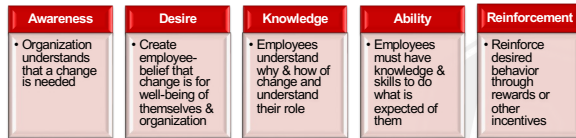
Reference 4



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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

LEVERS

**MRSA Infection Rates**

- 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**

wexnermedical.osu.edu

michael.guertin@osumc.edu

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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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