

So you've delivered a great IT solution... Why aren't you seeing the benefits?

Strategies for implementing healthy change

BCHIMPS Education Symposium – Vancouver
2ND March 2018

Who we are

Focused on change management capability:



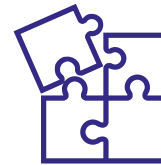
Research what
makes change
successful



Develop Processes
and Tools



Transfer
Knowledge



Build Competency

Pass the Bean Bag



Instructions

- You are going to pass the bag to another person
 - You will first say “John (person’s name) Catch”
 - Then throw to them
 - On receipt you say “Thanks Michelle ”
- The recipient passes the bag to someone new, who has not yet touched the bag.
- Keep going until each person has received the bag once
- The last person to touch the bag passes it back to the person who started the process in the same way.



Do it again, as fast as possible

Go!!



Instructions – 2nd Time around

- Remember who you passed the bag to the first time did this
- Make a circle so that person is immediately on your
- The bag is a patient
- Your objective is to pass the patient around the circle
 - As quickly as possible
 - As safely as possible
- If you drop the bag you injure the patient
- We have five patients who need to be passed safely round to the starting person, who can ‘discharge’ each patient by placing the bag on the ground
- If all five patients are safely discharged there is a bag of candy for the team!
- Decide (quickly!) how you want to pass the bag, and if you need to keep saying “John, catch” and “Thanks Michelle”



Begin



Debrief – What made a difference?



When introducing change understand:

- Change is disruptive: People are busy with their current work
- People need to know **Why** they are changing
- They need time to be trained and to practice
- People will have different levels of comfort with – and understanding of – the new task: They need personal attention
- People want a say in how they are going to do the work
- People need to know “What’s in it for me?”
- Motivation (candy) is different for each person!
- People can only cope with so much change at one time

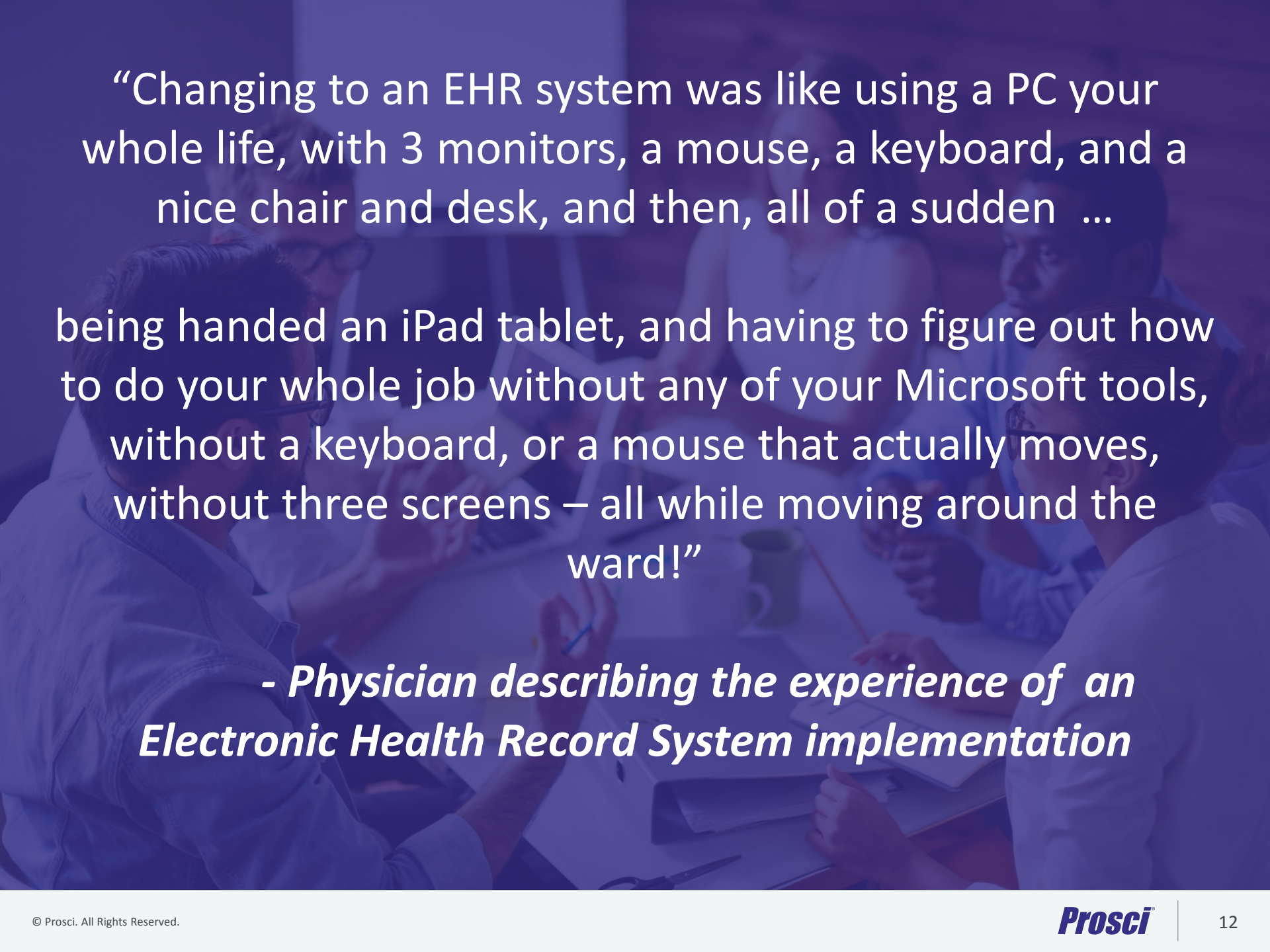


Today

- What is healthy IT change in Healthcare?
- Share some data about change and Health Care
- Hear your views of change in your organizations
- Explore 5 strategies for implementing healthy change

A Definition of healthy change in Healthcare

- Meets the project's objectives (Scope, Schedule & Budget)
- Delivers benefits that directly or indirectly helps improve health outcomes
- Positions the organization – and its people – for future successes
 - Provides a sound platform for future or interdependent initiatives
 - Builds the organizational muscle for change
 - Enhances (rather than undermines) the health of health care providers and patients



“Changing to an EHR system was like using a PC your whole life, with 3 monitors, a mouse, a keyboard, and a nice chair and desk, and then, all of a sudden ...

being handed an iPad tablet, and having to figure out how to do your whole job without any of your Microsoft tools, without a keyboard, or a mouse that actually moves, without three screens – all while moving around the ward!”

- Physician describing the experience of an Electronic Health Record System implementation

Your views of change



- Going to use Poll Everywhere again
- You need to type in “Leave” to exit Oliver’s Poll
- Please ensure they are on ‘silent’

Either

Text: GRAHAMBULLEN867 to 37607

Or

Respond at: Pollev.com/grahambullen867

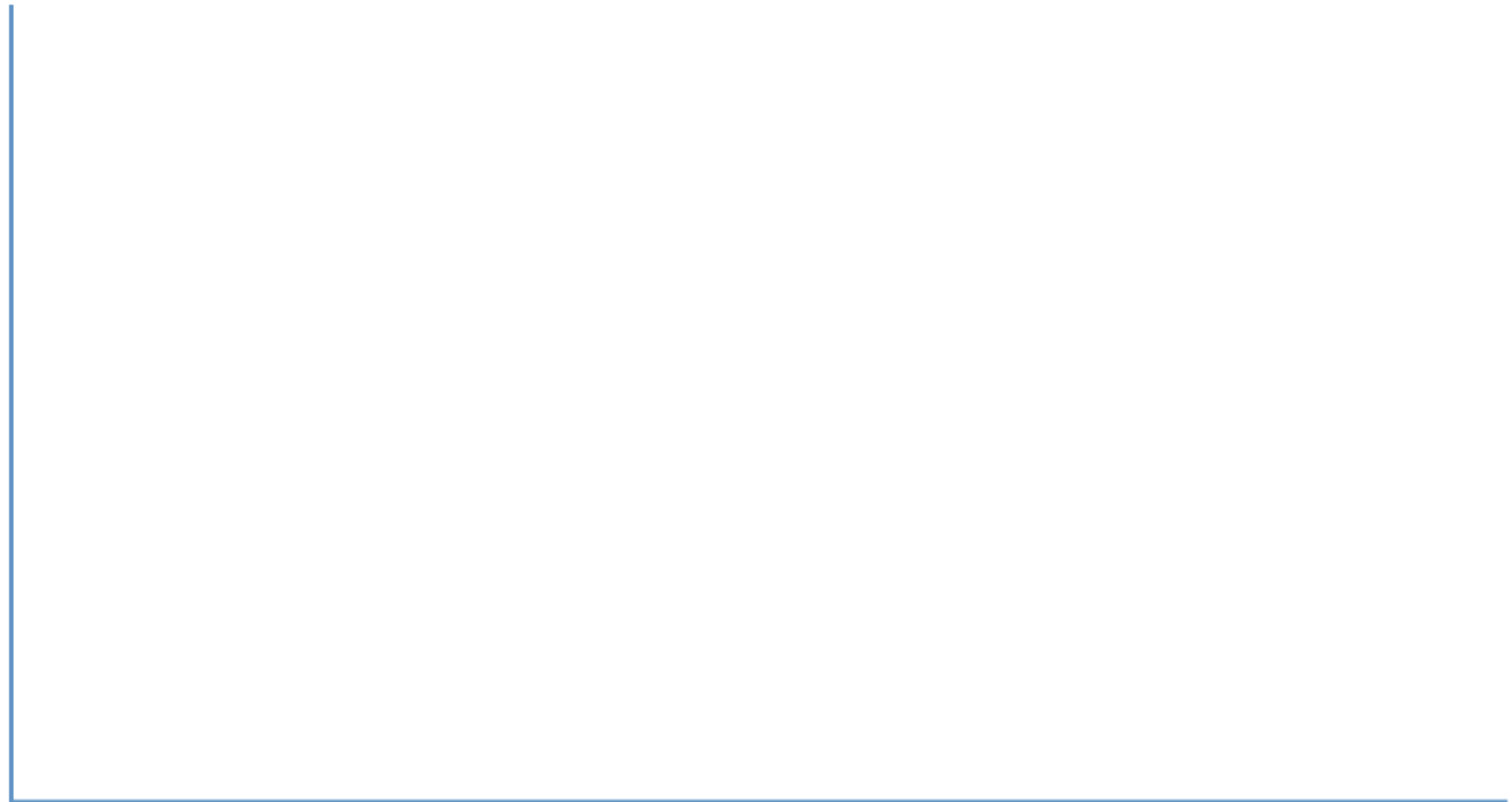
Have you attended this conference before?

Yes

No

Can't remember
(??!!)

In the next 2 years I expect the amount of change in Health Care to:



Decrease
Significantly

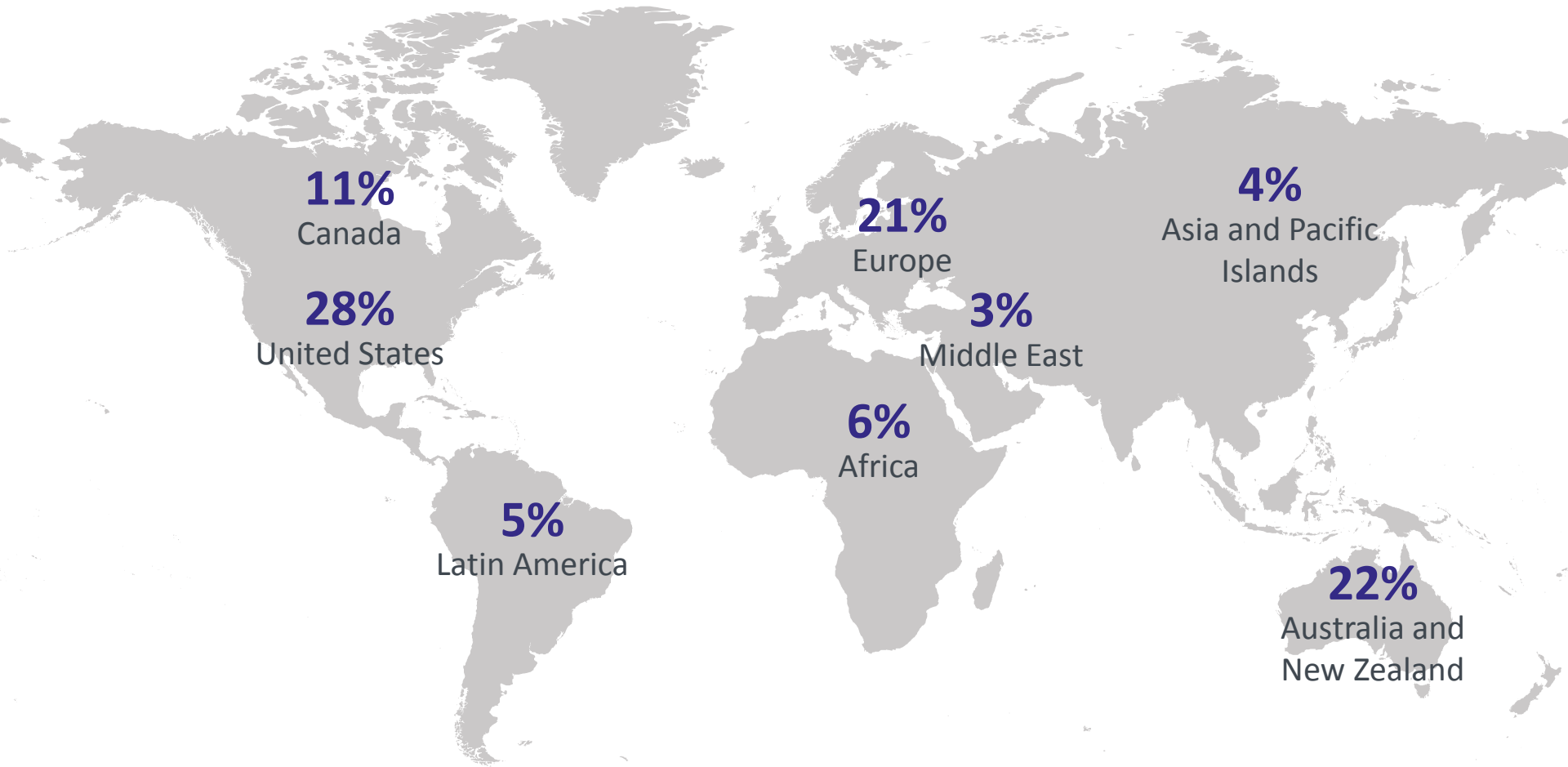
Decrease
Slightly

Remain
Unchanged

Increase
Slightly

Increase
Significantly

Prosci Research Participants in 2017



Broad Range of Organizations

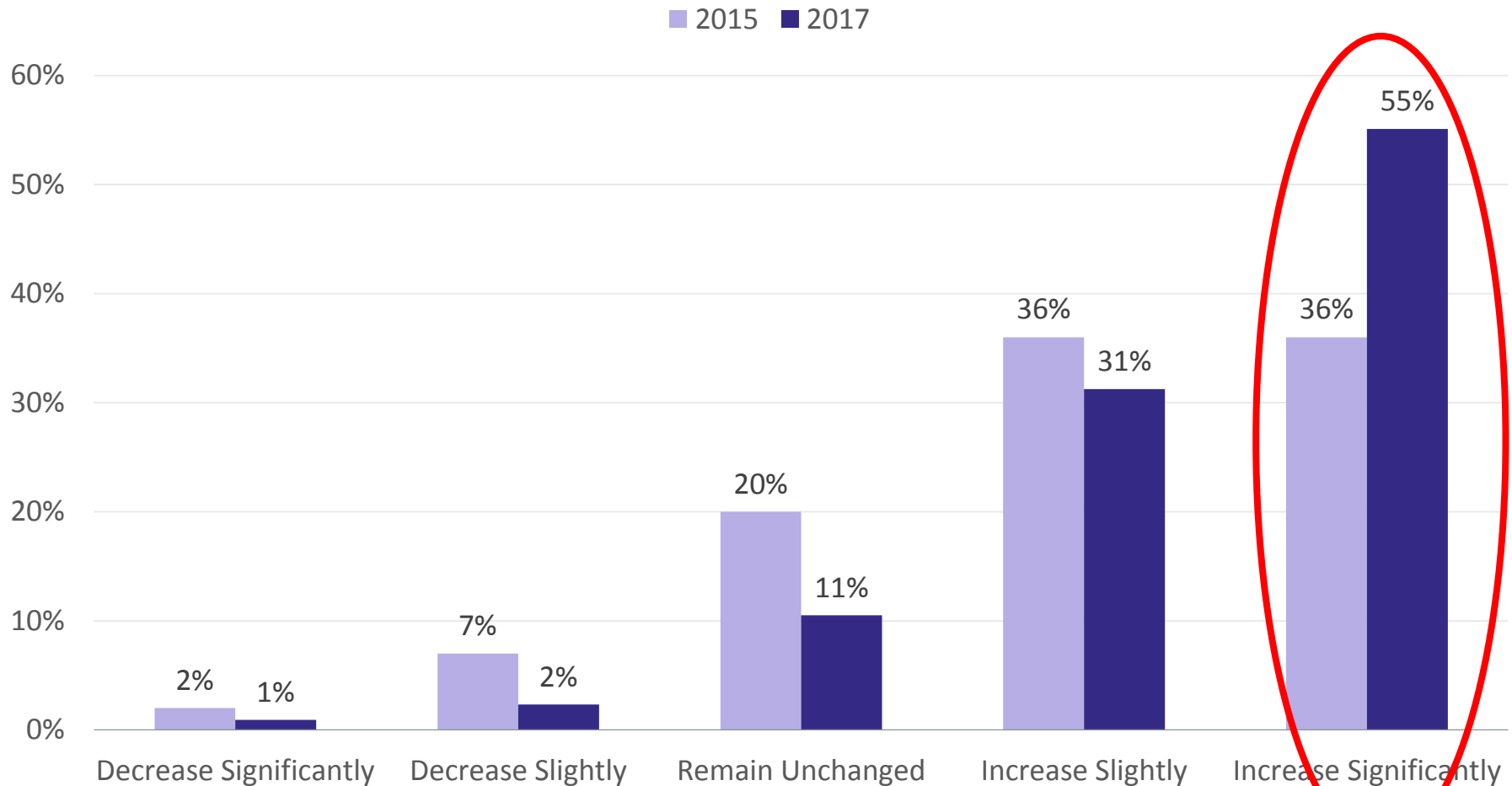


Some in this room ...



The Amount of Change Is Increasing

Amount of change expected in the next two years



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It's not just your projects ...

The Economist, February 3 – 9, 2018

- Watch straps with medical grade monitors that will detect arrhythmias
- *Apps that diagnose skin cancer, concussion and Parkinson's disease*
- Analyzing sweat for molecular biomarkers
- *Identifying cognitive problems from phone swiping speed*
- Video games that stimulate brain areas implicated in ADHD

Tech firms as health care providers?

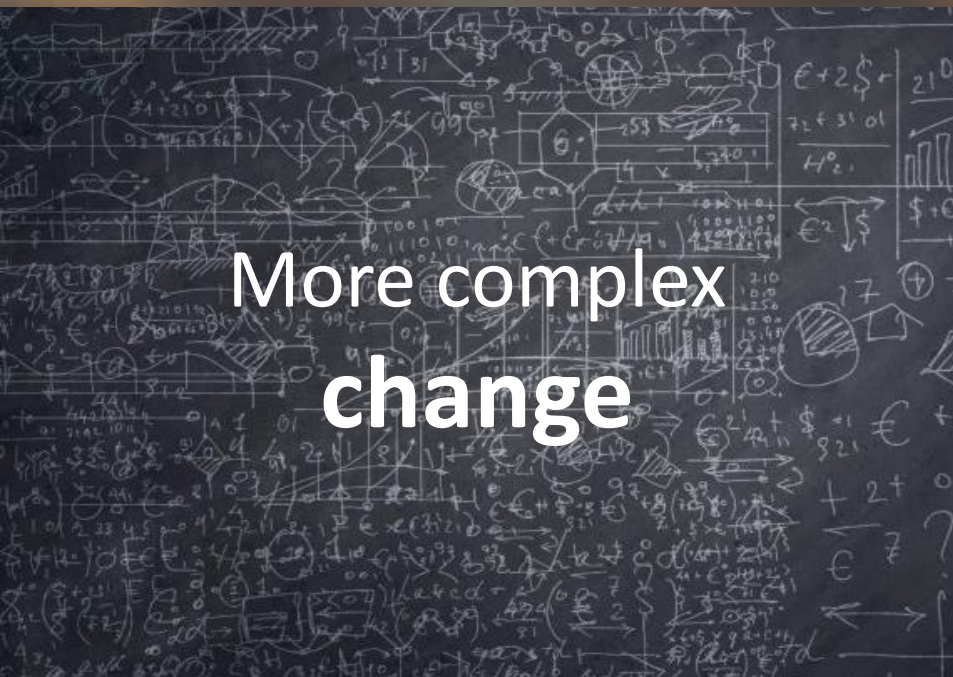
- **Facebook** and **Google** using AI to monitor users' online behaviour for patterns that indicate depression (Announced Nov 2017)
- **Apple** says *Health Records will be part of next software update (Announced Jan 2018)*
- **Apple** also holds patents to
 - Use sensors to measure blood pressure, body fat and heart function by pressing a finger to the screen
 - Do biometric monitoring through wireless headphones



Bigger
change



Faster
change

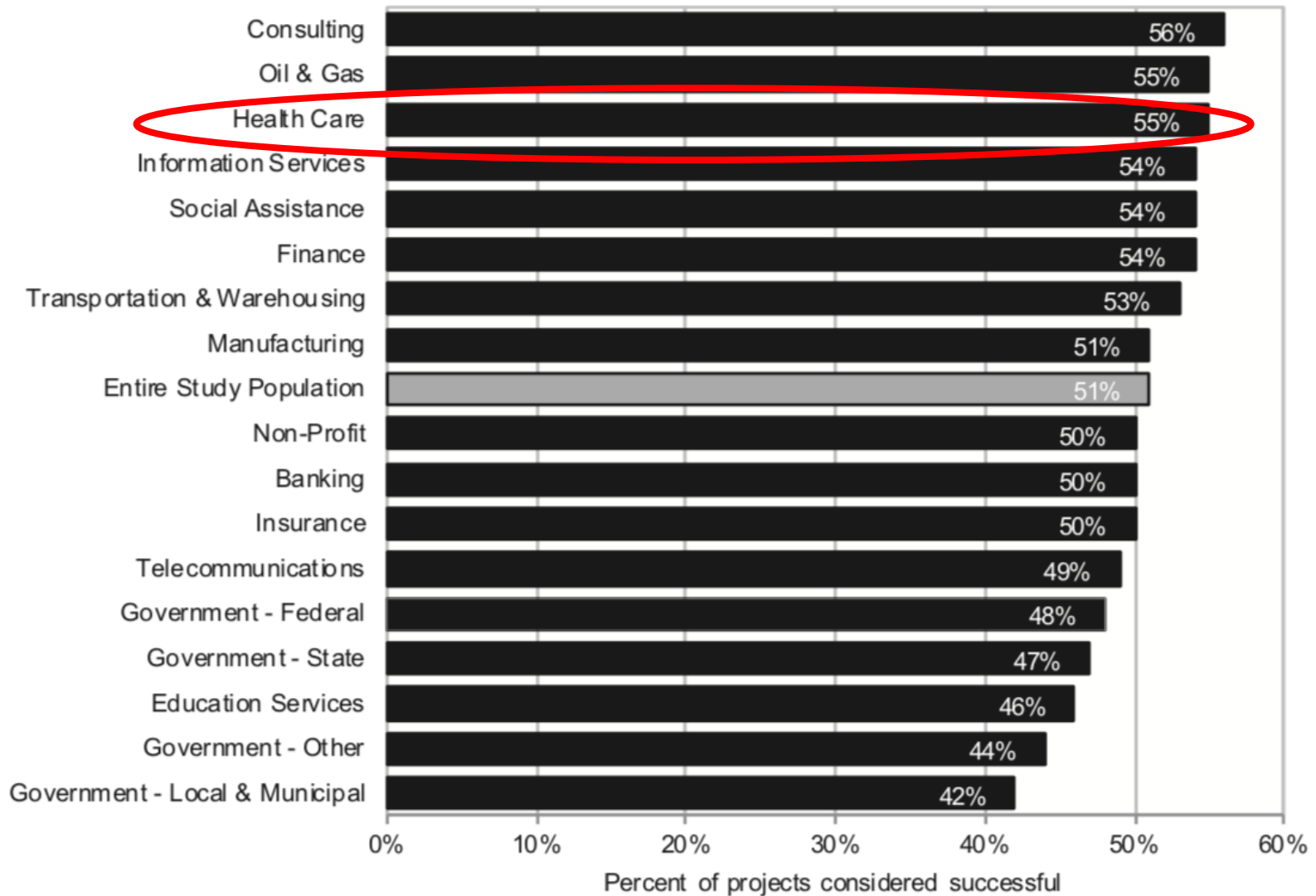


More complex
change



More interconnected
change

Percentage of Projects considered successful



How close is your organization to reaching saturation with change?

My organization is past the change saturation point

My organization is at the point of change saturation

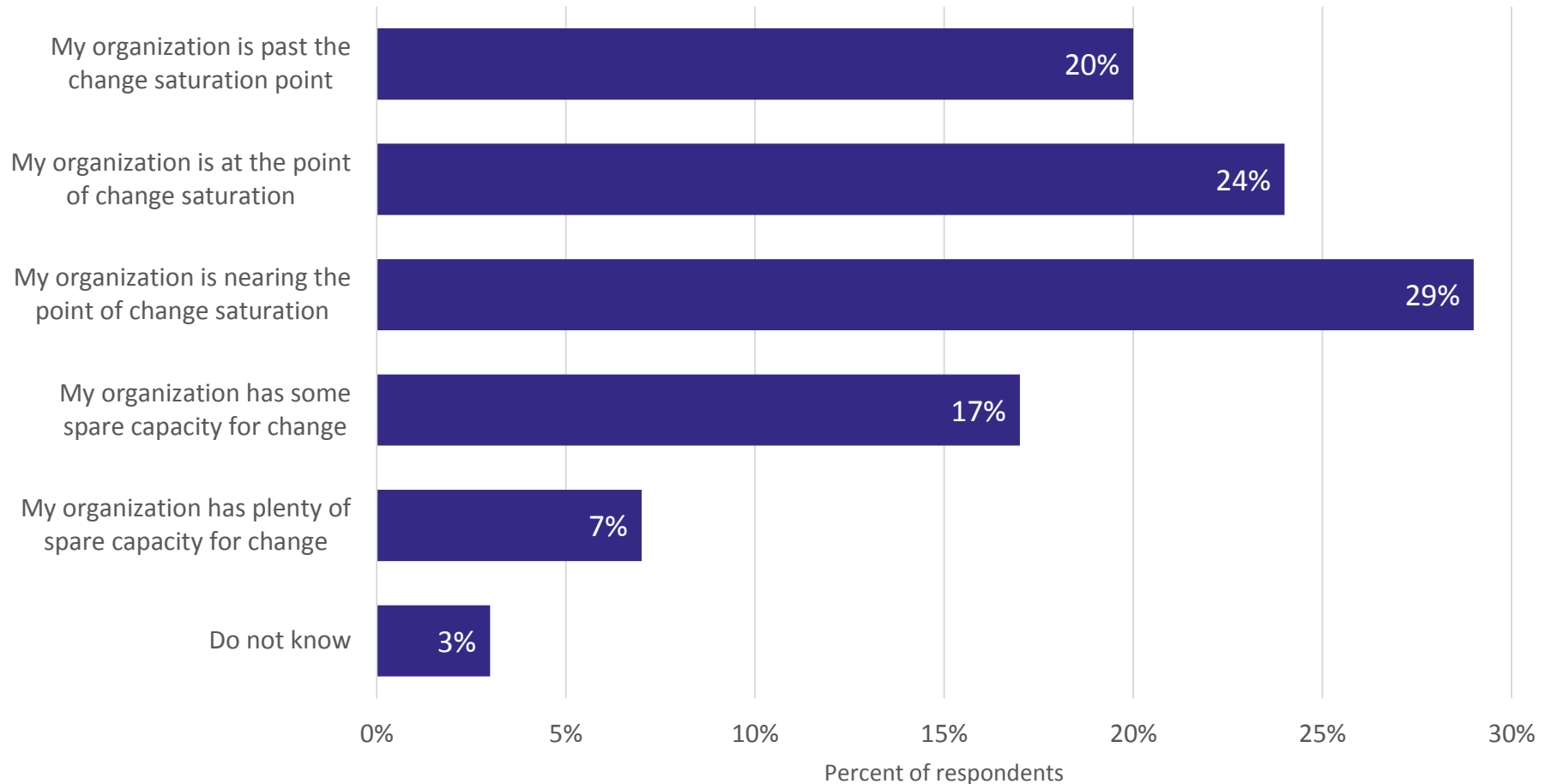
My organization is nearing the point of change saturation

My organization has some spare capacity for change

My organization has plenty of spare capacity for change

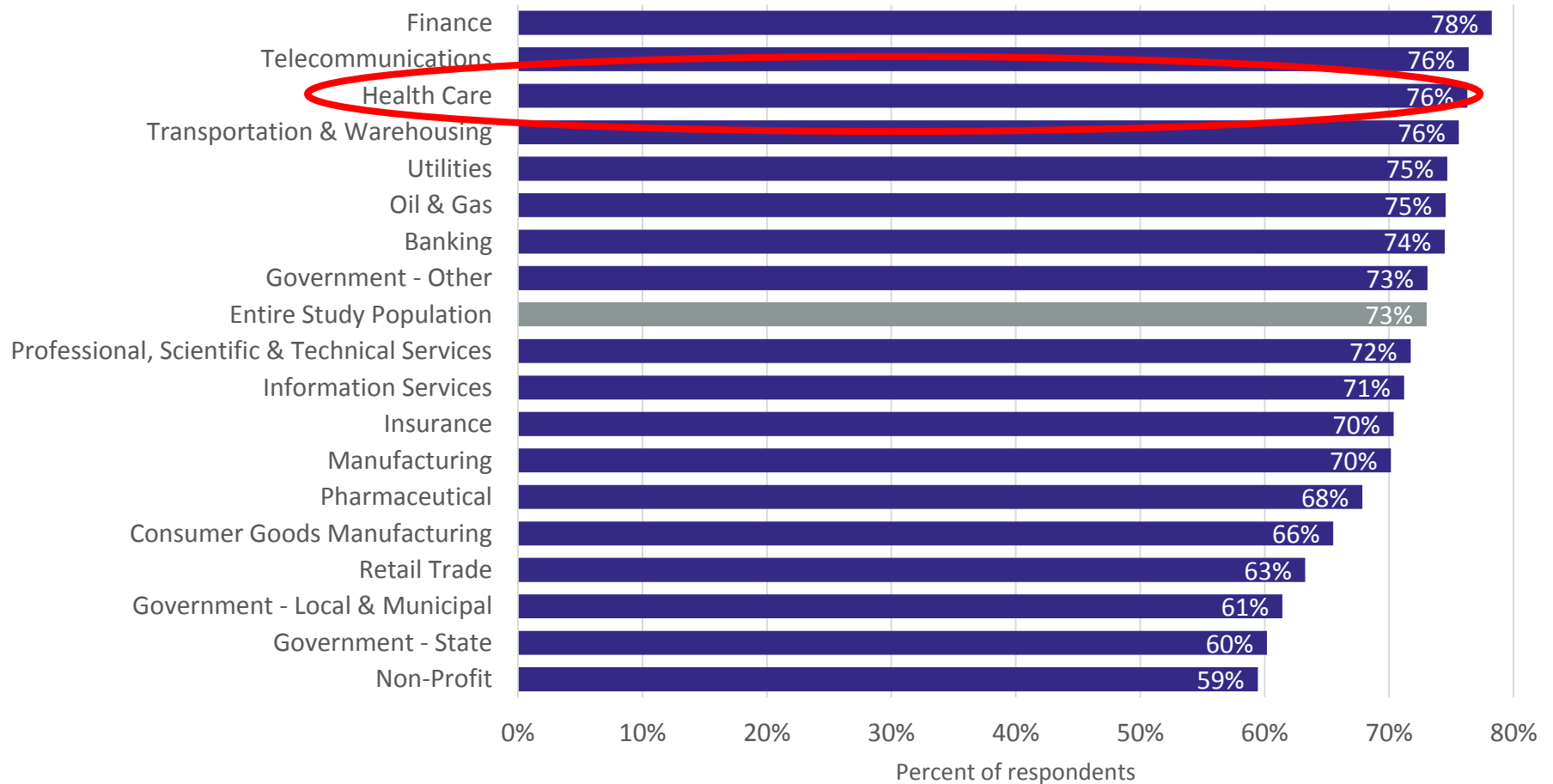
Don't know

Organizations reporting being near, at or past change saturation



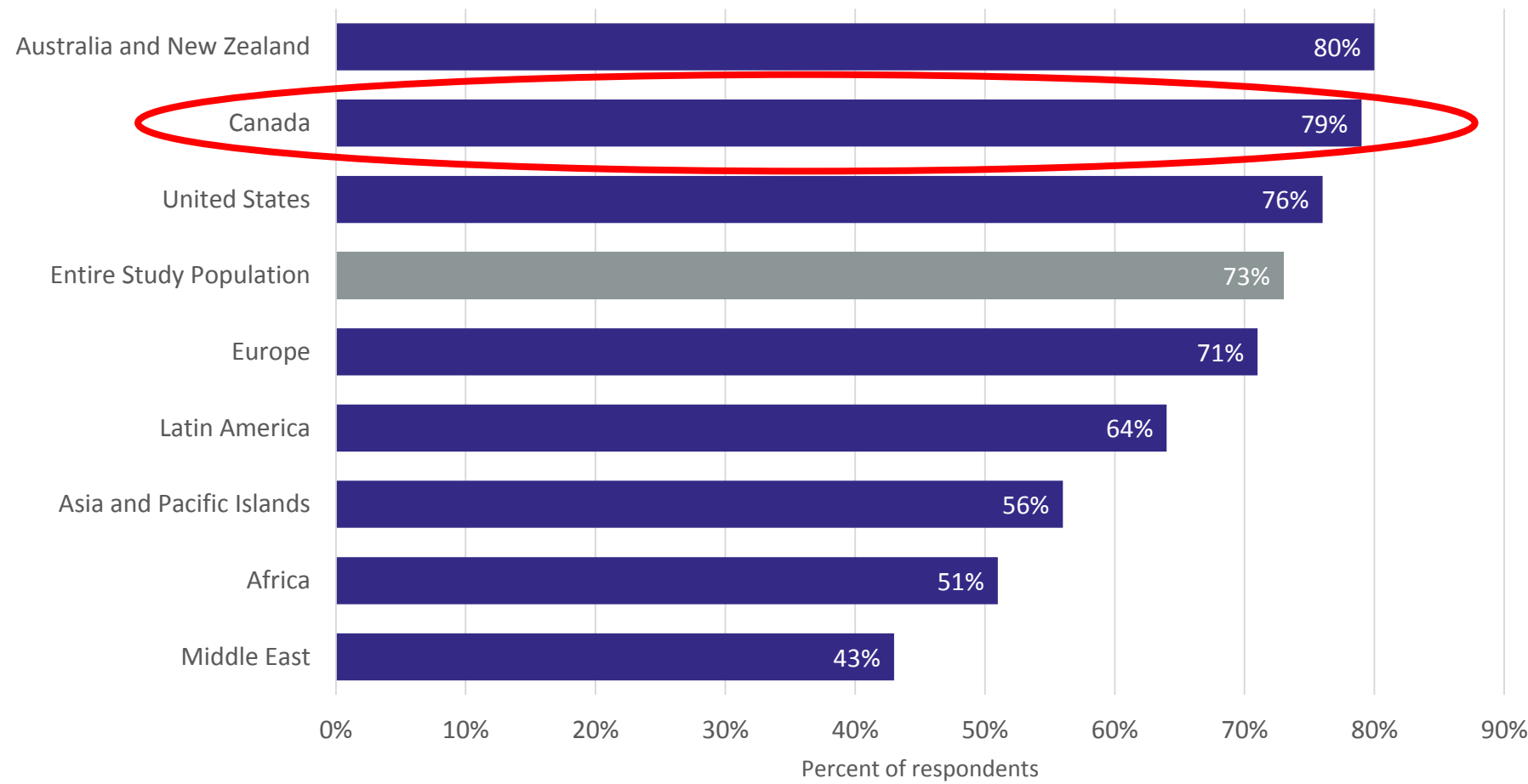
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Change Saturation by industry



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Change Saturation by Region



Behaviours arising from Poorly implemented change or Change Saturation

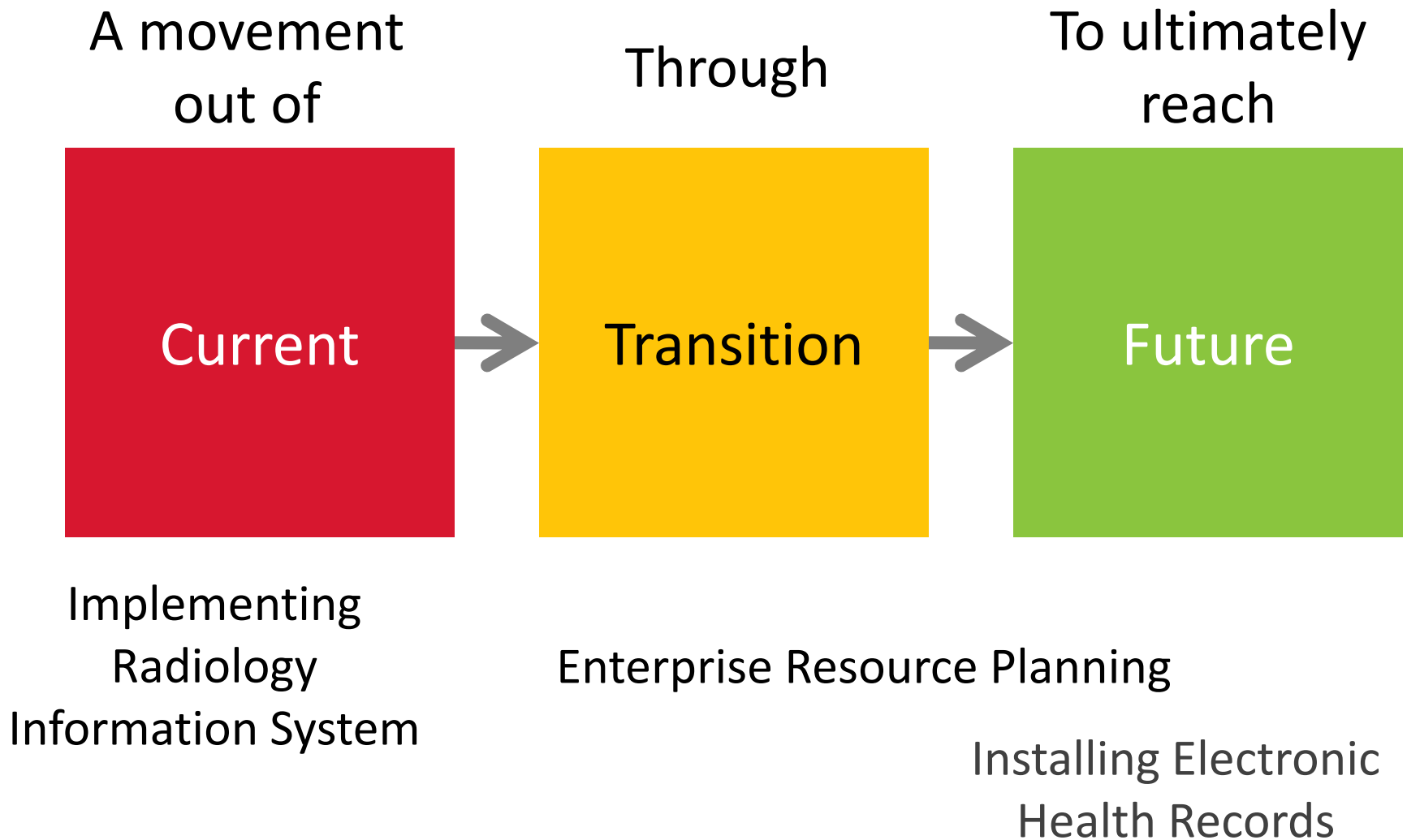
- Resistance to change through talk or behaviour
- Refusal to attend information meetings about changes
- Lost productivity
- Performance errors
- Increased sick leave
- People leaving

Are we implementing our changes in ways that undermine the health of our Health Care Professionals?



#1: Understand that
organizations don't change
- Individuals do.

Change is ...



We tend to focus on change at the organizational level

Implementing
Radiology
Information System

Enterprise Resource Planning

Installing Electronic
Health Records



Future

In reality, each impacted employee has his or her own current and future states

Organization

**Current
State**

**Transition
State**

**Future
State**

How I do my
job today

How I will do my job
after the change is
implemented

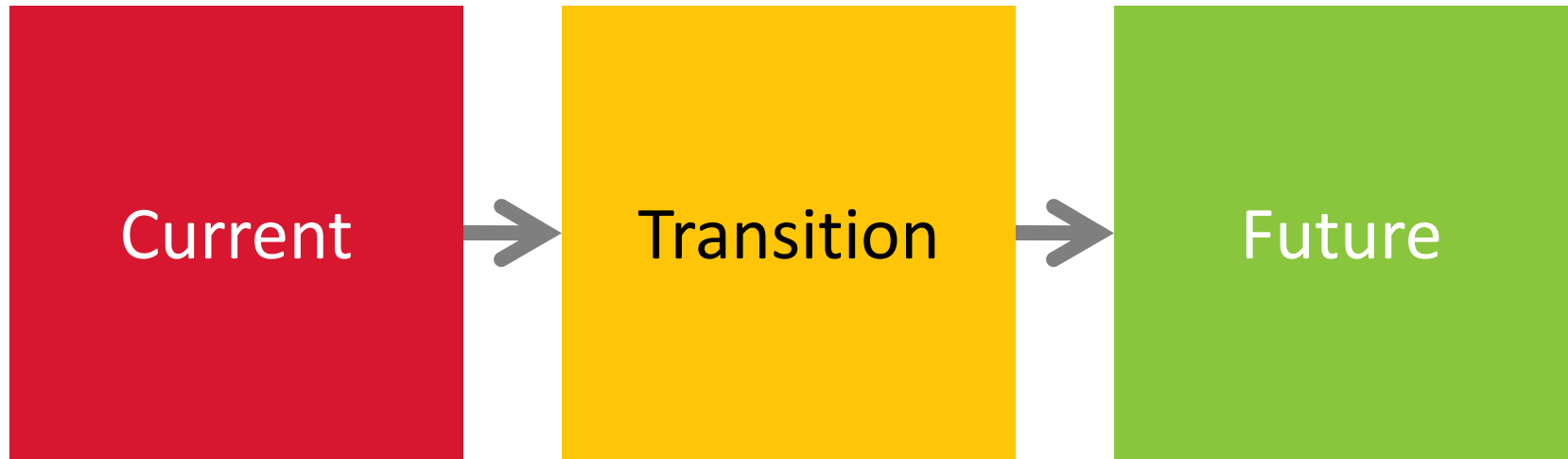
Individual

**Current
State**

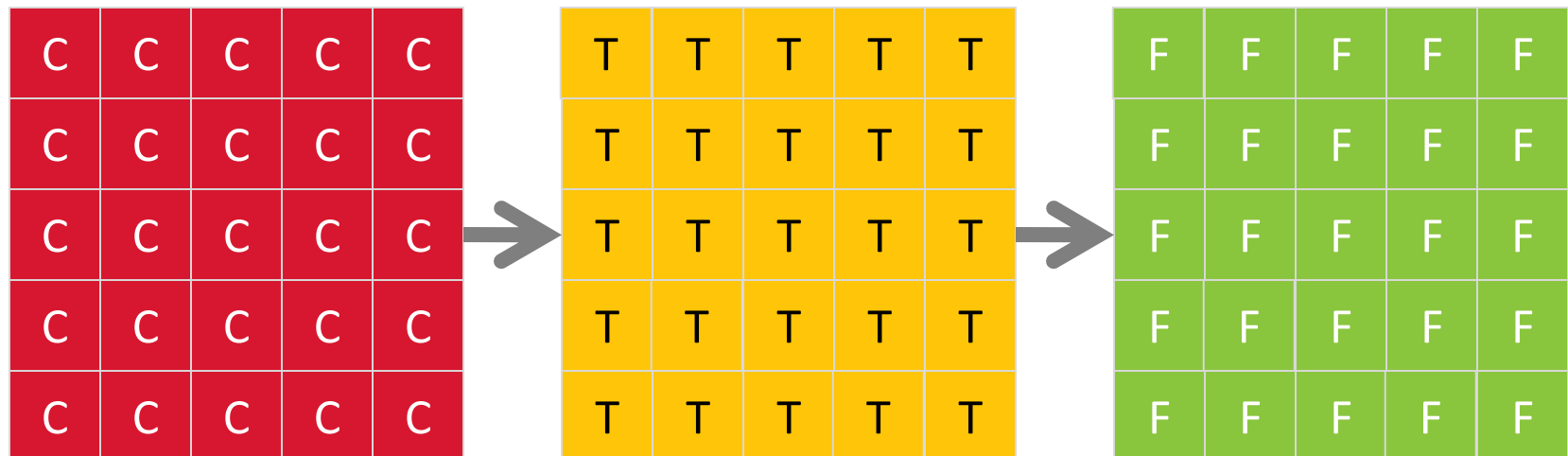
**Transition
State**

**Future
State**

An organizational move from the current to the future



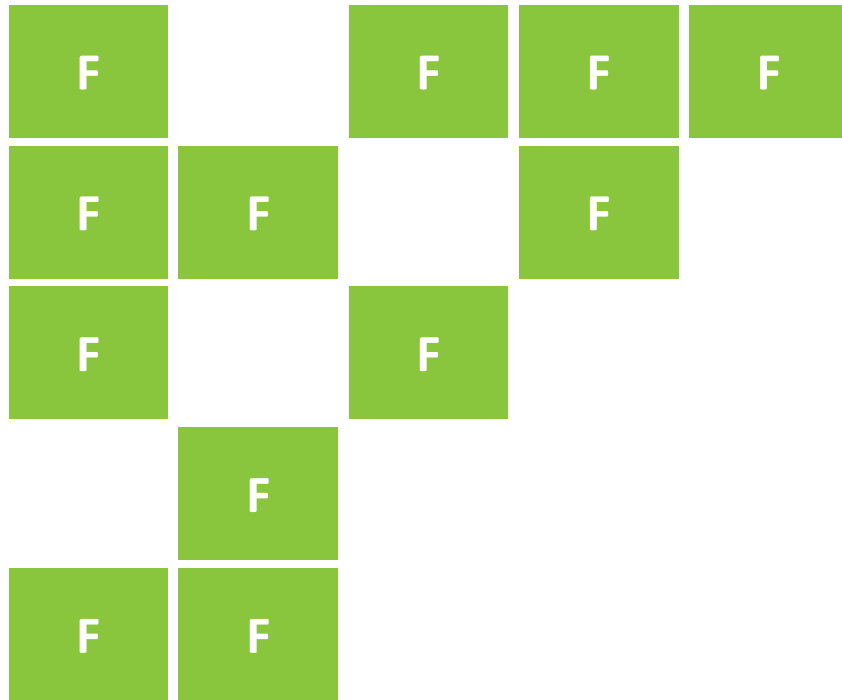
Ultimately requires individuals to move from their own current to their own future



Why many changes fail to deliver benefits




If we do not **support** and **equip** individual transitions, then our future state looks **nothing** like the future state we expected



Strategies for implementing Healthy Change

#1: Understand that organizations don't change, individuals do




#2: Distinguish project objectives from benefits, and maintain a laser focus on benefit realization

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#3. Ensure sufficient focus on the people side of change

Pick a Health Information Management Project

Project Name



What is
the project

Purpose



Why we
are changing

Particulars



What we
are changing

People



Who will
be changing

Connecting Change Management to Business Results

Project Name

Purpose

Particulars

People



What percent of your project outcomes are dependent on people changing how they do their work?

What percent of your project outcomes are dependent on people changing how they do their work?

100%

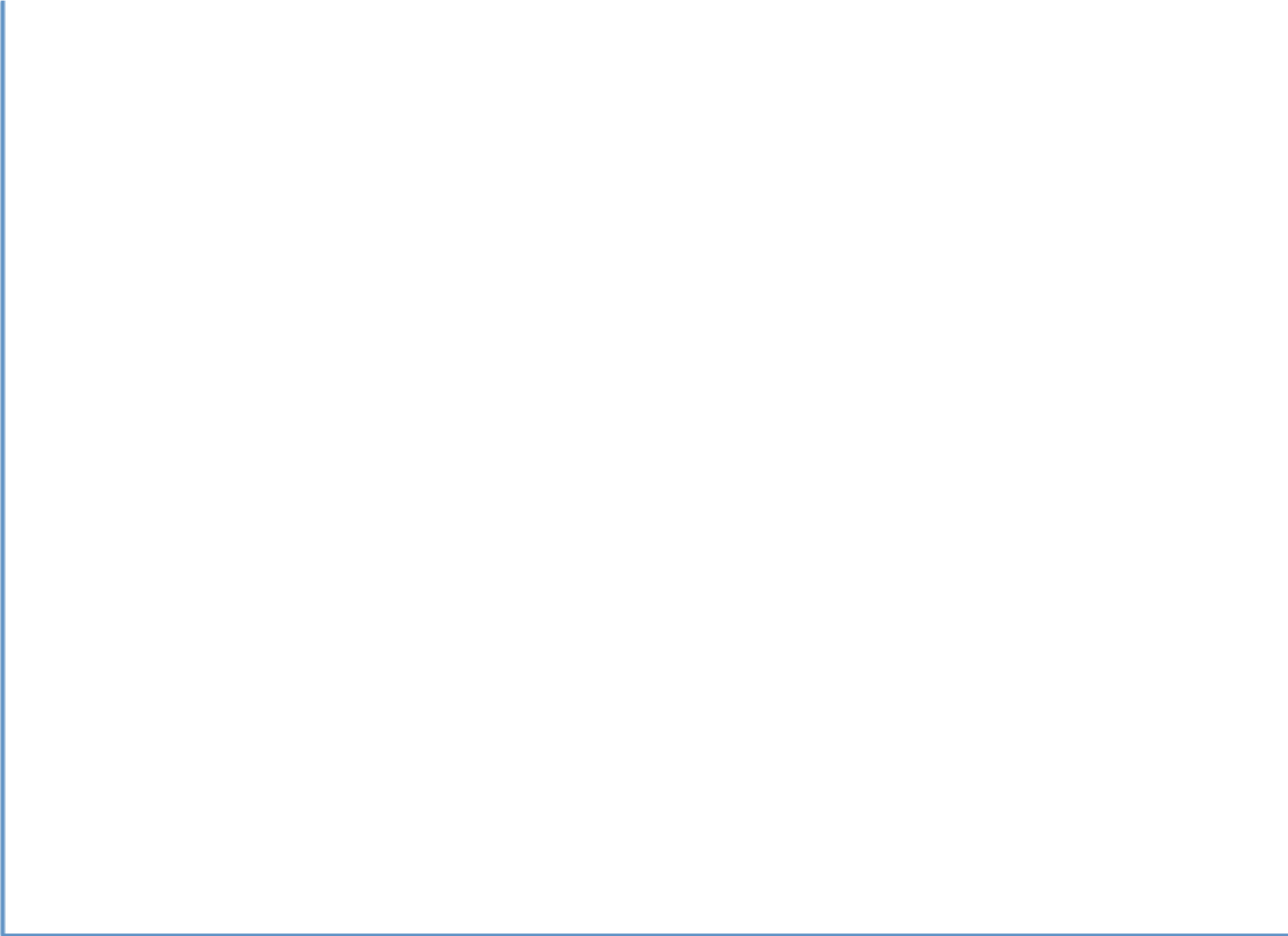
Over 75%

Over 50%

Less than 50%

Less than 25%

Don't know



The effort we are currently making to achieve the needed behaviour change is:

Excellent- We are on track for success.

Pretty good - we might do more.

Not sufficient - We definitely need to do more.

Concerning - We need to turn this around.

Don't know

Connecting Change Management to Business Results

Project Name

Purpose

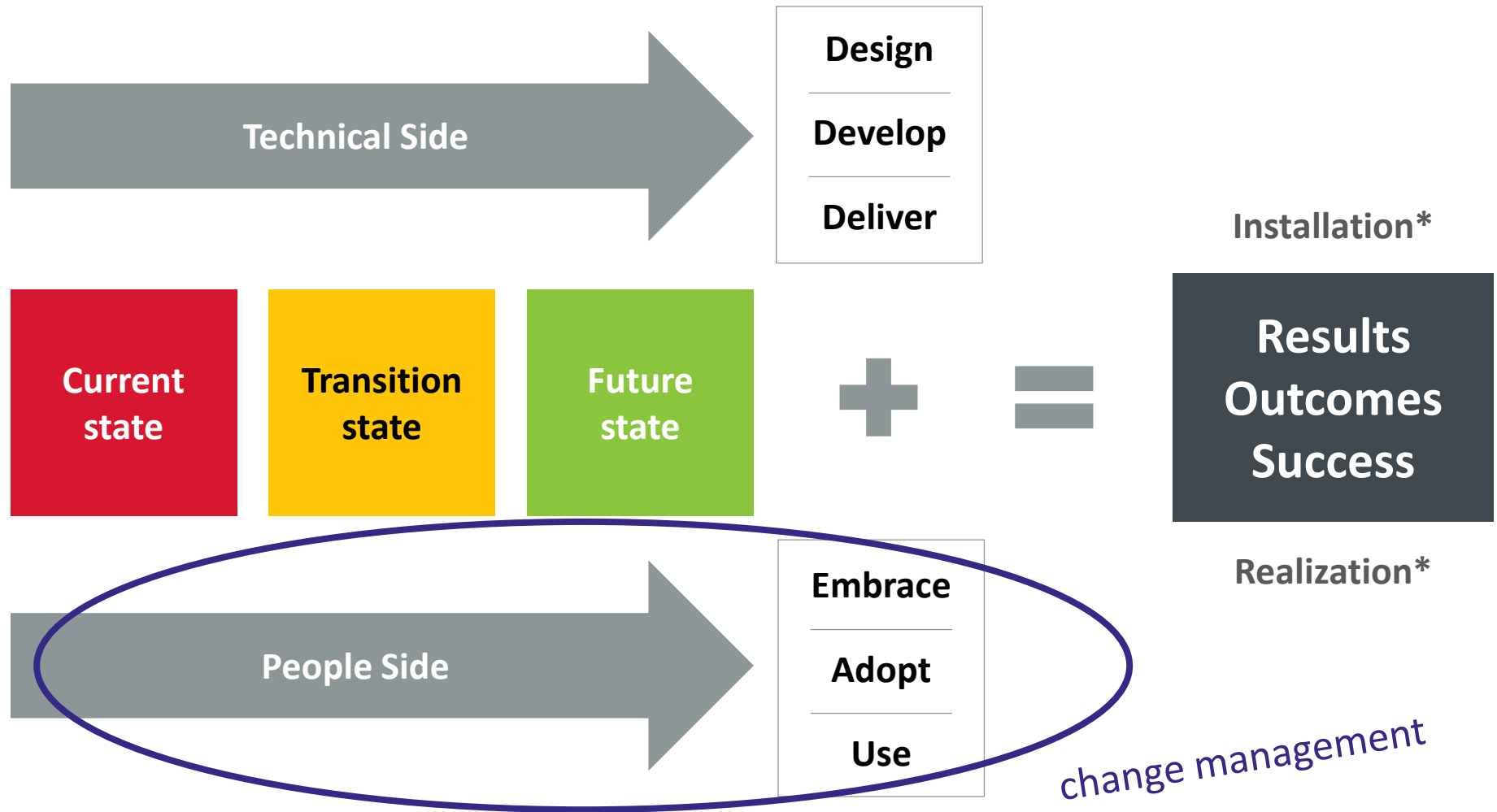
Particulars

People

If people don't change how they do their job, **then it doesn't matter what specific changes are implemented.**

If people don't change how they do their job, **then we ultimately won't achieve what we set out to do from the beginning.**

Successful Change Requires Both the Technical and People Sides




* Daryl Conner



**The goal of change management is:
preparing, equipping
and supporting individuals
through the change journeys
they experience as
part of your organization.**

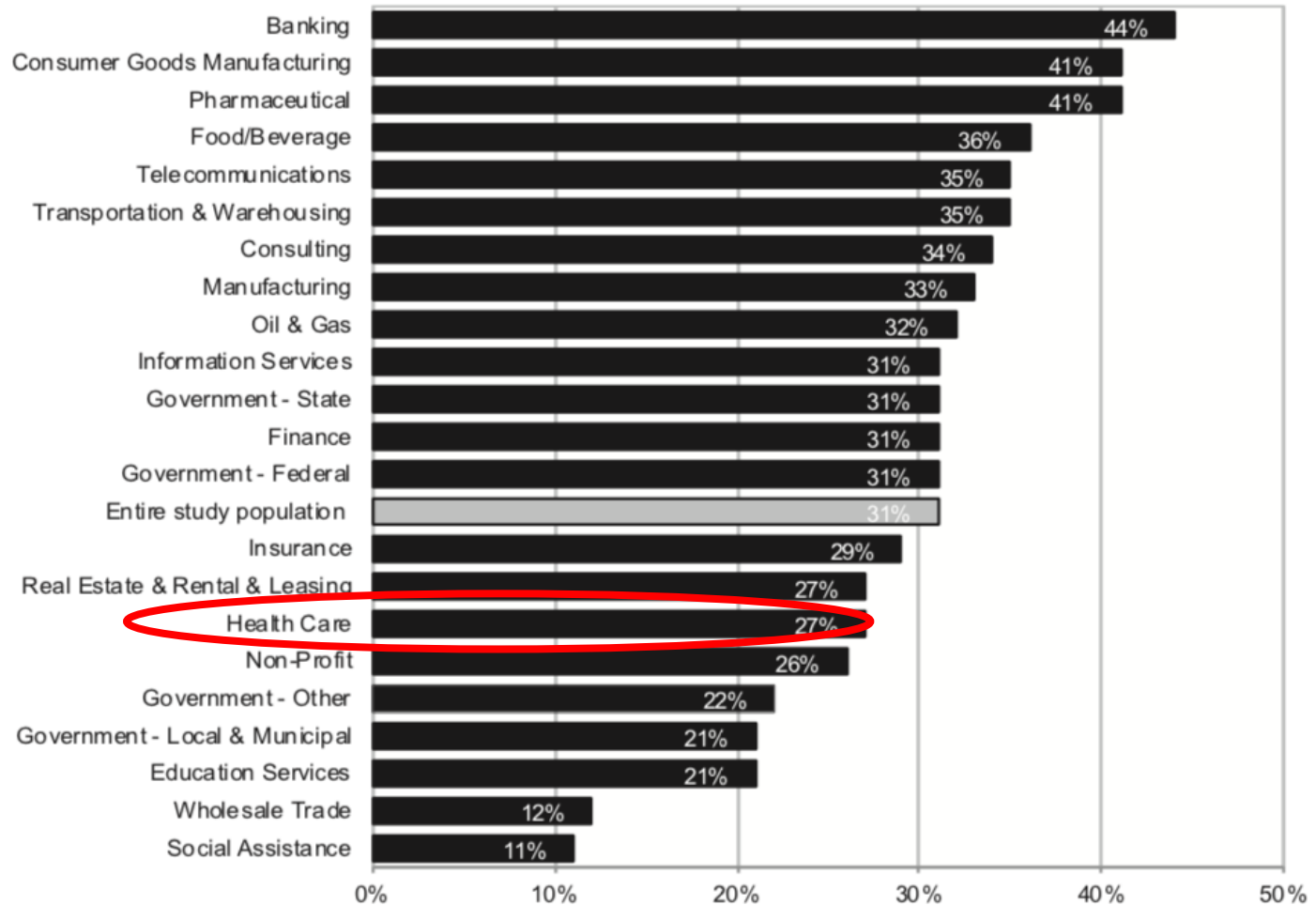


A group of people in a meeting, with a blue overlay. The text is overlaid on the image.

“At a time of profound volatility in the health system, change management is an essential skill for public and private leaders alike”

- *David Blumenthal MD: National Coordinator for Health IT in the Obama Administration (Harvard Business Review, October 2017)*

Percentage of Respondents applying Change Management to their projects

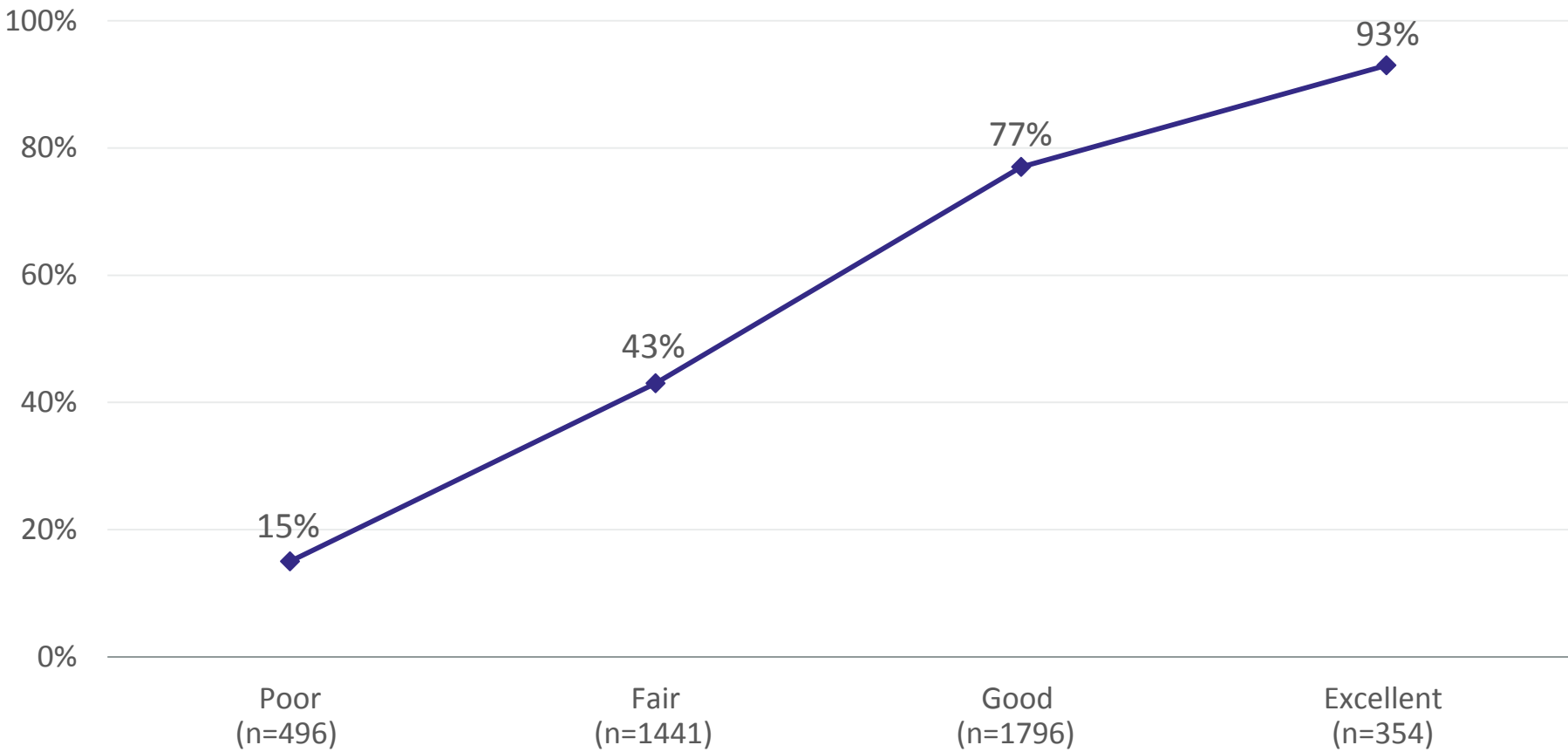


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Percent of projects applying change management

Change Management makes a difference!

Percent of Study Participants Who Met or Exceeded Objectives



Prosci 2018 Benchmarking Data
Data from 2007, 2009, 2011, 2013, 2015, 2017

Strategies for implementing Healthy Change

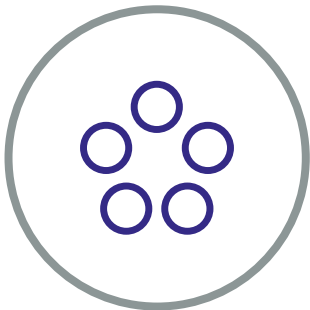
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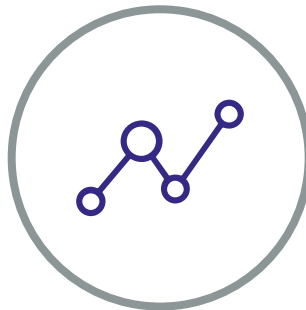


#4. Use ADKAR as a model for changing Individual behaviour



5 Elements

Awareness
Desire
Knowledge
Ability
Reinforcement™



Change Patterns

ADKAR was developed by Prosci after studying the change patterns of more than 700 organizations.



Individual and Organizational Levels

ADKAR is an effective tool for managing change at an individual level and guides activities at an organizational level.

The Five Building Blocks for Successful Change

Change Begins with Understanding Why



Awareness

What is the **nature** of the change?

Why is the change **needed**?

What is the **risk** of not changing?

The Five Building Blocks for Successful Change

Change Involves Personal Decisions



Desire

What's in it for me
(WIIFM)?

A **personal choice**

A decision to **engage**
and **participate**

The Five Building Blocks for Successful Change

Change Requires Knowing How



Knowledge

Understanding
how to change

Training on new
processes and tools

Learning
new skills

The Five Building Blocks for Successful Change

Change Requires Action in the Right Direction



Ability

The **demonstrated capability** to implement the change

Achievement of the desired change in **performance or behavior**

The Five Building Blocks for Successful Change

Change Must Be Reinforced to Be Sustained



Reinforcement®

Actions that **increase the likelihood**
that a change will be continued

Recognition and rewards
that sustain the change

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#4: Use ADKAR as a model for changing individual behaviour



#5: Take a “Change First” approach

The 'Change First' Approach: Five Questions

1. What is the problem we are trying to solve, or the opportunity we want to exploit?
 - Define this clearly
2. What benefits do we want?
3. How will we know we have got there?
 - Agree clear metrics for each benefit before you start
4. To achieve this, what has to change?:
 - Technically (The system / structure / process)?
 - Behaviourally?
5. So ... finally ... what is the project?
 - Do scope, schedule, budget and resources sufficiently enable both the technical and the behavioural changes?

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Thank you.
Questions?