Building and Sustaining Momentum for PCMH Transformation

Moderator: Donna Daniel, PhD, Director of Technical Assistance, Safety Net Medical Home Initiative, Qualis Health

Speakers:
• Regina Neal, MS, MPH, Senior Consultant, Outlook Associates, Qualis Health
• Susan Crocetti, RN, BSN, CPHQ, HEM, Senior Consultant, Outlook Associates, Qualis Health
Sustaining Energy for Transformation

Regina Neal
Senior Consultant, Outlook Associates

September 27, 2011
Session Objectives

• Understand dimensions of change and what they require to support successful change
• Understand the phases of change and how to respond to them to keep change on track
• Understand the role of communication, engagement and training in managing change and maintaining change energy within the organization.
Improvements don’t just happen.
Our thanks to our fellow employees for their hard work. And solid results.
Change

• Change is inevitable, difficult and messy
• Success rates from change initiatives are not impressive:
  – Positive change is achieved in 20% of change initiatives
  – 80% of change efforts result in limited partial success or outright failure

Ingredients for Change

1. Vision + Skills + Incentives + Resources + Action Plan = Change

2. Skills + Incentives + Resources + Action Plan = Confusion

3. Vision + Incentives + Resources + Action Plan = Anxiety


5. Vision + Skills + Incentives + Action Plan = Frustration

6. Vision + Skills + Incentives + Resources = Treadmill
Common Reasons Change Falters or Fails

• Weak case for the need/purpose for change – low urgency, lack of a “burning platform” to drive change & sustain focus
• Insufficient resources (time, materials, tools, training, leadership, $, attention) over time
• Not enough communication (about purpose, what’s in it for us, results, successes)
• Not enough communication between people to engage them in the change effort over time
• Failure to anticipate and/or respond to factors or events that can derail change, e.g., impact of change on people in the organizations, resistance, poor results, new initiatives that compete for attention & resources
Beliefs About Change

• From our experiences most of us have come to accept similar unconscious (negative) assumptions about organizational change
  – It doesn’t improve things
  – We never finish it
  – Resistance will always kill it
  – Managers can’t lead it
  – It ruins what we had which was always better
Challenges
The Speed of Change

• People can successfully work with a lot of uncertainty and newness (change); however...

• When the speed of change exceeds our individual and collective ability to absorb the change, signs of dysfunction can occur:
  • Fatigue
  • Emotional burnout
  • Interpersonal strife
  • Inefficiency
  • Resistance
  • Illness
  • Quitting (in place or out the door)

Daryl R. Conner, Managing at the Speed of Change, Random House, 2006
HOW?

WHAT?
Change Management

• Change management
  • a structured approach to shifting & transitioning individuals, teams and organizations from a current state to a desired future state
  • an organizational process aimed at helping employees to accept and embrace changes in their current business environment

Change management is challenging…
Dimensions of Change

• Conceptual/cognitive – making the case for change; purpose & appeal to the heart first (what motivates me) & mind (what are the data that support this)

• Technical – strategy & execution management; what do we have to do; how do we do it; teaching & learning new skills; implementing & learning to use new tools

• Structural – changes in organization structure; how we work in relationship to each other; role & position changes, e.g., status & sense of value in organization

• Adaptive (human social) – how we adapt & adjust to the change(s) – the transition process
Reframe Change

• If we as leaders can view change as an understandable process that can be managed and can be positive, we can influence how people think about it, participate in it and respond to it.
• How we think influences how we act
• This goes beyond determining WHAT needs to be done; must also address HOW to execute these decisions in a manner that has the greatest possibility for success.
• This perspective & approach can promote confidence within the organization that change can be successful even when there are bumps in the road
Resilience – strong and flexible

• An important approach to change management
• Seek ways to build resilience for change in people and in organization
• Increased resilience can help people absorb change more quickly, i.e., increase the speed of change
• Building resilience requires engagement with the people in the organization, i.e., where change happens
Keeping Change Aloft

• All change exhibits patterns of ups and downs over time
• Essential to keep the change work from stalling completely, losing momentum and stopping
• Focus on a strong start of initiative (case, teams, plan, resources, communication)
• Ensure the leadership team leads by word & deed
• Pace the change to meet the urgency needs and capacity internally for the change
• Resolve to lead the change to the end (maintain momentum and “lift” over time)
• Deal with obstacles to change (events, circumstances and people)
Change Implementation Phases & Pathways

- **Launch**: New change or strategy introduced with executive sponsorship.
- **Mid-Course**: Implementation begins on a high, resistance not yet apparent.
- **Completion**: Change not implemented, situation reverts back to pre-change state or worse.

**Success**: Change is implemented and brings about expected results.

**Partial Success**: Change executed sporadically, with isolated success and low overall ROI.

**Failure**: Change not implemented, situation reverts back to pre-change state or worse.

Source: Ivey Business Journal 2006
Change Management Activities & Tools

**INITIATING CHANGE**
- Case for Change, What’s In It For Us, ROI (Heart/Motivation; Head/Reason)
- Clear destination: PCMH Change Concepts (roadmap)
- Engage & Communicate

**FACILITATING, MANAGING & LEADING CHANGE**
- PCMH Change Concepts, **Model for Improvement & PDSA Cycles**
- Critical Questions (framework to assess & adjust along the way)
- Engage & Communicate (it’s all about people; they make the change)
- Be prepared for resistance & obstacles; don’t ignore (will kill change)
- Recognition, Incentives/Rewards (fuel the change)
- Bring in the customer: get ideas, feedback, perspective (can re-excite)

**MONITORING & MAINTAINING FORWARD MOTION OF CHANGE**
- Relentless focus on **RESULTS & GOALS** (what isn’t measured, can’t be improved)
- Review of what’s working, what’s not (critical questions, acknowledge, adjust)
- Anchor changes in organization (culture change)
## CRITICAL QUESTIONS in CHANGE MANAGEMENT

<table>
<thead>
<tr>
<th></th>
<th>During the Launch Phase</th>
<th>During the Mid-Course Phase</th>
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<tbody>
<tr>
<td><strong>1</strong> Case for Change: Why is this change necessary?</td>
<td>Resistance: Who is opposing the change and why?</td>
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<tr>
<td><strong>2</strong> Leadership Roles: Who from the senior team will champion the change effort?</td>
<td>Focus: Which other initiatives or priorities are diverting our attention from completing this change?</td>
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<tr>
<td><strong>3</strong> Resources: How many people will be needed to drive this change?</td>
<td>Energy: How can we renew people’s enthusiasm for change?</td>
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<tr>
<td><strong>4</strong> Impact: What difference will this make for our people and customers?</td>
<td>Casualties: What are the unexpected side effects the change caused? How can we acknowledge and minimize these?</td>
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<tr>
<td><strong>5</strong> Speed of Change: How quickly can we try to make this change?</td>
<td>Speed of Change: How can we safely accelerate the change process?</td>
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<tr>
<td><strong>6</strong> Communication: How will we announce and roll out the change?</td>
<td>Communication: How do we share what we’ve learned and ask for feedback and inputs from people?</td>
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<tr>
<td><strong>7</strong> ROI: How much will this change cost, and how will it improve our financial or operational performance?</td>
<td>ROI: What financial or performance improvements can we really attribute to this change?</td>
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<tr>
<td><strong>8</strong> Duration: How long will change last?</td>
<td>Sustainability: How can we make sure the changes we’re introducing will become institutionalized?</td>
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<td><strong>9</strong> Change Steps: Where do we start?</td>
<td>Change Steps: Where do we finish?</td>
<td></td>
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<tr>
<td><strong>10</strong> Quick Wins: How can we build early momentum and success?</td>
<td>Evaluation: Did we accomplish our quick wins?</td>
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Increasing the Speed of Change

- Communicate & Engage
  - Support People in the Transition
  - Engage the Resistance
- Provide Training in the New Skills
  - Teamwork & Communication Basics
  - Skills for New Roles & Functions
Communicate and Engage

• Change is not just about doing
• Change is also about being present with the people who are part of the change
• We generally don’t lack ideas about what to alter in our organizations to make them more efficient and effective.
• The challenge is how to orchestrate the transition process so people can absorb what is being asked of them and respond appropriately.
• How do you face that challenge and succeed?
Transition in Change

• Change is about the new thing (new house, job, marriage, baby, registry, team, process for doing the work, new tools)

• Transition is about the human psychological response to change
  • Begins with an ending – a letting go of the old
  • There is a time in the middle (aka, the neutral zone) – a time when old identity & old reality are gone, but the new ones have not yet taken root in your heart and mind
  • Ends with a new beginning – new energy, sense of purpose, outlook, image of what is possible

The Change Lifecycle

Begin Executing Change Plan

Change Plan?

Train Key Personnel in Change Leadership Skills

Severity of Reaction to Change

End of Old Way

Valley of Despair

Pity City

Climb to Productivity

Training

Duration of disruption due to change

Bridges, Enhancements From Val Larson 2002

iSixSigma LLC 2002
Crossing the Desert
The Neutral Zone

• The change has happened
• A critical time – people are in the desert
• The old and familiar pulls at them, even when they want the change
• Can be a period of great creativity as people move their heart, mind and spirit toward the change
• Can be dangerous too; people can turn around and keep trying to return to the old way
What Leaders Can Do

- Keep communicating about the change
- Lead by walking around; get with your people
- Engage staff to help develop the picture of the destination; keep it in front of the organization
- Acknowledge difficulties, keep leading forward; engage staff in problem solving; resolve to succeed
- Give it the time it needs, but avoid a stall or loss of momentum
- Cut off the old way but acknowledge it
- Establish the new culture by anchoring it
Crossing to The Promised Land aka The Land of Milk and Honey
Engage Resistance

• All change runs into resistance. Be prepared to face open and low-lying resistance; it can come from unexpected sources (yourself included)

• People who support change in the beginning may move to resistance at some point in the process. It happens

• Ignoring resistance will kill the change effort
Principles for Overcoming Resistance to Change

• It is natural and inevitable: Expect it
• It does not always show its face: Find it
• It has many motivations: Understand it
• When you meet it, deal with concerns rather than arguments: Confront it
• There is no one way to deal with it: Manage it

Three Questions to Ask

1. What is changing?
2. What will actually be different because of the change?
3. Who’s going to lose what?
What is Changing?

• Describe the change clearly and concisely; make a compelling case; provide the ROI, including WIIFM; tap motivation
• In describing the change, tie it to solving a problem or seizing an opportunity
• Communicate this frequently, at all levels in the organization and in different modes to help people understand the change and why it is important
What Will Actually Be Different?

• How the change will affect those who do the work that is targeted for change?
• A change can seem very important and very real to the leader, but can seem vague and abstract to those it will affect
• Do everything possible to describe what the differences will be; if they are not fully known now, let people know that – say what you know
• Be honest; establish vulnerability & trust
Who’s Going to Lose What?

• All change involves a shift of the organization’s structure
• In most change the change is to a more flat organization which changes the role and status of leaders, managers and staff alike
• This is an effect of change that can cause serious passive or open resistance in organizations
• For leaders a two-fold challenge: manage your own reaction and help others manage theirs
Who’s Going to Lose What?

• The best way to get people through the transition is to affirm their experience and help them deal with it
  • Understand how the world looks to your employees (and you!) and use that as a starting point
  • Bring issues out on table, build trust, understanding
  • Gives people tools they need to move forward through a change

• When you speak to where people are in the transition process you can bring people along with you.
Why the Three Questions Are Important

• Begin a process of essential communication
• Create a climate of listening which reassures people and defuses opposition
• Can generate information that you as a leader may not already know; this can help you as you lead the change to completion
• Will help you since you are in transition too!
## Transitions Checklist

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>Q #</th>
<th>Questions to Assess Your Change Situation</th>
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<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>Was it clear to people what old things they could stop doing, or...</td>
<td></td>
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<tr>
<td></td>
<td>B</td>
<td>Was all the emphasis on the new things that they were supposed to start doing?</td>
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<tr>
<td>2</td>
<td>A</td>
<td>Was there any symbolic recognition (ranging from a memorable event to a full-scale ceremony) to mark the endings being made and the losses being experienced, or...</td>
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<tr>
<td></td>
<td>B</td>
<td>Were people expected to just go on to the new way as if nothing had happened?</td>
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<tr>
<td>3</td>
<td>A</td>
<td>Did the organization’s leadership analyze and acknowledge who was losing what, or...</td>
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<tr>
<td></td>
<td>B</td>
<td>Was such talk deemed as “negative”, “unconstructive” or “opening a Pandora’s Box”?</td>
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<tr>
<td>4</td>
<td>A</td>
<td>In the confusing time when the old way was gone and the new had not yet taken full shape, was communication continued regularly, or...</td>
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<tr>
<td></td>
<td>B</td>
<td>Was the message “we’ll get back to you as soon as we have something to tell you”?</td>
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<tr>
<td>5</td>
<td>A</td>
<td>When temporary problems emerged during this in-between time, were new, temporary solutions found, or...</td>
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<tr>
<td></td>
<td>B</td>
<td>Did people try to bend the old ways to fit the new problem?</td>
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<tr>
<td>6</td>
<td>A</td>
<td>Was there a conscious effort made to provide people with temporary sources of control and support, or...</td>
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<td></td>
<td>B</td>
<td>Were people told they’d have to manage the best they could?</td>
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<tr>
<td>7</td>
<td>A</td>
<td>Have you assured that further, unrelated changes are not disrupting the attention that needs to be paid to this one, or...</td>
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<tr>
<td></td>
<td>B</td>
<td>Is this just one more change on which people can expect others to be piled?</td>
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<tr>
<td>8</td>
<td>A</td>
<td>Was there a constant feedback on how the transition was going from a transition monitoring team or a leadership team playing that role, or...</td>
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<tr>
<td></td>
<td>B</td>
<td>Were people told not to raise problems unless they also had a solution to them?</td>
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<tr>
<td>9</td>
<td>A</td>
<td>Have you focused your efforts on a few areas that are most likely to work and can provide quick wins to build credibility &amp; belief, or...</td>
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<tr>
<td></td>
<td>B</td>
<td>Are you trying to bring the whole change off in one piece?</td>
<td></td>
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<tr>
<td>10</td>
<td>A</td>
<td>Was a reward system designed or refined to reinforce the behavior and attitudes appropriate to the change, or...</td>
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<tr>
<td></td>
<td>B</td>
<td>Are you calling for people to act in new ways but rewarding with a system that was designed for the old ways?</td>
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</table>

Provide Training in the New Skills

- Everyone in the organization can benefit from learning more about effective communication
- As leaders, facilitate and support the learning (arrange for it for yourself and staff) and help staff and teams to use these skills to solve change-related problems and in their teams
- We lead by what we say and what we do; leaders need to be able to use these same skills in their team and with the teams they supervise
Train Staff in New Skills to Manage Resistance

• Training in the new skills is often overlooked; not done well or what is needed is underestimated

• Use training models that combine training, practice of new skill(s), shadowing, reverse shadowing, competency assessment

• Don’t expect that once is enough; people sometimes need a second round of training and/or more practice with coaching support

• Provide coaching on the ground to ensure skills are being used and being used correctly (anchors the change)

• Two areas of note
  • Training for Medical Assistants
  • Training for everyone on the EHR
Final Thoughts

• Change by its nature is unpredictable and unwieldy.
• You always have to be on the look out for obstacles, resistance, fatigue and other gnarly problems that can threaten the success of the effort
• Use these tools and approaches to steer a course through turbulence when it occurs
• Revise plans when necessary
• Resolve to “go on to the end” and to succeed
• Be visible. It helps keep change alive over the long haul
Questions

• What is your biggest challenge in maintaining change energy?
• Which of the strategies described today can you use?
• What additional tools and resources do you need to support your work to counter change fatigue?
Thank You
References & Resources for Sustaining Energy for Transformation


• See William Bridges for information on transitions (ending, neutral zone, beginnings), the concept of leading through the wilderness and the Three Questions at [http://wmbridges.com/articles/articles.html](http://wmbridges.com/articles/articles.html)

• See Eric Beaudan, “Making change last: How to get beyond change fatigue” for concept of keeping change aloft and critical questions for the launch and mid-phase of a change effort at [www.iveybusinessjournal.com/topics/innovation/making-change-last-how-to-get-beyond-change-fatigue](http://www.iveybusinessjournal.com/topics/innovation/making-change-last-how-to-get-beyond-change-fatigue)
Essentials for a Strong Team

• Teams are at the heart of the Patient Centered Medical Home

• Great teams are made through the work they do together
  – With the right members (skills not personality)
  – With a challenging performance challenge (outcomes build teams)
  – With time to do the work

Team Basics

• A real team – appropriately focused and rigorously disciplined – is the most versatile unit organizations have for meeting both performance and change challenges today

• A team is a small number of people (<12) with complementary skills who share a common purpose, a specific performance goal and a commonly agreed upon working approach and who hold one another mutually accountable for their performance

• No hierarchy on the team
Five Characteristics for High Performance

Dysfunctions

- Inattention to...
- Avoidance of...
- Lack of...
- Fear of...
- Absence of...

What Leaders Can Do

- Focus on collective results
- Confront difficult issues
- Force clarity & closure
- Demand debate
- Be vulnerable

Source: Lencioni, Five Dysfunctions of a Team, Jossey-Bass, 2002
http://www.youtube.com/watch?v=lC7CFB6A1Do&feature=related
The Five Dysfunctions

• Absence of Trust:
  • Stems from unwillingness to be vulnerable;
  • Masks mistakes and weaknesses
  • Damaging because it sets the ground for difficulty in achieving goals team was formed to help achieve

• Fear of Conflict
  • Team cannot engage in unfiltered, productive debate on ideas
  • Resort to veiled discussions and guarded comments
  • Not honest, the best outcomes are not the result
The Five Dysfunctions

• Lack of Commitment
  • Without open debate, buy-in and commitment to decisions doesn’t occur

• Avoidance of Accountability
  • Without a clear plan of action to which people are truly committed, people hesitate to call out their peers on actions and behaviors that seem counterproductive
  • People don’t take ownership for results
The Five Dysfunctions

• Inattention to Results
  • Occurs when people put their individual needs above the collective goals of the team
  • Without results being key, improvement is marginal and temporary

Like a chain with just one link broken if even a single dysfunction is allowed to flourish teamwork deteriorates, politics prevail, results suffer, progress stalls
High Leverage Tactic for Building Trust and Accountability

- **Purpose:** Ensure team sets expectations for how they will work together and be accountable to each other
- **Time:** 30 – 45 minutes at the first Team work session
- **How:** A team member or the team leader facilitates. Using brainstorming technique, behavioral characteristics for team accountability are listed. These are reviewed and discussed by the team and the final agreements are written up for each member and also on a flip chart page that is posted during each team meeting as a visual reminder and aid for accountability.
High Leverage Tactic for Gaining Commitment

- **Purpose** – Ensure teams leave meetings with no ambiguity about what they have agreed upon.
- **Time** – Five Minutes (a bit more first few times)
- **How**
  - Toward end of meeting, leader or facilitator asks team “What have we agreed upon today?”
  - Team members provide individual responses
  - If not consensus, leader or facilitator provokes further discussion to eliminate disparities and clarify commitments and agreements
  - Leader records all commitments on the white board or flip chart page and all team members record as well
High Leverage Tactic for Attention to Results

• Purpose – Ensure team stays focused on specific and measureable results from their work

• How
  • Upon chartering the team, meet with them to discuss their performance challenge
  • Develop specific measurable outcome and process goals
  • Measure this as frequently as possible
  • Post results in a transparent way to see progress
  • Reward, recognize the success
  • Support and help the team that is struggling – use questioning as a powerful tool to allow them to discover how to succeed
Approaches to Building Team Performance

• Establish performance expectations: set measureable outcomes; pay attention to them
• Establish urgency and direction aligned with goals
• Make the team’s work one of your priorities and clear barriers for the team’s success (time is key)
• Select team members based on skills & skill potential, not personality or job status
• Pay attention to the first meetings and actions; people will be watching to see seriousness
• Exploit the power of positive feedback, recognition and reward
Five Dysfunctions Assessment

• You can use the 5 Dysfunctions as a diagnostic tool
• Start by completing the assessment for your own leadership team
• Do individually and then talk with your team and compare your assessments
• Do the results help shed light on what might not be working well enough in your own team?
• Average your individual scores and put the team average on the flip chart on the wall
Building and Sustaining Momentum for PCMH Transformation

Thank you!