



Getting Ready for a New Reality

Change Management



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The Truth is ...Nothing Stays the Same



Change Can Sometimes Blur Our Focus on the Most Important Things



Today's Objectives

By the end of the session, leaders will:

- Understand how changes in the external environment are forcing organizations and leaders to move from episodic change to continuous change in healthcare.
- Understand the essential constants in healthcare (core) and what leaders must do to assure ongoing viability.
- Be able to identify at least two core skills to enhance your personal leadership toolkit in the face of change.

Change in Healthcare

- ▼ The most challenging aspect of business is leading and managing change.
- ▼ ***Change is constant in a dynamic environment.***
- ▼ ***The only certainty is continuing uncertainty.***
- ▼ ***Competitive advantages do not last.***
- ▼ Leaders must:
 - ▼ Be open to change.
 - ▼ Create/identify need for urgent action.
 - ▼ Become change agents in stimulating, implementing and supporting change in the organization.

So, What's Changing for Your Organization...Your Role as a Leader?



So what has changed in healthcare???

The biggest and most profound challenge we've had to deal with- and the one that's requiring the biggest adjustments inside organizations- is our industry's move from episodic change to continuous change.

~Quint Studer
A Culture of High Performance

And, what has not changed in health care?

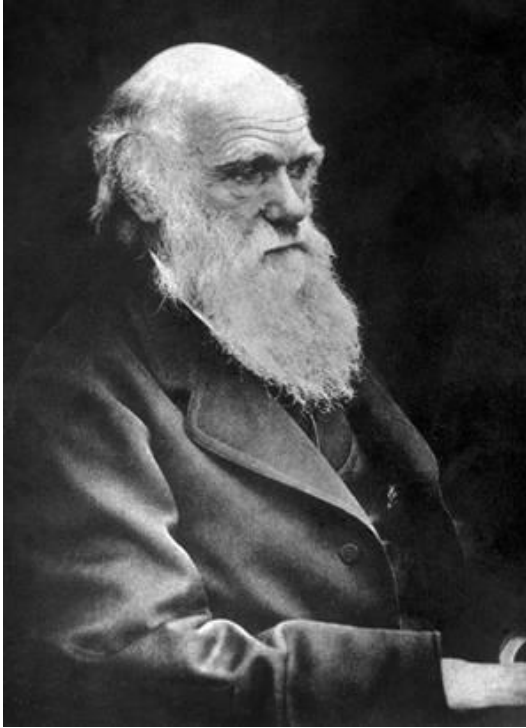
- ▼ Passion is lived out in each of us, our work and our commitment to the communities we serve.
- ▼ The desire to do purposeful, worthwhile work, and make a difference- our core values (***the glue in our sneakers***).



We Must Build a Culture of Quality *ALWAYS*

- ▶ Continuous readiness versus spot readiness
- ▶ Transparency makes everyone an “oversight” body
- ▶ Organizations must maintain a “culture of always”





*“It is not the strongest of
the species that
survives, nor the most
intelligent, but the one
most responsive to
change.”*

Charles Darwin

Drivers of Change Today

- ▼ NCQA/Federal Mandates/Medical Home
- ▼ Consumer decision making
- ▼ Value-based purchasing (Added Value Versus Volume)
- ▼ Engaged employees and physicians
- ▼ ***Know your drivers of change!***

We are in a Marathon Not a Sprint!



- ▼ Leaders will require different skills, different muscles, different tools to effectively run the distance.
- ▼ In the past – training was for an episodic delivery system (reactive). Today, training must be for continuous change (proactive).

Moving From Sprinter to Marathon Runner Requires New Skills: Leadership Development is Mission Critical!

- We have to consistently develop the skills leaders need to be successful to remain ahead of our competitors.
- Training isn't a one time deal because health care is always changing; we have to be lifelong learners to provide the safest care for patients and a healthy work environment for employees.
- We must train to achieve organizational goals, fill the gap where there are weaknesses and be prepared to mentor others to sustain excellence.

But, We Don't Like Change...Even For The Right Reasons!



What are Common Reactions to Change?

- Confusion
- Anxiety
- Procrastination (Gradual Change)
- Frustration
- False Starts
- Anger
- Denial/Refusal to Participate
- Excitement
- Other?



Maximize Your Ability To Influence Change

Leadership Skills Self-Check



Traits Often Shared by Effective Leaders

▼ Drive

- ▼ High energy, displays initiative and is tenacious.

▼ Self-confidence

- ▼ Trust themselves and their abilities.

▼ Creativity

- ▼ Original in their thinking.

▼ Critical Thinker

- ▼ Able to integrate and interpret information.

▼ Industry knowledge

- ▼ Know their industry and its technical foundations.

▼ Motivation

- ▼ Enjoy influencing others to achieve shared goals.

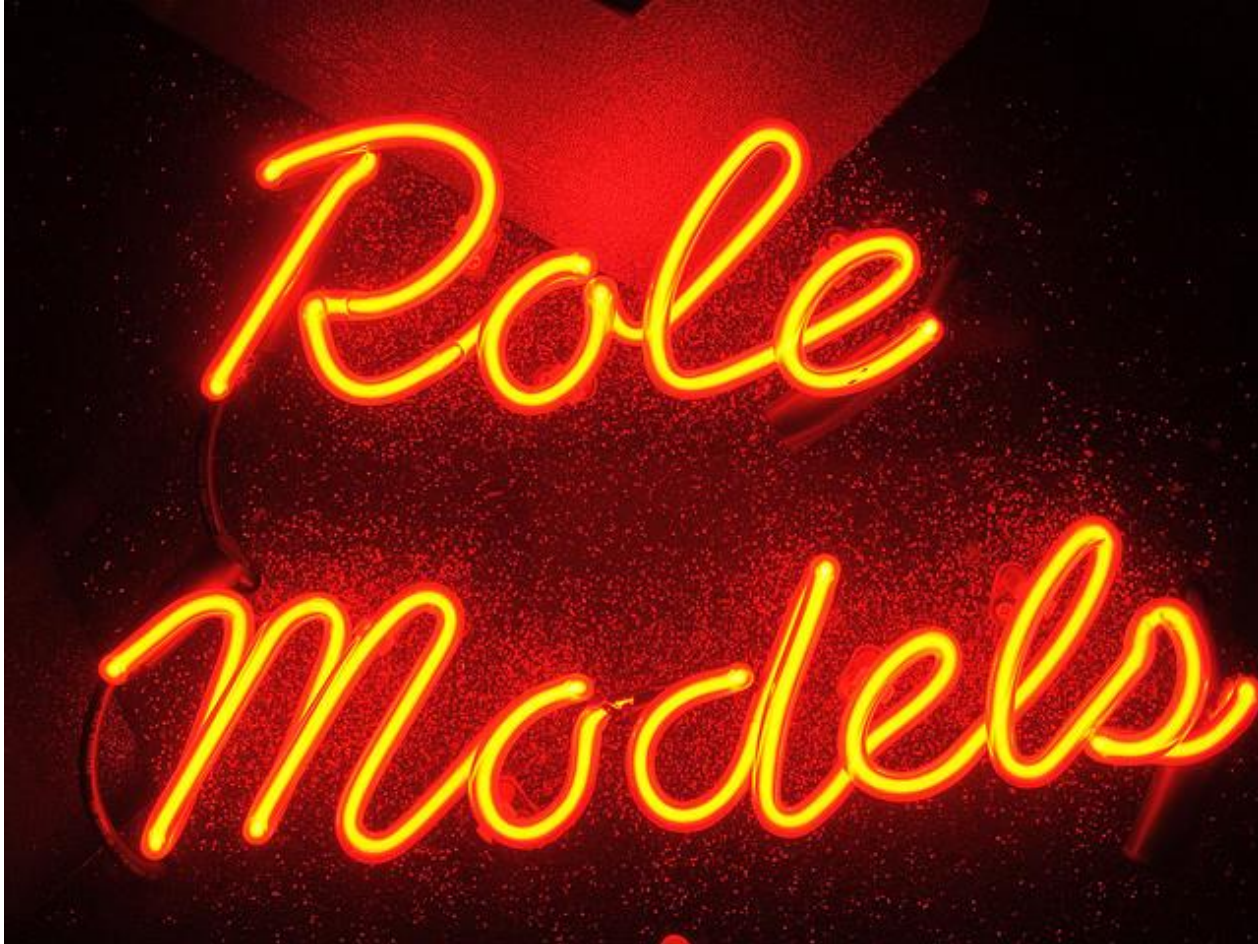
▼ Flexibility

- ▼ Adapts to fit the needs of followers and demands of situations.

▼ Honesty and integrity

- ▼ Trustworthy and dependable.

Be the Change You Want to See Others!

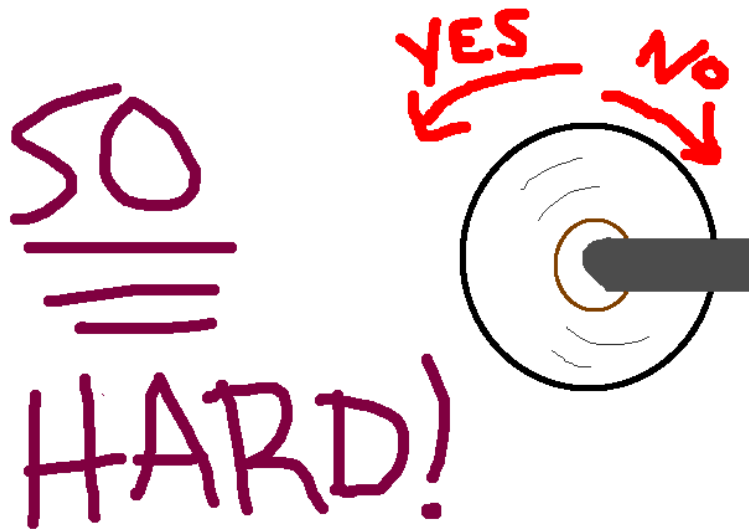


Leading Change



Leading Change

- ▼ Why is it so hard?
- ▼ Why do so many transformation efforts fail?



Think of a time you tried to implement a change with your staff/team and failed. What got in the way?

Anchoring Change in Culture

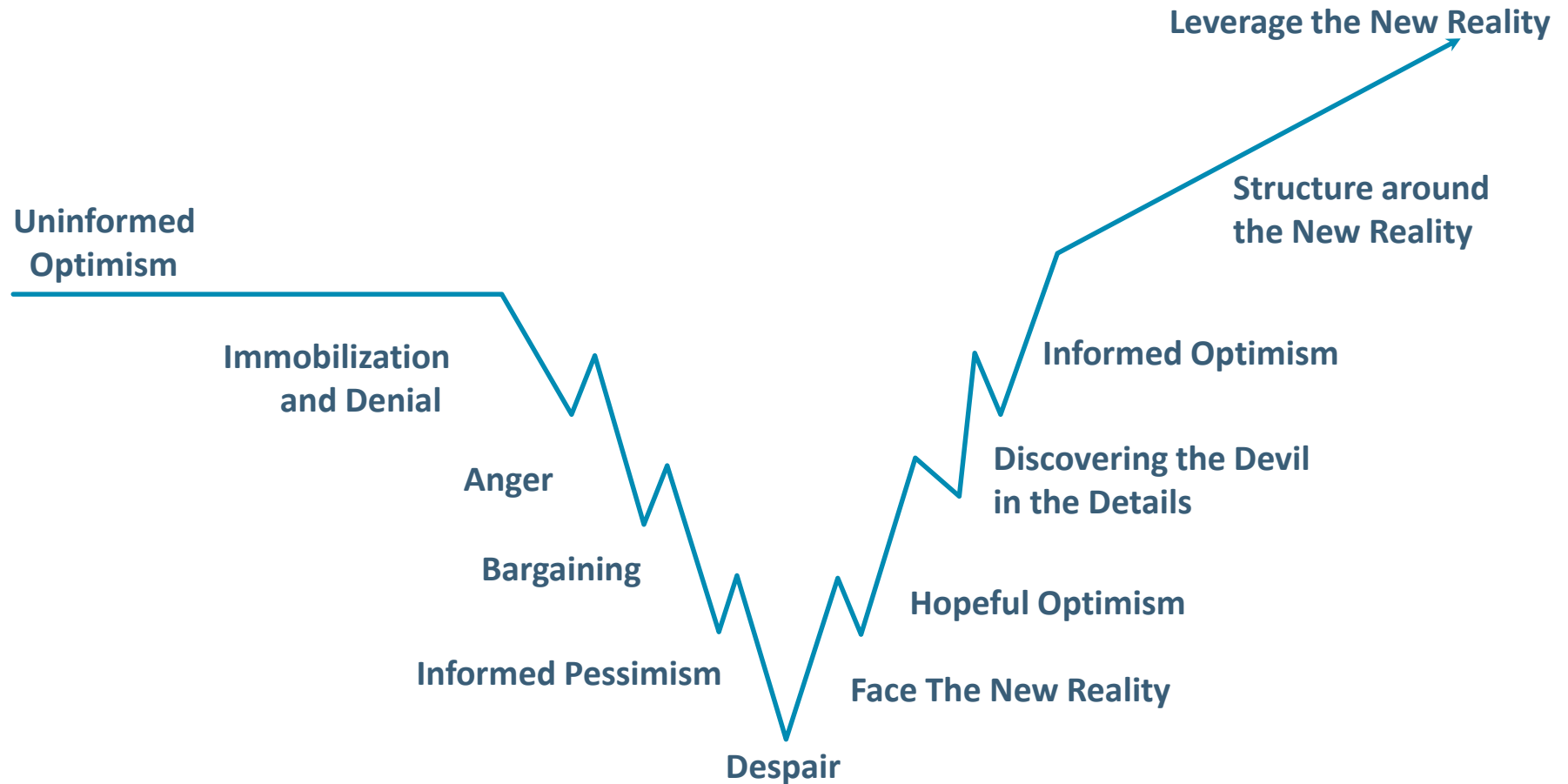
- **Culture comes last, not first.**
- Depends on results.
- **Requires a lot of talk- Over Communicate !!!**
- May involve turnover.
- Makes decisions on succession crucial.

Lessons to be learned: Change Management is a Methodical Process

- ▼ Change process goes through a series of phases.
- ▼ Critical mistakes in any of the phases can have devastating impacts.
- ▼ A few errors can spell the difference between success and failure.

There are no
shortcuts to
Greatness.

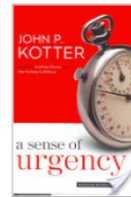
Valley of Despair



Effective Change Processes Involves Eight Sequential Steps:

1. Establishing a Sense of Urgency
2. Creating a Guiding Coalition
3. Developing a Vision & Strategy
4. Communicating the Change Vision
5. Empowering Broad-based Action
6. Generating Short-term Wins
7. Consolidating Gains & Producing more Change
8. Anchoring New Approaches in Culture

“The biggest obstacle in achieving high performance is not achieving the needed urgency for change.”



*Kotter, John P (2008)
A Sense of Urgency.
United States: Harvard
Business Review Press.*

1. Establish a sense of urgency

- ▼ Change typically begins with someone noticing a vulnerability in the organization. They kick into action.
- ▼ They try to communicate that sense of urgency to others.
- ▼ Tips:

Make the anxiety of not changing greater than the anxiety of changing.

Communicate consequences of inaction.

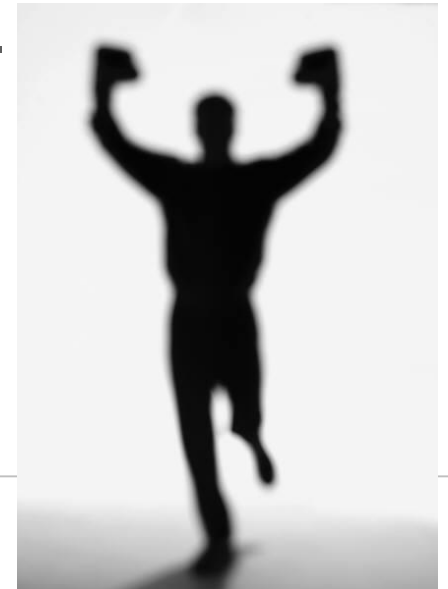
Bad results are a blessing and a curse

- ▼ Never waste the opportunities offered by a good crisis.
- ▼ Think about times of positive organizational change from a crisis? **How did you communicate a sense of urgency?**
- ▼ **Example: Hurricane Hits Your Community**

2. Form a powerful guiding coalition

- Change efforts often start with just 1-2 people.
- But they must continually ripple to include more and more who believe the changes are necessary (**stakeholders**).
- The need in this phase is to gather a large enough initial core of believers (3-5 people).
- This initial group should be relatively powerful (**formal and informal...not always the usual suspects**).
- They help bring others on board with the new ideas.

The Power of Champions!



3. Create a vision

- ▼ A picture of the future that is relatively easy to communicate and appealing to the stakeholders.
 - ▼ ***What will be better? How will I fit?***
- ▼ Helps clarify the direction in which an organization needs to move.
- ▼ Useful rule of thumb:
 - ▼ ***If you can't communicate the vision to someone in five minutes or less and get a reaction that signifies both understanding and interest, you are not yet done with this phase of the transformation process.***

4. Communicate the vision

- Estimate how much communication of the vision is needed, and then multiply that effort by a factor of ten.
- Insufficient:
 - Holding a single meeting or sending out a single communication.
 - Making speeches to group of employees.
 - Newsletters
- Walk the talk, nothing undermines change more than wrong behavior by important individuals.
- Tip:
 - **Use every existing communication channel and opportunity.**

5. Empower others to act on the vision

- People don't resist their own ideas.
- Even if they can't plan “**what**” they can plan “**how**”.
- Remove any key obstacles to the change.
- Nothing is more frustrating than believing in the change but not having the time, money, or support needed to effect it.
- **The action is essential both to empower others and to maintain the credibility of change effort.**

Empower Others Early in the Process



Results will be achieved faster and sustained longer!

6. Create short-term wins.



- Change takes time. High risk for loss of momentum and the onset of disappointment.
- Most people won't go on a long march for change unless they begin to see compelling evidence that their efforts are bearing fruit.
- Balance “preparing for” and “implementing”.
- Commitments to produce short-term wins help keep the urgency level up.

7. Consolidate gains & create more change

- ▼ **Don't declare victory too soon.** That kills momentum. Old traditions reclaim ground.
- ▼ Can take 5-10 years to sink deeply into a culture
- ▼ New approaches are fragile and subject to regression.
- ▼ Use the feeling of victory as the motivation:
 - ▼ to expose opportunities for more tuning.
 - ▼ to move people committed to the new ways into key roles.



Change sticks when it becomes the way we do things around here

- **Two factors in institutionalizing change:**
 - To show people the effects of new approaches.
 - Make sure that next generation of top management will personify the new approach.



Did we ALWAYS have smart phones?

Which phase presents the biggest opportunity for your organization to improve?

1. Establishing a Sense of Urgency
2. Creating a Guiding Coalition
3. Developing a Vision & Strategy
4. Communicating the Change Vision
5. Empowering Broad-based Action
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What If We Miss a Step?



Managing Complex Change



Troubleshooting During Change

- Identify the emotions.
- Then work backwards to identify the missing element.



Remember Communication is the Key at All Phases of Change

All Kinds, All Ways, Often!

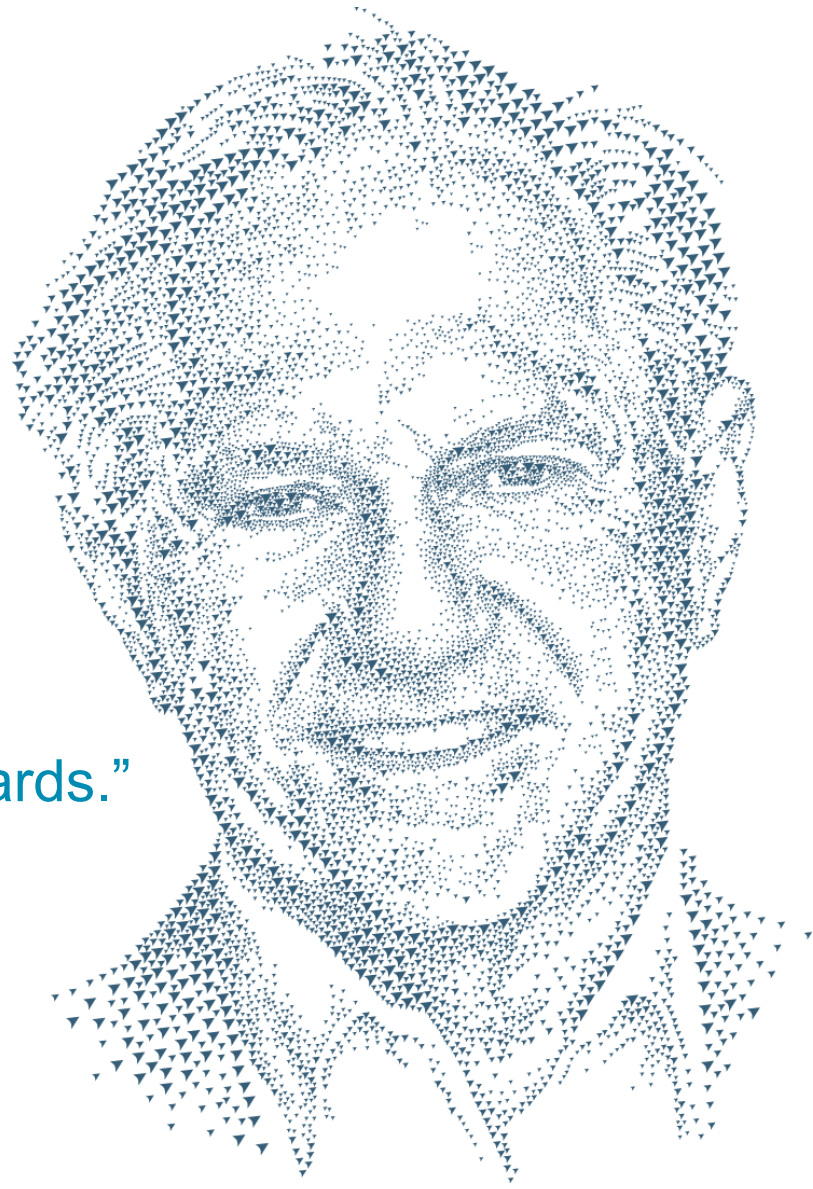


Before You Ask Others to Change...

Look in the Mirror...Are You a Barrier or Facilitator?



“Being a leader in healthcare
today is like continuously
walking up a down escalator.
If one stands still they go backwards.”
— Quint Studer



A blue envelope is shown against an orange background. A white card is partially pulled out of the envelope, displaying the handwritten text "THANK YOU!".

THANK YOU!



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