

Driving Effective & Sustained Improvement: Change Management + Change Leadership



Massachusetts Hospital Lean Network
May 23, 2013

Agenda

Introduction to Change Acceleration Process

Share your examples of successes and challenges

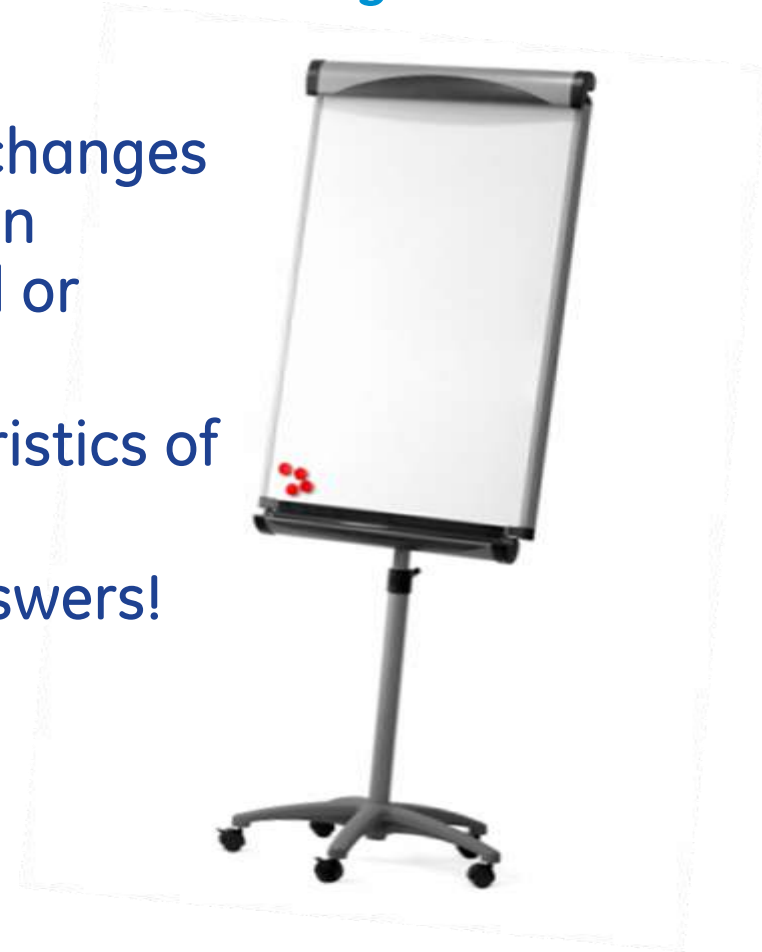
Example from Brigham and Women's HealthCare

Wrap up & discussion

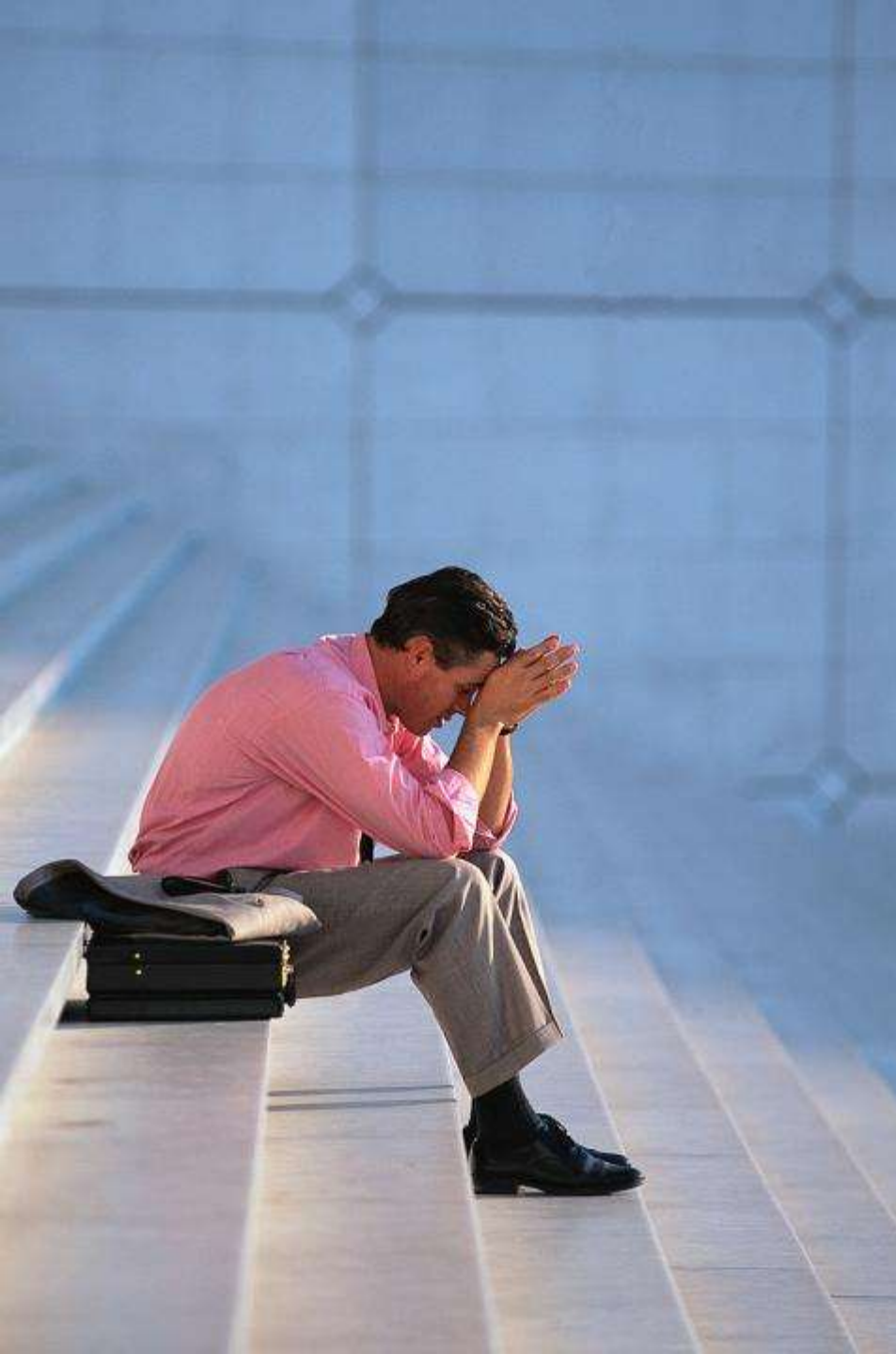
Exercise

Characteristics of successful and unsuccessful change

- Think of successful or unsuccessful changes (professional or personal) you've been through. What made them successful or unsuccessful?
- Using a flipchart, draw the characteristics of successful / unsuccessful changes
- Feel free to be creative with your answers!



5 min



100% of all changes evaluated as “Successful” had a good technical solution or approach

Over 98% of all changes evaluated as “Unsuccessful” also had a good technical solution or approach

What is the differentiating factor between success and failure?

The change adoption equation

Effective Results (E) are equal to the Quality (Q) of the solution times the Alignment (A), Acceptance (A) and Accountability (A) of the idea

$$Q \times A^3 = E$$

Exercise

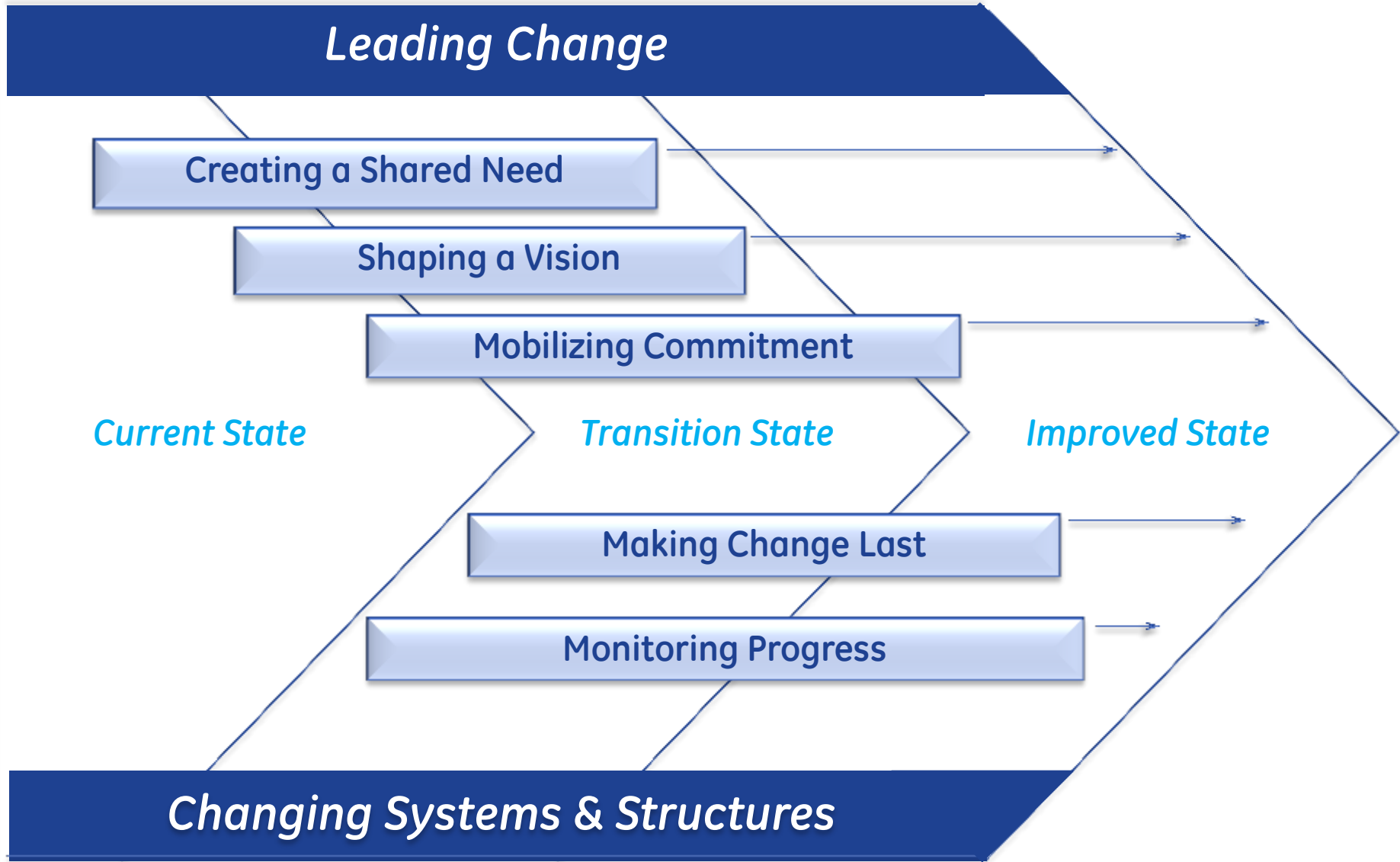
Characteristics of successful and unsuccessful change

Refer to your characteristics of successful or unsuccessful change and label each one as a “Q” or an “A”



3 min

Change Acceleration Process Model (CAP)



A Tale of Two Projects...

Operating Room



Emergency Department



...The Results

Operating Room

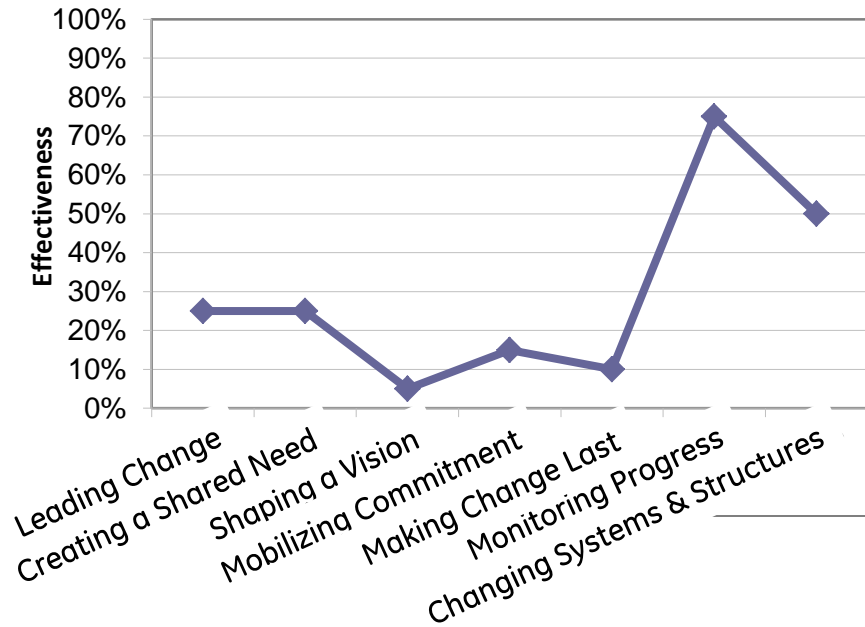
Avg rm turnover (patient out to patient in)	52 min (target: 30 min)	49 min
First case on time start	56% (target: 95%)	64%

Emergency Department

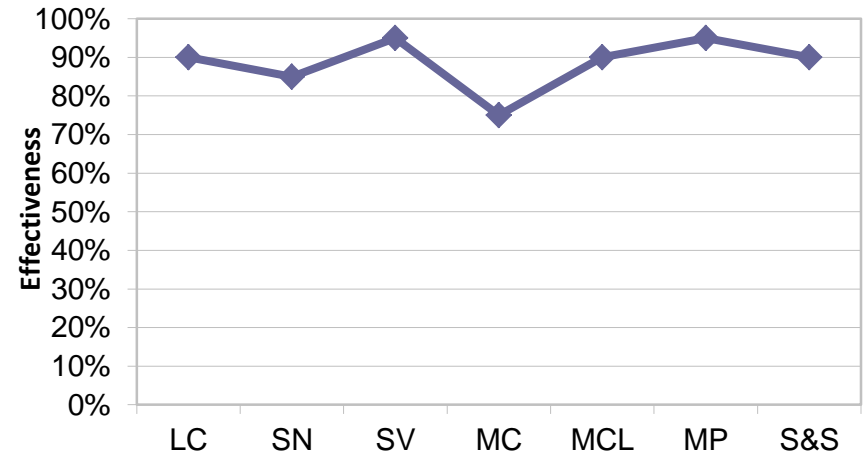
Avg visit length	5 hrs (target: 4.5 hrs)	4.32 hrs
Avg "Door to provider"	65 min (target: 30 min)	23 min
Walk outs	3.3% (target: $\leq 2\%$)	1.2%
Patient satisfaction	40 th percentile (target: 75 th percentile)	>90 th percentile for last 2 years

Change acceleration strategy made the difference!

OR CAP Profile



ED CAP Profile



Ochsner Health System

Example: EHR implementation



The Key Dynamic:

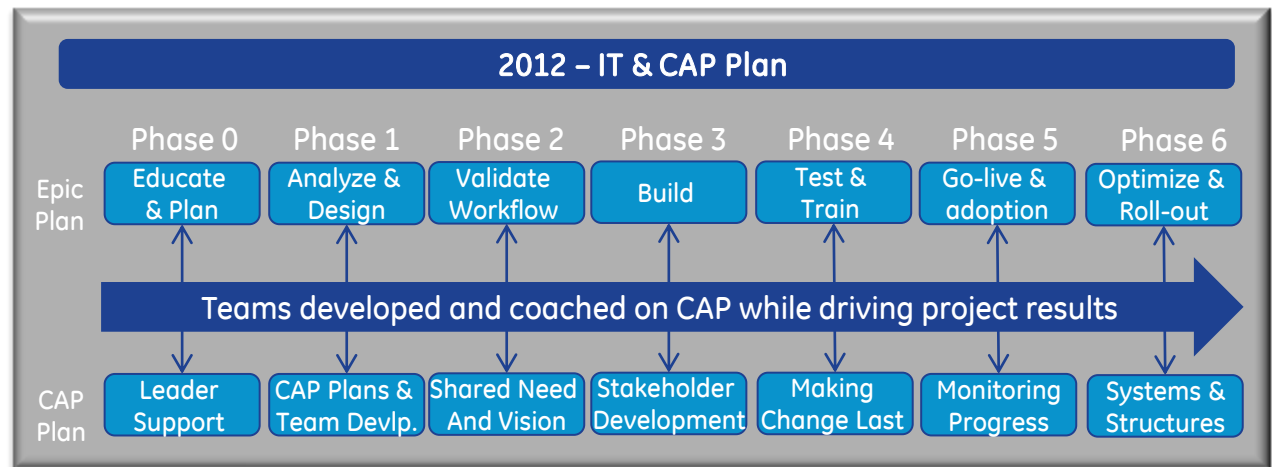
$$Q \times A^3 = E$$

Q	Epic EHR
A³	Acceptance of the solution Accountability of the stakeholders Alignment of the solution to what's important to the organization
E	100% adoption of EHR and achievement of Meaningful Use

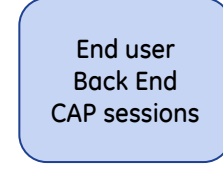
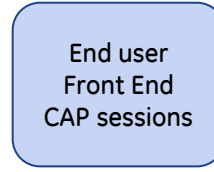
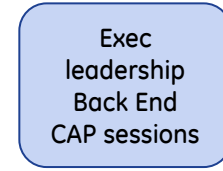
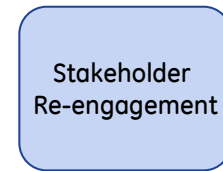
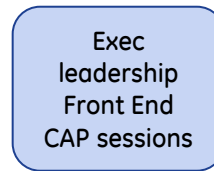
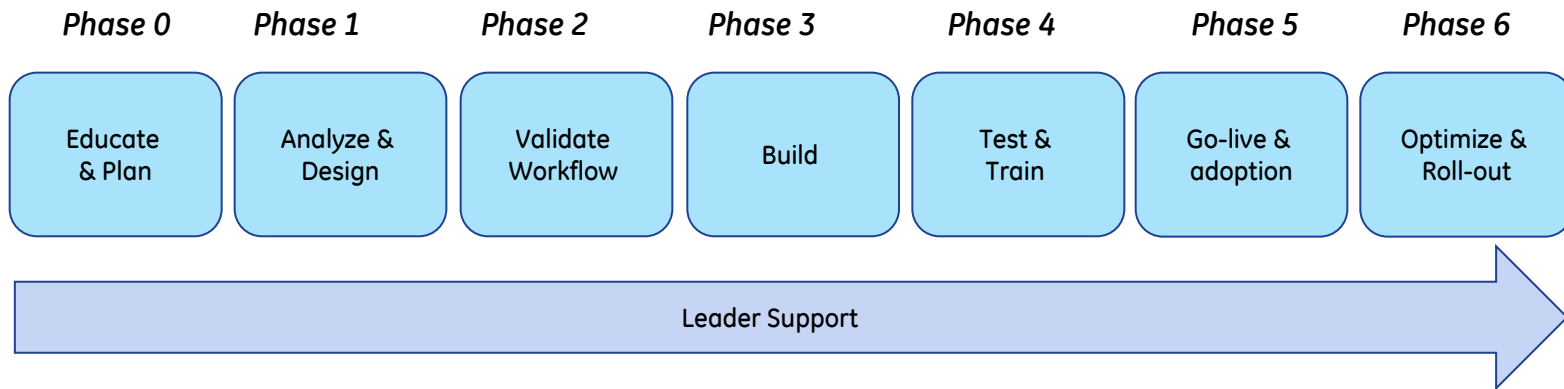
The "HOW"

- Develop the change leadership strategies
- Facilitate project progress through practical application of CAP and Work-Out
- Build sustainable competency: equip customer to lead this change and future changes, so the ROI continues

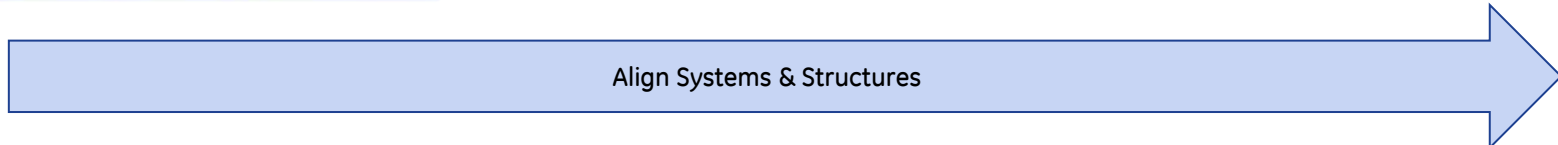
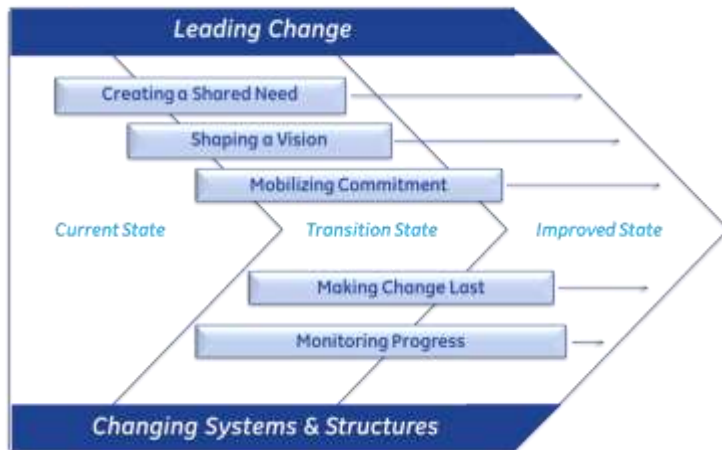
Example of CAP integration into the electronic health record implementation



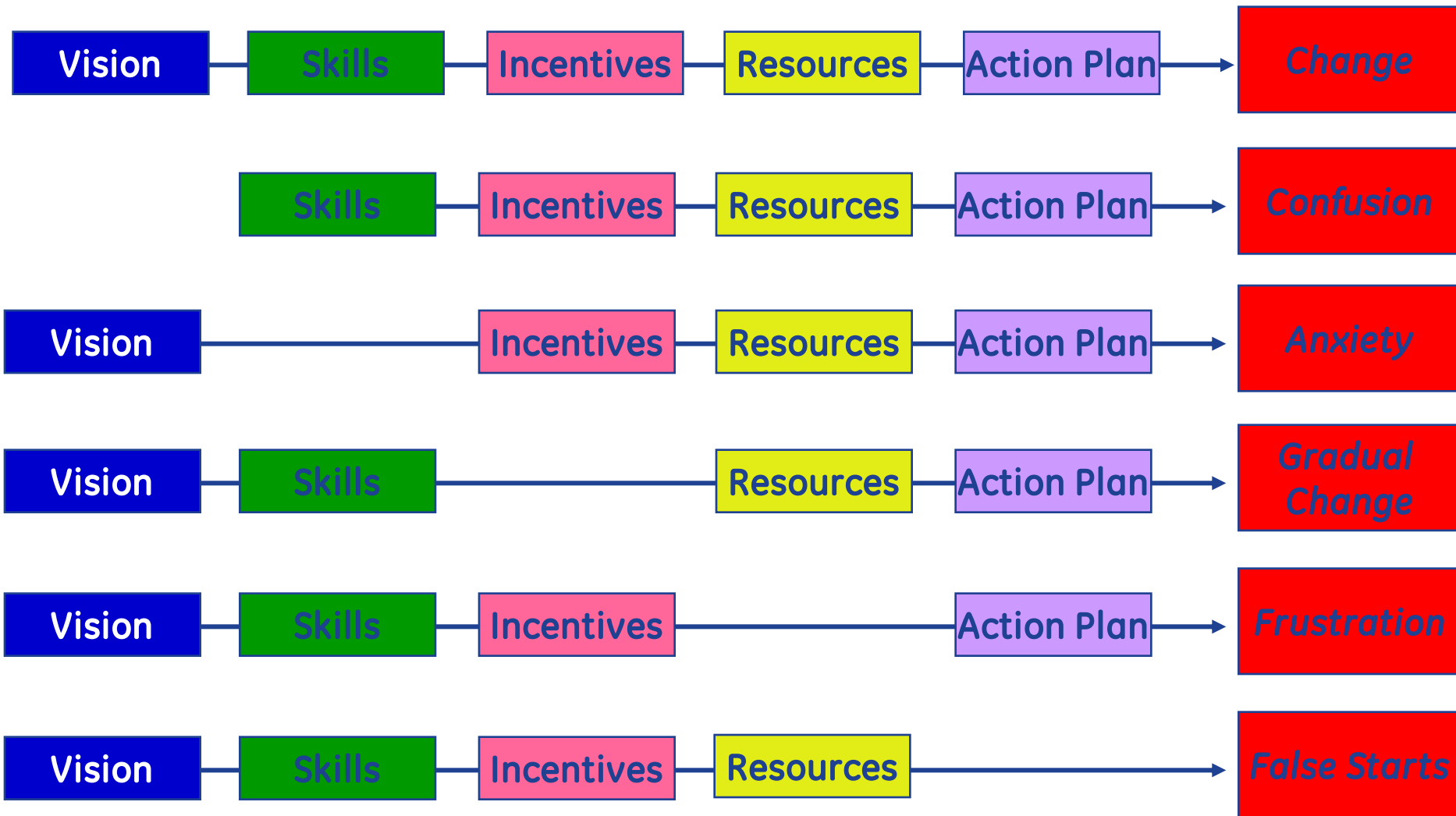
Integration of CAP across EMR implementation



Change Acceleration Process Model (CAP)



Effects of missing elements . . .



Change Acceleration Process (CAP)

Proven model for making change stick

The Key Dynamic: $Q \times A^3 = E$

The effectiveness of the outcome is equal to the quality (Q) of the solution times the acceptance (A), the accountability (A) and the alignment (A) of the solution to the strategic goals of the organization.

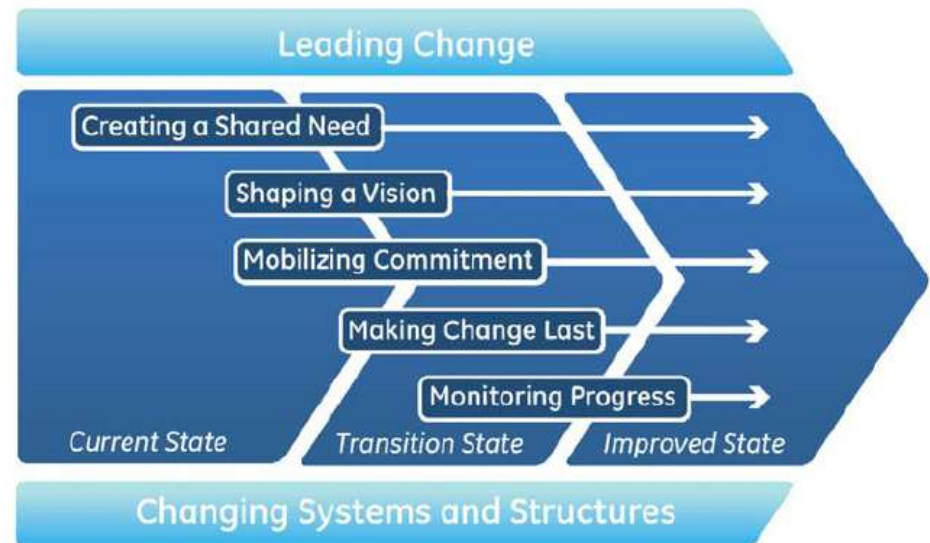
Change Objectives

Acceptance

Accountability

Alignment

Change Acceleration Model





APPENDIX



Q x A = E, simply stated...

Example:

On a scale of 1 to 10, where 10 is best,
you rank
"Q" as 8 and "A" as 3

8 X 3 = Effectiveness score of
24



But when...



Q = 8, and **A = 9**
8 X 9 = Effectiveness score of

72!

Threat/Opportunity Matrix

Used to frame the need for change as a combination of *threat* & *opportunity* over the short- and long-term

	Threat <i>If we don't change...</i>	Opportunity <i>If we do change...</i>	Threat <i>If we do change...</i>
Short-Term			
Long-Term			

Three D's Matrix

<u>Approaches</u>	<u>Ideas</u>	<u>Actions</u>
Data/Diagnosis <ul style="list-style-type: none">- Internal sources- External sources <p>What data do we have or need?</p>		
Demonstrate <ul style="list-style-type: none">- Leading by example- Best Practices- Visiting other organizations <p>Show Me! Where is it working / not working?</p>		
Demand <ul style="list-style-type: none">- Dynamic Leadership- High standards- Regulatory <p>Who or what is driving it?</p>		

Backward Imaging

Used to help team members think about the future they are working to create



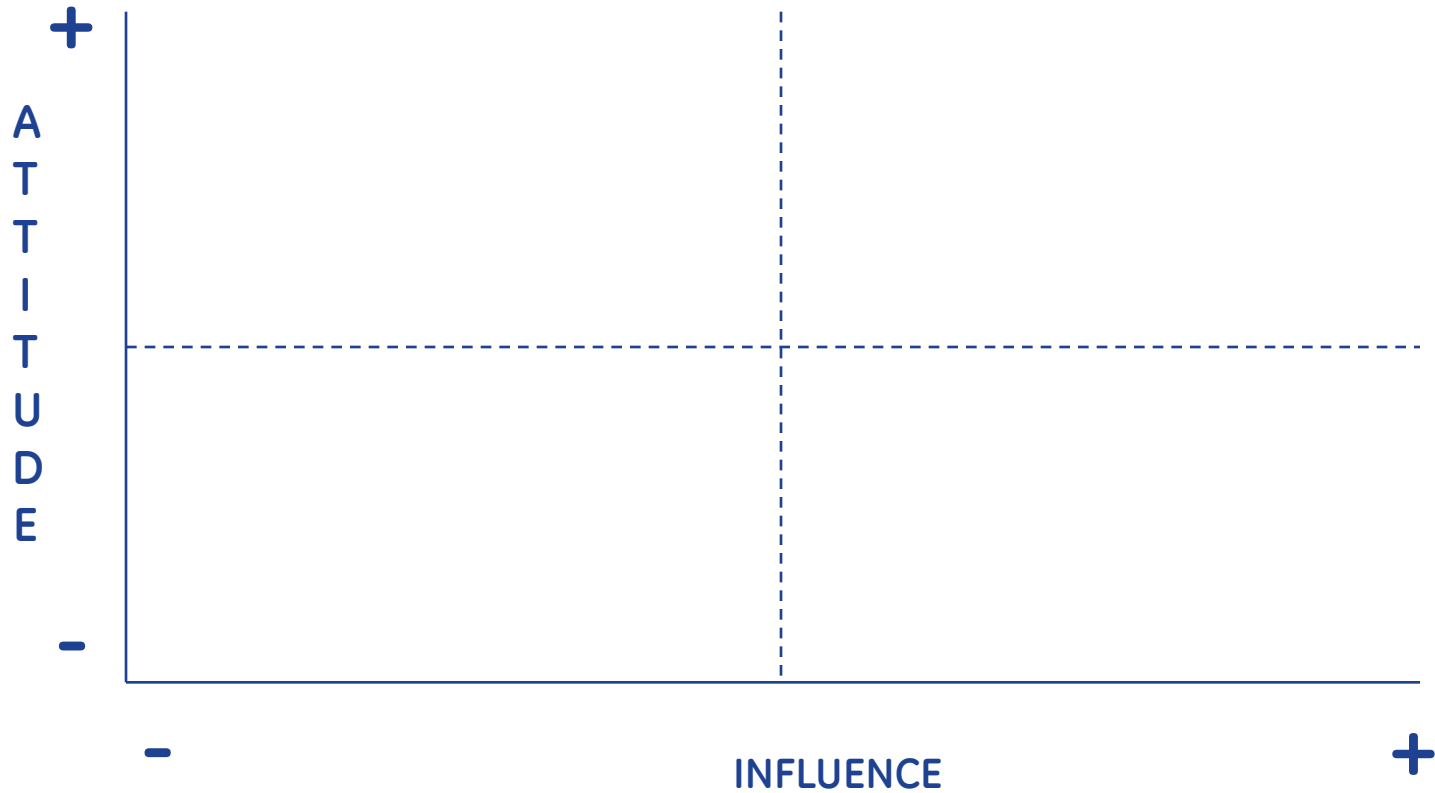
1. *Imagine your project has been wildly successful...*
2. *Find words and pictures to describe what you would see, feel and hear as you watch stakeholders in the new, changed state...*
3. *Leverage stakeholder-specific vision elements, test and modify...*

Stakeholder analysis & resistance tool

Name (Key Stakeholders)	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive	Issues/Concerns	"Wins"	Influence Strategy

Caution: This should be a confidential conversation. All assumptions are subject to validation with the key stakeholder.

Attitude / Influence matrix



Force field analysis

Change Initiative

