

Change - Transition

Passport Health Plan

Bowling Green & Louisville

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Objectives

- To identify the what, why, when, and how to change
- Better yet to transition to the future
- Recognition of the reality and that there is a structured way to approach the many changes facing healthcare today
- Address issues that YOU and your team members may have with the idea and concept of change

Factors at play in healthcare

- Triple Aim
 - Access
 - Quality
 - Cost
- Demographics
 - Medicare
 - Individual habits/involvement
- Limited \$\$\$
 - Medicare
 - Other payers
- Efficiency – mergers – strategic change - culture

Population Health Management (PMH)

- Set of interventions designed to maintain and improve people's health across the full continuum of care – from low risk, healthy individual to high-risk individuals with one or more chronic conditions

Source: Felt-lisk, S & Higgins, T. (2011) Exploring the Promise of Population Health Management Programs to Improve Health. Mathematica Policy Research Issue Brief, http://mathematica-mpr.com/publications/pdfs/health/PHM_brief.pdf

Patient Types and Delivery Options

Diagnosis and Treatment

Specific Treatment

Chronic Care

Wellness/prevention

Back to Why Benchmark?

- Your practice
- Your practice models
 - PCMH
 - Integration of new – ancillary; behavior health
- Your current/potential relationships

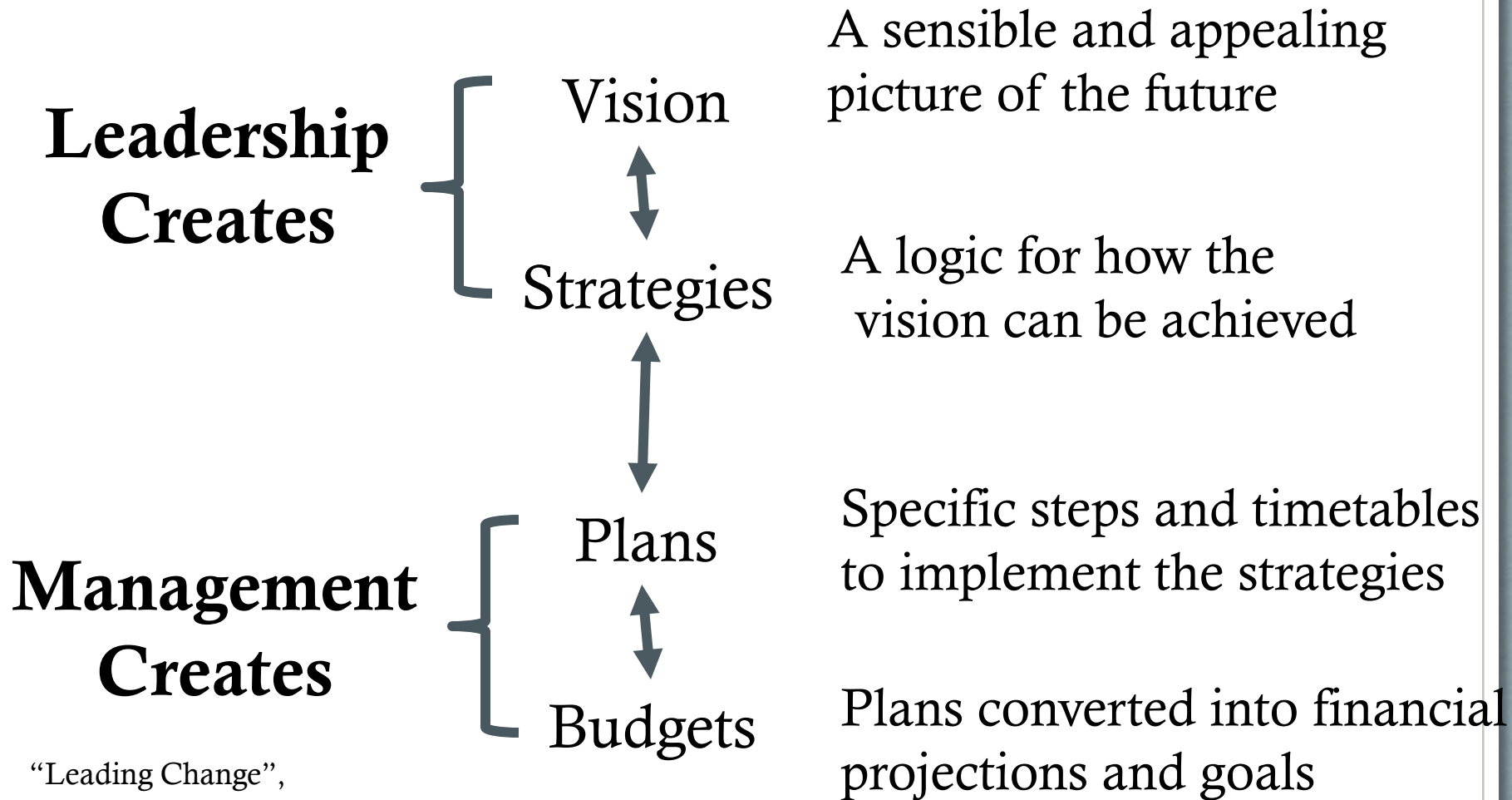
Leadership vs. Management

- Leadership – doing the right thing
 - Effective
- Management – doing things right
 - Efficient

Change leadership

- Transactional
 - Clarifies roles, meet needs of subordinates while focusing on the organizational goals
- Charismatic
 - Inspirational, motivational, encourage subordinates to accept change
- Transformational
 - Charismatic, share vision, uses both of the others

Relationship of Vision, Strategies, Plans, and Budgets



“Leading Change”,
Kotter

Complacency

The absence
of a major and
visible crisis

Too many visible
resources

Too much happy talk
from senior management

Human nature, with its
capacity for denial,
especially if people are
already busy or stressed

Low overall
performance
standards

A kill-the-messenger-of
Bad-news, low candor,
Low confrontation culture

Organizational
structures that focus
employees on narrow
functional goals

A lack of sufficient
performance feedback
from external sources

Internal measurement “Leading Change”,
systems that focus on the Kottler
wrong performance indexes



Complacency

Common errors

- Allowing too much complacency
- Failing to create a sufficiently powerful guiding coalition
- Underestimating the power of vision
- Under-communicating the vision by a factor of 10
- Permitting obstacles to block the new vision
- Failing to create short-term wins
- Declaring victory too soon
- Neglecting to anchor changes firmly in the organization culture

Consequences

- New strategies aren't implemented well
- Acquisitions don't achieve expected synergies
- Reengineering takes too long and costs too much
- Downsizing doesn't get costs under control
- Quality programs don't deliver hoped-for results

“Leading Change”,
Kotter

Change --- Transition

Change - external

- Situational
 - Move to new location
 - Employee leaves

Transition - internal

- Psychological
 - New situation, internalize

Kotter's Eight Stage of Creating Major Change

1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture

Help through transition

1. Identify early on who will be the winners in change and who will be the losers, what will help change, and what will hinder
2. Let people know as much as possible about the changes taking place and when and how the changes will affect them
3. Give people opportunities to express their concern
4. Consult and involve people in the changes
5. Hold regular feedback and communication sessions. Allow negative views to be aired in a supportive way
6. Allow adequate time for change to take place – don't expect it to happen overnight
7. Celebrate success

There must be a reason

Not just because someone said to or you want to!

IMPROVE PATIENT CARE = SUCCESS IN THE BUSINESS

Market forces

- Competition
 - New facility
 - New equipment/procedure
- Demographics
 - Age
 - Business

Government

- Reimbursement
- Regulations

Efficiency

- Improve process

Other

3 Phases

Ending

*Let go of old
deal with losses*



Neutral
Zone

*Old gone but
new not fully operational*



Beginning

*Develop new identity
new energy
new sense of purpose*

ending

Letting go

Letting Go

- Who's losing what?
 - Describe the change in as much detail as possible?
 - What are the secondary changes?
 - Who is going to have to let go of something?
 - Losses aren't concrete, internal attitudes, assumptions, and expectations
 - Is there something that is over for everyone?

Letting go

- Accept reality and importance of losses
 - Don't argue with what you hear
 - Compliance is not enough, need commitment
- Don't be surprised at overreaction
 - It is affecting THEIR world
 - Chance to grieve
 - Deal with the underlying issue
- Acknowledge the loss openly & sympathetically
 - "I know that switching to the new is going to leave a lot of you feeling like beginners again. I feel that way myself, and I hate it."
 - It's difficult to deal with other people's pain

Letting go

- Expect and accept the signs of grieving
 - Kubler-Ross
- Compensate for losses
 - Talking isn't enough
 - What can I give back to balance what's been taken away?

Kubler-Ross

Denial

- Conscious or unconscious refusal to accept facts, information, reality

Anger

- With themselves or others

Bargaining

- Seek to negotiate a compromise

Depression

- Acceptance with emotional attachment – natural to feel sadness and regret, fear, uncertainty

Acceptance

- Some emotional detachment and objectivity

Communicate

- Give information, and do it again and again
 - Rationalizations for NOT communicating
 - “They don’t need to know”
 - “They already know, we announced it”
 - “I told the supervisors, it’s their job to tell their staff”
 - “We don’t know all the details yet ourselves, so there’s no point in saying anything until everything has been decided”

What's over and what isn't

- “From here on we're lean and mean”
- “We're really going to be customer-minded from now on”
- Risks in reactions
 - Staff doesn't dare stop what they are doing
 - Staff make their own decision
 - Staff tosses out EVERYTHING that was done in the past

Letting go

- Mark the endings
 - Show what was in the past
 - Shred all records
- Treat the past with respect
 - We really did things well
 - Funeral
- Let staff take a piece of the old with them
 - Symbol

Most “changes” aren’t terminal

- Continuity does matter
 - Out of date is gone
 - Old name (identity) is gone but there still is a job
 - Yesterday launched today’s success
 - Whatever must end must end, don’t drag it out

Neutral Zone

The old nor the new work satisfactorily

Chaos

Dangers

- Anxiety rises, motivation falls
- Absenteeism increases
- Old weaknesses reemerge
- Staff overloaded
- Process working out, ambiguities lead to polarized feelings and activities
- Organization vulnerable for attack from the outside

Two goals

1. Get staff through in one piece
2. Capitalize on chaos – encourage innovation

Create understanding

- Normalize
 - Natural to feel this way
 - Reorient
- Redefine
 - Transition words
- Win-Win

Transition words

- **Addition**
 - Also, again, coupled with, furthermore
- **Consequence**
 - Accordingly, as a result, consequently, for this reason
- **Direction**
 - Here, there, beyond, nearly, opposite, under, above
- **Emphasis**
 - Above all chiefly, with attention to, especially
- **Illustration**
 - For example, for instance, in this case
- **Summarizing**
 - After all, considered, briefly, in any case

Create temporary systems

- Insure that the change is coherent and part of the larger whole
- Review policies/procedures – flow charts
- Short range goals
- Don't set up for failure by having unrealistic expectations
- Find out what other “leaders” know of don't know, help them learn to function well here

The role of short term wins

Provide evidence that sacrifices are worth it

- Wins greatly help justify the short-term costs involved

Reward change agents with a pat on the back

- After a lot of hard work, positive feedback builds morale and motivation

Help fine-tune vision and strategies

- Short-term wins give the guiding coalition concrete data on the viability of their ideas

Undermine cynics and self-serving resisters

- Clear improvements in performance make it difficult for people to block needed change

Keep bosses on board

- Provides those higher in the hierarchy with evidence that transformation is on track

Build momentum

- Turns neutrals into supporters, reluctant supporters into active helpers

Resistance to change

Approach	Commonly use	Advantages	Drawbacks
Education + Communication	Where there is a lack of information or inaccurate information & analysis	Once persuaded, people will often help with the implementation of the change	Can be very time consuming if lots of people are involved
Participation+ Involvement	Where the initiators do not have all the information they need to design the change, and where others have considerable power to resist	People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan	Can be very time consuming if participants design an inappropriate change

Resistance to change

Approach	Commonly use	Advantages	Drawbacks
Facilitation + Support	Where people are resisting because of adjustment problems	No other approach works as well with adjustment problems	Can be time consuming, expensive, and still fail
Negotiation + Agreement	Where someone or some group will clearly lose out in a change, and were that group has considerable power to resist	Sometimes it is a relatively easy way to avoid major resistance	Can be too expensive in many cases if it alerts other to negotiate for compliance

Resistance to change

Approach	Commonly use	Advantages	Drawbacks
Manipulation + Co-optation	Where other tactics will not work or are too expensive	It can be a relatively quick and inexpensive solution to resistance problems	Can lead to future problems if people feel manipulated
Explicit+ Implicit coercion	Where speed is essential, and the change initiators possess considerable power	It is speedy and can overcome any kind of resistance	Can be risky if it leaves people mad at the initiators

Barriers to empowerment

Formal structures make
it difficult to act



Employees understand
The vision and want to
Make it a reality, but are
boxed in

Bosses discourage
actions aimed at
implementing
the new vision



A lack of needed
skills undermines
action



Personnel and information
systems make it difficult
to act

“Leading Change”, Kotter

Empowering staff to effect change

- Communicate a sensible vision to employees
 - If employees have a shared sense of purpose, it will be easier to initiate actions to achieve that purpose
- Make structures compatible with the vision
 - Unaligned structures block needed action
- Provide the training employees need
 - Without the right skills and attitudes, people feel disempowered
- Align information and personnel systems to the vision
 - Unaligned systems also block needed action
- Confront supervisors who undercut needed change
 - Nothing disempowers people more the way a bad boss can

Creativity

- Allow time to come up with new ideas
- Provide opportunities
- Provide training
- Encourage experimentation
- Embrace losses or setbacks as entry for new solutions
- Look for opportunities – brainstorm



Communicate

Anchoring change in a culture – move to beginning

- **Comes last, not first**
 - Most alterations in norms and shared values come at the end of the transformation process
- **Depends on results**
 - New approaches usually sink into a culture only after it's very clear that they work and are superior to old methods
- **Requires a lot of talk**
 - Without verbal instruction and support, people are often reluctant to admit the validity of new practices
- **May involve turnover**
 - Sometimes the only way to change a culture is to change key people
- **Makes decisions on succession crucial**
 - If promotion processes are not changed to be compatible with the new practices, the old culture will reassert itself

Leading Change", Kotter

New beginning

Start vs. beginning

- Start
 - Takes place on a schedule as a result of decisions
- Beginning
 - Final phase of the transition process, timing NOT set by the dates written on a schedule

Ambivalence toward the beginning

- Reactivation of old anxieties, originally triggered by the ending
- New way represents a gamble
- Resonate with the past
 - Trigger old memories of failures
- Destroy the feelings developed in the neutral zone

Consider actions to be taken

1. Very important. Do at once
2. Worth doing but takes more time. Start planning it
3. Yes and no. Depends on how it's done
4. Not very important. May even be a waste of effort
5. No! Don't do this

Very important

- Figure out exactly what individual's behavior and attitudes will have to change to make teams work
- Re-write the memo to convey more sensitivity to the impact on the staff – make it clear headed into a protracted period
- Analyze who stands to lose something under the new system
- Sell the problem that is the reason for the change
- Put team members in contact with disgruntled others, either by phone or in person
- Talk to individuals
- Talk about transition and what it does to people
- Start holding regular meetings
- Set up TMT

Worth doing

- Explain the purpose of the change, provide a picture and a plan
- Design temporary systems to contain the confusion during the move from the old to the new
- Use the interim between the old system and the new to improve the ways which services are provided
- Analyze who stands to lose
- Set up a hot line or other communication vehicle
- Change individual goals to team goals
- Plan closure ceremonies
- Find ways to normalize the neutral zone

Yes and No

- Bring in a motivational speaker
- Appoint a “change manager”
- Give everyone a symbol
- Give everyone a training seminar on how to work together

Not very important

- Explain the changes again in a carefully written memo
- Give everyone a copy of the new organizational chart

NO!

- Turn the whole thing over to individuals and ask them to come up with the solution
- Break the change into smaller parts (better to introduce the entire process)
- Pull the best staff members together and show them how to do it
- Scrap the plan and find one that is less disruptive
- Tell staff to stop fighting the change or they'll be written up

Manager's nightmare

- **GRASS**
 - **Guilt** – managers feel guilty that they have to terminate, transfer and/or demote staff
 - **Resentment** – everyone feels angry at the organization for the pain the transition causes
 - **Anxiety** – trying to hold on to the past while parts are being taken away
 - **Self-absorption** – pre-occupation with individual situation and loss of concern for others
 - **Stress** – increased rate of illness/accident, “Create stress by trying to manage it!”

Reinforce the new beginning

Be consistent

- On message

Ensure quick success

- Small wins

Symbolize the new identity

- Help translate feelings into reality

Celebrate the success

- Recognition for all – small or big
- Possible memento of the past

Assess readiness

- Is there widespread sense that changes need to be made?
- Do staff accept that whatever change is made will be valid?
- Has the proposed change polarized the workforce?
- Is the level of trust in the leadership adequate?
- Do we have adequate training?
- Do we blame people if they make mistakes?
- Is the change part of a widely understood strategy that is designed to move the organization forward

Assess readiness, continued

- Have the endings in the change been talked about openly?
- Does the history (culture) work in favor of the change?
- Has the change been explained to those who will be affected?
- Are there adequate individuals with expertise in handling transition?
- Is there a clear set of responsibilities established?
- Do the leaders understand that this is a long process?
- Has the organization set up a way to monitor the process?
- Does the culture validate the idea of helping employees deal with the problems that may be encountered?

Change . . . Transition

Detour



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