Leading Change

Patricia Kritek MD, EdM
Professor of Medicine, Division of Pulmonary, Critical Care and Sleep Medicine
Vice Dean – Faculty Affairs

Lauge Sokol-Hessner MD, CPPS
Clinical Associate Professor of Medicine
QI Mentor, UW Medicine Center for Scholarship in Patient Care Quality and Safety
Associate Director, Collaborative for Accountability and Improvement

Tuesday, December 1st
2022
Statement Honoring the Land on which the University of Washington Stands

UW Medicine acknowledges the land we occupy today as the traditional home of the Tulalip, Muckleshoot, Duwamish and Suquamish tribal nations. Without them we would not have access to this healing, working, teaching and learning environment. We humbly take the opportunity to thank the original caretakers of this land who are still here.

https://www.realrentduwamish.org
Our Plan for Today

- Who’s in the room?
- An approach to leading change
- Working a case
- Debrief & next steps in your work
- Take aways
Let’s talk about change
Why is change so difficult?

Instincts, emotions > Frontal lobe, rational

Making it easier to go the right way

Elephant by Hey Rabbit from the Noun Project
Effectively leading change

**Toolkit of skills & qualities**
- Creativity
- Perseverance
- Integrity
- Resilience
- Conflict management
- Critical thinking
- Public speaking
- Self-awareness
- Empathy
- Writing
- Vision
- Flexibility
- Altruism
- Listening
- Honesty
- Courage

**Change management framework**
- Strategic approach; step-wise method
- Organize & guide yourself & your teams
  - Often best paired with an improvement methodology based in the scientific method (e.g., Model for Improvement/PDSA, Lean, etc.)
- Attend to hearts, not just minds
- Diagnose why change hasn’t occurred
Kotter’s 8-step change management framework

- John Kotter – Harvard Business School Professor
- Observed 100s of organizations trying to change
- Identified the generalizable principles associated with success

1. Create a sense of urgency
2. Build a guiding coalition
3. Craft a vision
4. Communicate the vision
5. Remove obstacles
6. Celebrate short-term wins
7. Build on the change
8. Make it part of the culture
1. Create a sense of urgency

Stories (n = 1) + Data (n = many) = Connections between your change initiative and what matters to the audience aka “a reason for action”
**Storytelling**

**Know your audience**

- Make connections...
  - feelings & ideas
  - emotion  cognition

**Be authentic** – it’s ok to share your passion for the work

**Use a structure**

- Describe the **risk**
  - Use a real-world case example, relevant to the audience; speak to what motivates them
  - Ask for help from those who have experienced it
- Explain the **problem(s)**
  - Relate the problems to their experiences
  - Build upon & expand their understanding
- Close with your **ask**
  - How they can help

**Practice being focused & brief**
2. Build a guiding coalition

Ask: Who do we need to help get the work done?

**Key leaders**
“Executive sponsor”  
Project leader  
Content expert(s)

**Stakeholder group representatives**
Patients/families  
Students  
Faculty  
Other professionals, etc.

Considerations...

- Are we being inclusive? Are all voices being represented? Does the group have diverse perspectives?
- Have we asked about the experiences of individuals who are part of underrepresented groups (who may be disproportionately asked to be “at the table”)?
- Will participants be available and engaged?
- Even if they disagree, will they be constructive?
- Do we have the influence we need?
3. Craft a vision

**vision** noun

vi-sion  \(\text{\textbackslash vi-zhan}\)

Definition of vision

: the act or power of imagination

(1) : mode of seeing or conceiving

(2) : unusual discernment or foresight

// a person of vision

A story about how things could be better than they are now

Ask...

What have we tried before?

What have others done (both within and outside our organization)?

What do our stakeholders, colleagues & mentors suggest?

How can we use a design and/or improvement methodology to generate and refine change ideas?

How can we best maximize the impact of our change ideas and mitigate the effort required to implement them?
4. Communicate the vision

Use a structure

- Describe the risk
  - Use a real-world case example, relevant to the audience; speak to what motivates them
- Explain the problem(s)
  - Relate the problems to their experiences
  - Build upon & expand their understanding
- Share the vision
  - Succinctly show them a better path forward
- Create space for questions
- Close with your ask
  - How they can help

speech by Eucalyp, chart by Noura Mbarki, e-mail by Vectors Point, Meeting by AB Designs, all from the Noun Project
Questions?
Kotter’s 8-step change management framework

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Usual timing of implementation
5. Remove obstacles

Fix systems or structures that prevent change

Navigate around barriers to change

Protect creativity and encourage reasonable change-oriented risks

Ensure psychological safety and promote a culture of continuous improvement
6. Celebrate small wins

- Craft a measurement plan that will quickly reveal any improvements
- Actively manage implementation to promote success
  - Go to Gemba (where the work is done)
  - Ask questions, show respect
  - Troubleshoot & quickly make any necessary adjustments
  - Collect stories & testimonials
- Look for, call out, and celebrate improvements and the people involved in making them happen

celebrate by Adrien Coquet from the Noun Project
7. Build on the change

With success “in your pocket”, circle back to persistent obstacles, ask for more resources, engage those who have not yet changed.

Build upon the foundation of successful changes, towards a larger, more ambitious vision.
8. Make it part of the culture

Invest in the...

People  Succession planning
Processes Relentless process improvement
Systems Optimizing systems for high-reliability

...to drive more change & sustainability

Culture is the shared ways of...

Thinking "How can we ensure our initiative influences the way people think, feel, and behave?"
Feeling
Behaving

...in healthcare organizations.
Cases for Discussion

**Clinical**
- Your department/unit is performing poorly on a publicly reported quality metric about a healthcare acquired infection, with health implications for patients and financial & reputational implications for the organization. Your chief clinical officer is quite concerned.
- Care being provided is suboptimal; the processes of care that drive performance are not standardized.
- Morale is low due to the pandemic and resources are limited.

**Research**
- Your department’s mentoring program is poorly rated and many young faculty are having difficulty getting promoted. Your chair is concerned about engagement and morale, and about negative impacts on student and faculty recruitment.
- Most junior faculty don’t know their mentors well or can’t find a mentor. Mentors are struggling to mentor effectively.
- Almost all meetings are being conducted by Zoom.

**Education**
- Your department’s seminar series is poorly attended and its feedback ratings have been low. Your chair is concerned about engagement and morale, and about negative impacts on student and faculty recruitment.
- At the beginning of the pandemic, the series was shifted to Zoom without any changes to its format. Most participants have their videos off and almost no one speaks up.
- In-person educational sessions are allowed with limited #s of people.

In all these cases, you’ve been asked to lead the improvement initiative!
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2. Build a guiding coalition
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5. Remove obstacles
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Let’s take a break!

When we return, we’ll jump into the cases
Discuss as a Group

- Introduce yourselves to each other
- Determine a scribe and a reporter
- Note your thoughts on the Google doc
Questions to Discuss

What would be challenging about the change initiative?

What story would you tell to create a sense of urgency?

Who would be part of your guiding coalition?
Debrief
Synergies

Change management framework
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Improvement methodology
• Problem(s) & their causes
• Goals/aims
• Change ideas, testing, refinement → finalized interventions
• Implementation
• Assessing impact (measurement)
• Scaling & spreading
What if change doesn’t happen?

- Many improvement initiatives fail!
- **Failure can be a normal part of improvement**
  - “I have not failed, I’ve just found 10,000 ways that won’t work”
  - “Failure is the opportunity to begin again, only this time more wisely”
Learning from failure

• We can (and should) learn from failure
• Learning requires data
  • Reflect on your measures
  • Get close to the failure: go to Gemba, observe and ask:
    • Why didn’t we succeed? What didn’t work well? What was your experience?
    • What could we have done differently?
    • Is there anything that worked well?

ask by Adrien Coquet, and Idea by Björn Andersson, both from the Noun Project
Diagnose why change has not occurred

• Kotter’s 8-step framework helps *prospectively* lead change

• To *retrospectively* diagnose failures, ask yourself whether you can identify any deviations from Kotter’s framework, or from your improvement methodology

• Consider using this → schematic, or similar

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Components</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change</strong></td>
<td>Vision + Consensus + Skills + Incentives + Resources + Action Plan</td>
</tr>
<tr>
<td><strong>Confusion</strong></td>
<td>_____ + Consensus + Skills + Incentives + Resources + Action Plan</td>
</tr>
<tr>
<td><strong>Limited cooperation</strong></td>
<td>Vision + _________ + Skills + Incentives + Resources + Action Plan</td>
</tr>
<tr>
<td><strong>Anxiety</strong></td>
<td>Vision + Consensus + _____ + Incentives + Resources + Action Plan</td>
</tr>
<tr>
<td><strong>Gradual change</strong></td>
<td>Vision + Consensus + Skills + ________ + Resources + Action Plan</td>
</tr>
<tr>
<td><strong>Frustration</strong></td>
<td>Vision + Consensus + Skills + Incentives + ________ + Action Plan</td>
</tr>
<tr>
<td><strong>False starts</strong></td>
<td>Vision + Consensus + Skills + Incentives + Resources + ________</td>
</tr>
</tbody>
</table>

Adapted from Knoster (1991), American Productivity and Quality Center (1993)
Change involves both...

**Science**
- Guidelines
- Methods
- Frameworks

**Art**
- No two change initiatives are the same
- What worked somewhere else may not work where you are
- Change is unpredictable; we must be prepared to adjust along the way
- With practice and experience, it becomes easier to navigate the challenges of change – stick with it!
Questions?
Take Home Points

Leading change is complex, requires a “toolkit” of skills, and benefits from a strategic approach and systematic methods.

Kotter’s 8-steps can help guide you and your team as you embark on new initiatives.

When leading change, be sure to attend to emotion, cognition, and making it easier to do the right thing; the elephant, rider, and path.

Change is iterative and we learn along the way. At challenging moments it’s important to pause, observe and ask questions.
Please complete the evaluation

Thank you!

pkritek@uw.edu
lauge@uw.edu