The Art of Accelerating Change

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Disclosure

We have nothing to disclose.

Methodist Health System

10 Hospitals

31 Family Health Centers

6 Ambulatory Sites (imaging, urgent care)

1,500 beds

About Methodist Health System

- Founded in 1927
- 8,500+ employees
- 1,500+ physicians on staff
- 290+ affiliated physicians
- 536,000 patient visits
- $140 million in unreimbursed charity care
- One of Dallas Business Journal's Top 10 "Best Places to Work" (13 years running)
- First and only member of the Mayo Clinic Care Network in Texas
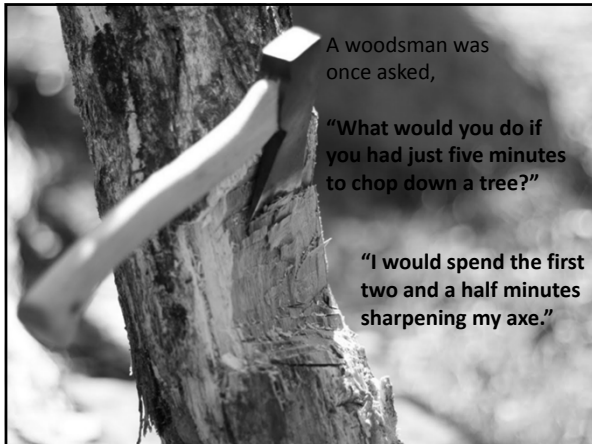 - Fellowships
    - Gastroenterology
    - Nephrology
    - Surgical critical care
    - Hepato-pancreato-biliary surgery
  - Residencies
    - General surgery
    - Internal medicine
    - Obstetrics-gynecology
    - Family medicine

5

Learning Objectives

- Understand the change management process and individual responses to change
- Describe team development and the importance of structure
- Demonstrate ways to make meetings fun and engaging (ice breakers to promote productivity)

A woodsman was once asked,

"What would you do if you had just five minutes to chop down a tree?"

"I would spend the first two and a half minutes sharpening my axe."

Welcome

1 Pick up a sheet of paper

2 Draw your favorite cup of coffee or tea

CHANGES AHEAD!

What do people draw?

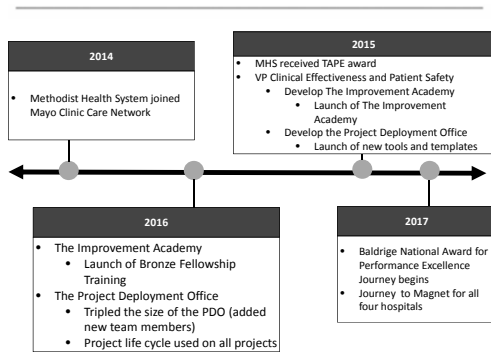## What If You Change Your View Point

Change Management

Change management is a structured approach to assisting individuals, teams or organizations through the process of change from a current state to a desired state, emphasizing the human and behavioral aspects of change.
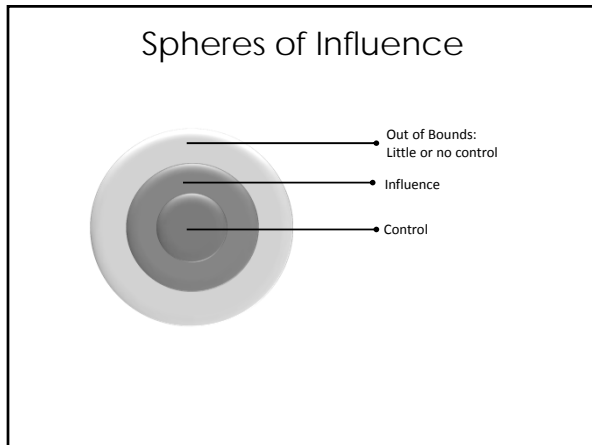
MHS Timeline

2014
- Methodist Health System joined Mayo Clinic Care Network

2015
- MHS received TAPE award
- VP Clinical Effectiveness and Patient Safety
  - Develop The Improvement Academy
    - Launch of The Improvement Academy
  - Develop the Project Deployment Office
    - Launch of new tools and templates

2016
- The Improvement Academy
  - Launch of Bronze Fellowship Training
- The Project Deployment Office
  - Tripled the size of the PDO (added new team members)
  - Project life cycle used on all projects

2017
- Baldrige National Award for Performance Excellence Journey begins
- Journey to Magnet for all four hospitals
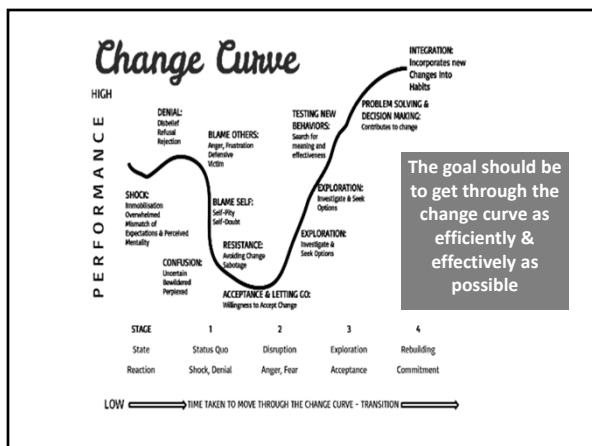
Why should we manage change?

1 Any improvement (or innovation) always represents a change - **we cannot improve anything unless we CHANGE IT**

2 Any change can be perceived as a **THREAT** to someone's sense of security

3 Any threat to personal security can give rise to **RESISTANCE**

4 Resistance is a natural, universal, inevitable **HUMAN RESPONSE TO CHANGE**

Spheres of Influence

Out of Bounds: Little or no control

Influence

Control

Change Curve

HIGH

P E R F O R M A N C E

DENIAL: Disbelief Refusal Rejection

BLAME OTHERS: Anger, Frustration Defensive Victim

TESTING NEW BEHAVIORS: Search for meaning and effectiveness

PROBLEM SOLVING & DECISION MAKING: Contributes to change

INTEGRATION: Incorporates new Changes Into Habits

SHOCK: Immobilisation Overwhelmed Mismatch of Expectations & Perceived Mentality

BLAME SELF: Self-Pity Self-Doubt

EXPLORATION: Investigate & Seek Options

CONFUSION: Uncertain Bewildered Perplexed

RESISTANCE: Avoiding Change Sabotage

EXPLORATION: Investigate & Seek Options

ACCEPTANCE & LETTING GO: Willingness to Accept Change

The goal should be to get through the change curve as efficiently & effectively as possible

STAGE	1	2	3	4
State	Status Quo	Disruption	Exploration	Rebuilding
Reaction	Shock, Denial	Anger, Fear	Acceptance	Commitment

LOW ⟸⟹ TIME TAKEN TO MOVE THROUGH THE CHANGE CURVE - TRANSITION ⟹

Team Development

Stages:
1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

Team Composition

Items to consider when selecting who is on your team:

- Involve key stakeholders, & individuals who are necessary for the completion of the project
- Represent a diagonal slice of the organization
- Involve people willing to make the investment necessary & participate fully
- Base member selection on complementary expertise and skills, not on availability

Think of someone who you have worked with on a team. What made them a good team member?	Think of a time when you were on a high a high functioning team? Why was that team high functioning?

Tips for Successful Engagement

- Develop a structured format for projects
- Create roles and responsibilities for team members
- Team feedback of results
- Proactive feedback to stakeholders
- Facilitate culture change

Resist the Temptation

Change Models
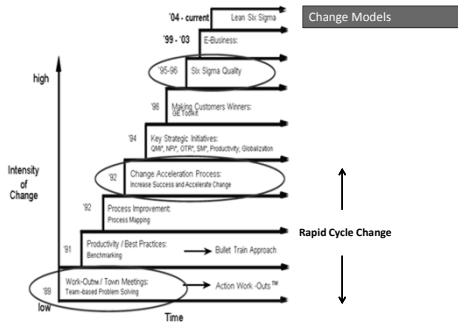
1. 2. 3. PDSA

What is your improvement model?
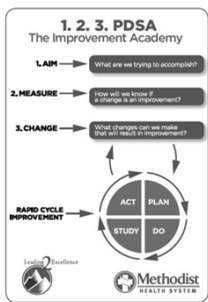
Project Lifecycle

SMART

Time-specific and measurable + the AIM should define the specific population of patients or other system that will be affected. (Example: Reduce ICU mortality by 20 percent within 9 months.)

AIM STATEMENT
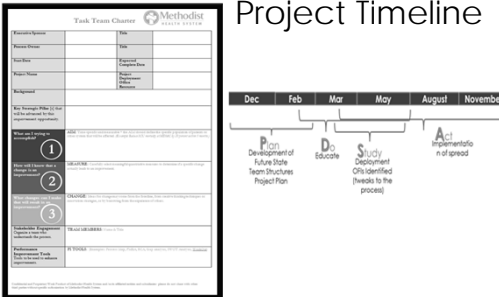
Fist to 5

- Team members utilized fist to 5 to determine conse

5...... I think this is the best decision

4...... This is good

3...... I like some of it, but not ALL

2...... I don't like it, but I will go along

1...... I don't like it

Fist.. I object & block consensus
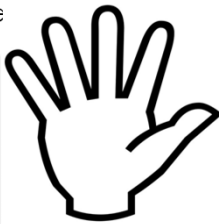
Team Charter
Project Timeline
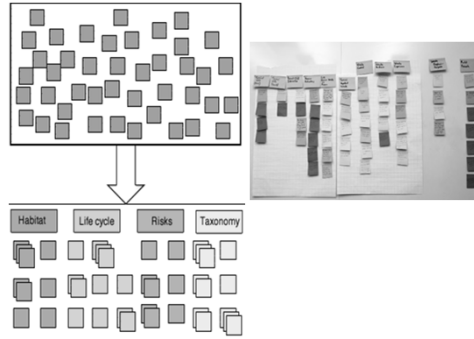
Brainstorming

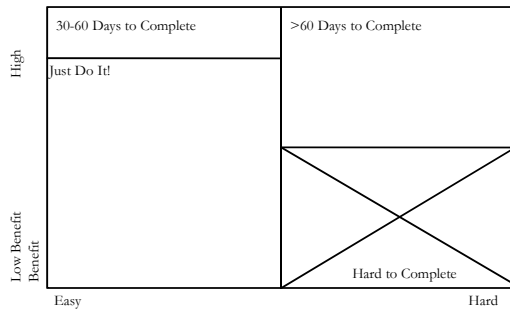1 idea per sticky note

Affinity Diagram

Dot Voting

Use Dot Voting to identify top choices.

- This method allows a group to narrow the options and to focus on what's important.

- Give everyone 3 votes. This is important, because multiple votes helps people make clearer decisions, without having to pick "just one."

- Each person marks their vote by placing a dot on a sticky. Note that you can use multiple votes on one sticky.

- Have everyone vote at the same time. This reduces the political overtones of "voting." Folks will concentrate on their own votes instead of watching how their colleagues are voting.

Payoff Matrix

	30-60 Days to Complete	>60 Days to Complete
High	Just Do It!	
Low Benefit / **Benefit**		Hard to Complete
	Easy	Hard
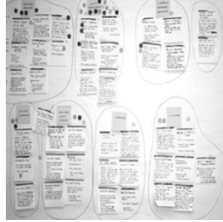
ICE Breakers

- Ice breakers help with project facilitation and engaging teams
- Allows the project facilitator the opportunity to identify individual traits of team members
- Helps build team comradery

Fun Ice Breakers

- Fun Fact
- Snack making station
- 3 truths and a lie
- Would you rather
- Colors Personality Test
- Pig Personality