

Quality and Safety Series

The Challenge of “Buy-In”

OBJECTIVES

- Define buy-in.
- Discuss the importance of buy-in.
- Identify methods for achieving buy-in.



The Pushback Pitfall

You have the perfect project. You've done all the data analysis, designed evidence-based interventions, and the pilot project shows positive results. Months later, the project remains stalled, interventions seem ineffective, and the data show no improvement.



What went wrong?

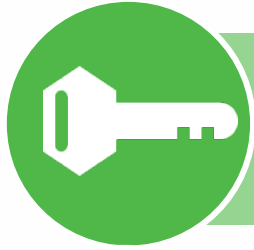
- Did providers use order sets?
- Were frontline staff following processes?
- Did leadership hold staff accountable?

What Is Buy-In?

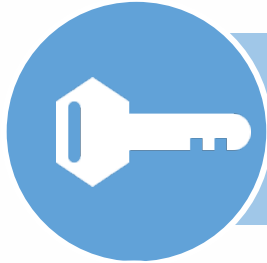
- Buy-in is the term used to describe active support, belief, and enthusiasm for an initiative.
- Without buy-in from key persons within your hospital, a project is destined to fail.
- It is important to get buy-in before starting any project.
- Key personnel should be part of the project team.
- Accountability is part of buy-in.



Keys to Successful Buy-In



Engaged Frontline Staff

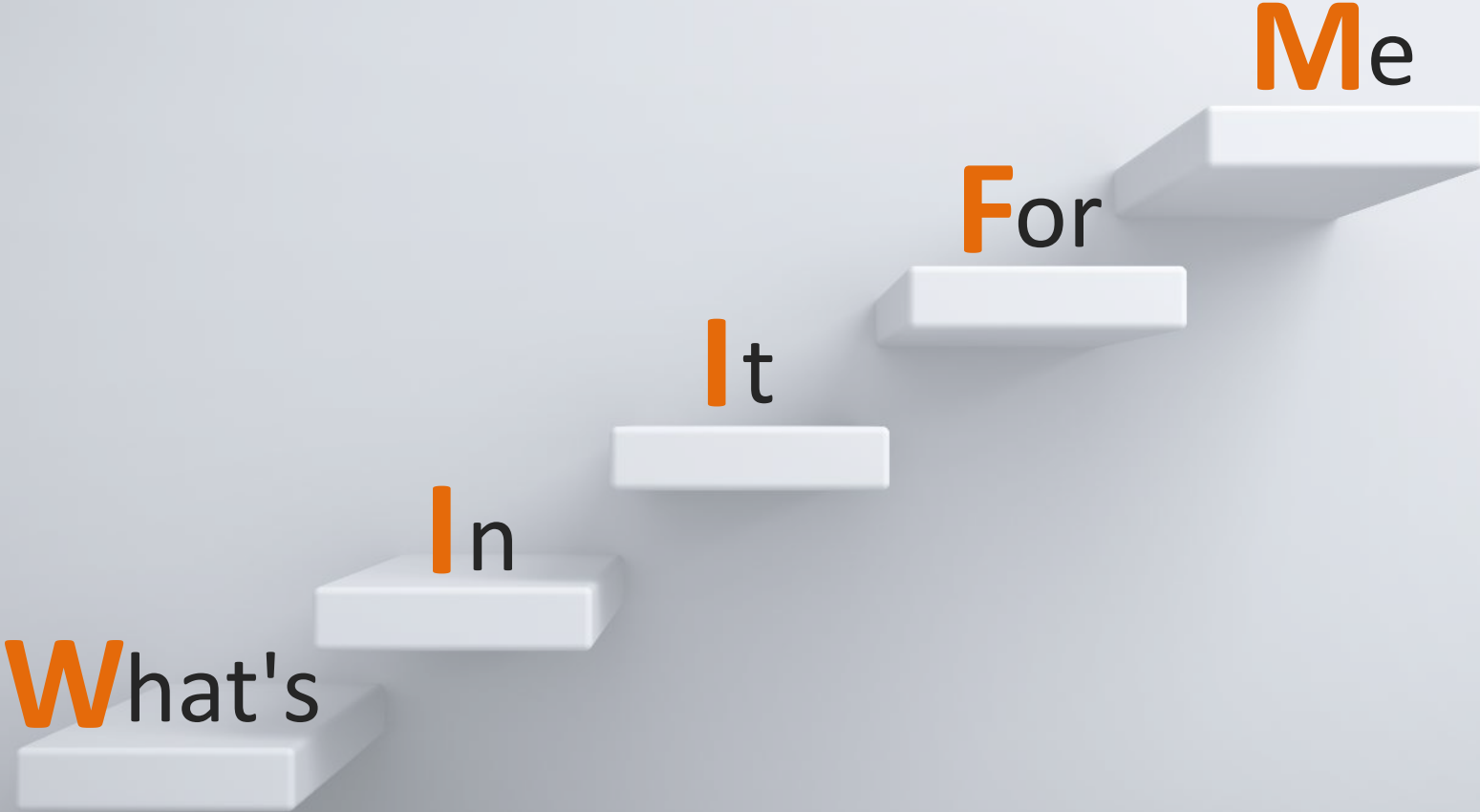


Visible C-Suite Reinforcement



Physician Support

Know Your Audience and WIIFM



Know Your Audience and WIIFM (cont.)

- **Appeal to your audience based on what motivates them**
 - **C-suite:** financial, satisfaction, employee retention, patient safety, etc.
 - **Frontline staff:** improved workflow, easier/automatic processes, improved patient outcomes, etc.
 - **Physicians/providers:** evidence-based practices, improved patient outcomes, improved workflow, etc.
- **Use patient stories**
- **Give them representation on the team**
 - C-suite sponsor
 - Physician/provider champion
 - Frontline staff
- **Align with the organization's strategic goals**

Other Sources of Push-Back

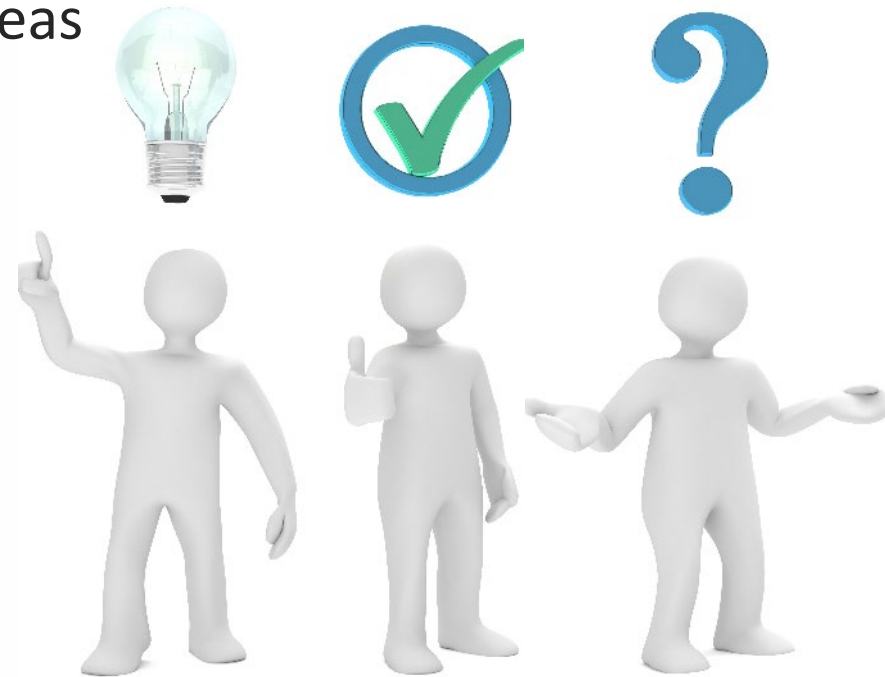
- “Because we’ve always done it that way”
- “Flavor of the month”
- “More work”
- “Cookbook medicine”



Buy-In Strategies

Levels of Resistance

- Level 1: I don't get it
 - This group needs data and ideas
- Level 2: I don't like it
 - This group needs to feel some sort of emotional connection
- Level 3: I don't like you
 - This group needs reasons to trust you



Buy-In Strategies (cont.)

Ask “**What matters to you?**”

Need to move from fix-it mode

1. Understand the purpose of conversation is to listen, learn, and build on assets and bright spots.
2. Recognize unique impediments to joy in work.
3. Commit to systems approach in a shared manner and co-design next steps.
 - Include patient family advisors (PFAs).
4. Use improvement science to test.



Buy-In Strategy Concepts and Elements



- Provider champions working with other providers
- No data without stories; no stories without data
- Consideration of morbidity and the quality of life post-discharge
- Robust multidisciplinary team
- Quality helps with guidance and data, but doesn't run meetings
- PFAs

The Elevator Speech

Begin your conversations with an “elevator speech”

- Short, concise synopsis
- Persuasive
- No more than 1 minute
 - **Intro:** Who you are and/or who is your team
 - **Problem:** Who experiences the problem and pain points
 - **Solution:** The hypothesis of how your solution could solve the problem
 - **Ask:** What you want that person to do



One-Minute Elevator Speech Template

HSAG HQIC **One-Minute Elevator Speech Template**

An elevator speech is a short, concise, and persuasive synopsis of your proposed project. It should be no more than one minute, or the time it takes to ride on an elevator. This template is designed to assist you in putting together your elevator speech.

Introduce yourself, your team, department, etc. Focus on credentials that are relevant to the project.

1 Introduction
10 seconds

Provide an overview of the problem or root cause, who it impacts, and the harm or poor outcome that results.

2 Problem
15 seconds

Provide a brief overview of your proposed solution and how it will correct the identified problem or root cause.

3 Solution
25 seconds

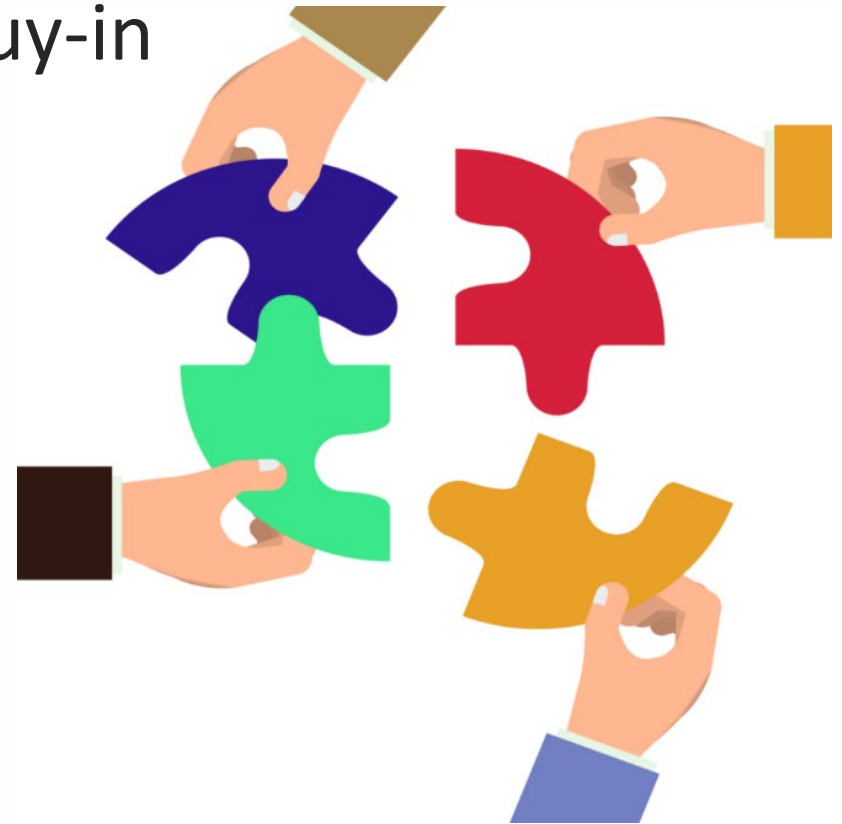
Describe your ask or request of that person, which includes what you want them to do, the role you want them to play, as well as the resources needed to implement your solution.

4 Ask
10 seconds



Key Take-Aways

- Prepare for the pushback pitfalls
- Obtain key personnel buy-in
 - C-suite
 - Physician/provider
 - Frontline staff
- Recognize WIIFM
- Communicate
- Leverage PFAs





Thank you!

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