

Quality and Safety Series

Change Management and Organizational Readiness

OBJECTIVES

- Define change management.
- Define organizational readiness.
- Discuss the importance of organizational readiness.
- Explore organizational readiness assessments.



Change Is Hard!

Barriers to change

- Negative attitudes
- Lack of buy-in
- Poor communication
- Resistant organizational culture
- Lack of resources
- Past failures



Change Is Scientific

Implementation Science

The study of methods to facilitate evidence-based change

Change Management Models

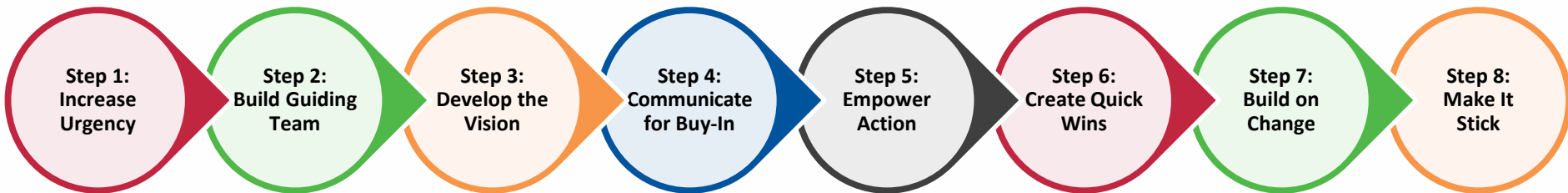
Scientific models designed to guide organizations through adapting a change



Example of a Change Model

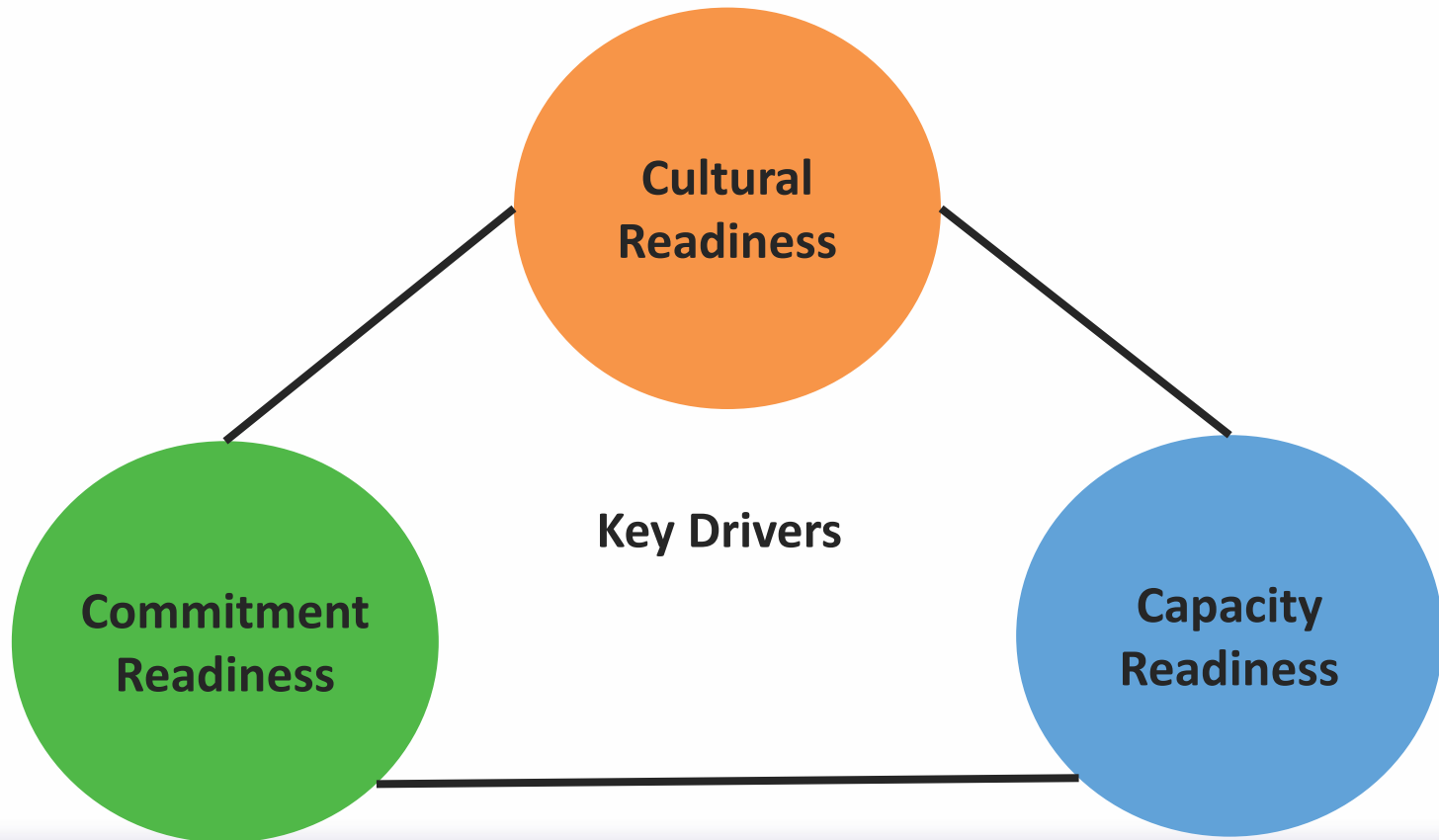
Kotter's 8-Step Change Model

- Developed by John Kotter in 1995
- Harvard business professor
- Expert on leadership and change



Organizational Readiness

A measure of confidence that your organization is ready to change



Institute for Healthcare Improvement (IHI) Improvement Capability Self-Assessment Tool



INSTITUTE FOR
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IMPROVEMENT

IHI Improvement Capability Self-Assessment Tool

Organizations that are serious about achieving and sustaining excellence need to have a clear understanding of where they are in this journey and where they wish to be in a defined period of time (i.e., How good do you want to be and by when?). The IHI Improvement Capability Self-Assessment tool is designed to assist you in your journey. After completing the Self-Assessment tool you will be in a better position to discuss the steps you need to take to close the gap between where you are and where you would like to be. While there are no right or wrong responses to six areas addressed in the Self-Assessment tool, a candid appraisal of your current position on the continuum from Just Beginning to Exemplary serve as a critical milestone in your quality journey.

GUIDE FOR USERS

Hospital leaders and staff can use the IHI Improvement Capability Self-Assessment Tool in several ways:

- To stimulate discussion about areas of strength and weakness;
- To better understand your hospital's improvement capability; and
- To help you reflect on and evaluate specific improvement efforts.

Note that this tool is not intended for performance management, judgment, or blame if you determine that your improvement capability is less than you would like it to be.

You can use the tool to assess your hospital's capability in six key areas: 1) Leadership for Improvement, 2) Results, 3) Resources, 4) Workforce and Human Resources, 5) Data Infrastructure and Management, and 6) Improvement Knowledge and Competence.

For each of these six areas, the tool provides a brief description of levels of capability, ranging from Just Beginning, Developing, to Making Progress, to Significant Impact, to Exemplary.

Your Name: _____
 Organization: _____
 Email Address: _____
 Phone Number: _____

IHI Improvement Capability Self-Assessment Tool 2

DIRECTIONS FOR USE

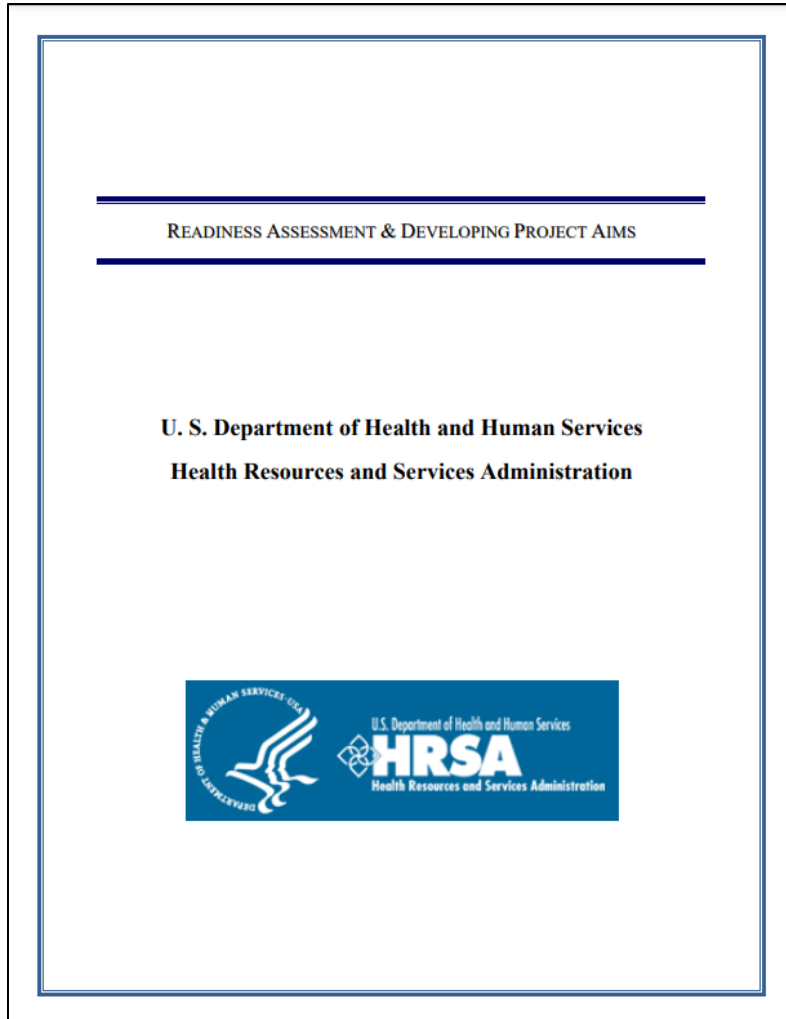
- I. For each of the six areas, place an "X" below the level of capability that you think best fits your hospital's current improvement capability and briefly describe the data/evidence you used to inform your choice. Descriptions for each level of capability can be found on pages 3-5.

	Levels of Capability					Please provide a brief description of the type of data or other evidence you used to inform your choice.
	Just Beginning	Developing	Making Progress	Significant Impact	Exemplary	
1) Leadership for Improvement						
2) Results						
3) Resources						
4) Workforce and Human Resources						
5) Data Infrastructure and Management						
6) Improvement Knowledge and Competence						

- II. Reflect on the results of your assessment:

- Does your assessment suggest one or more specific actions you can take soon to increase your hospital's capability? Note these actions and who you would need to collaborate with to move ahead.
- Does your assessment suggest a need for more information to help you determine specific actions to increase your hospital's capability? Note these needs.

Another Organizational Change Resource

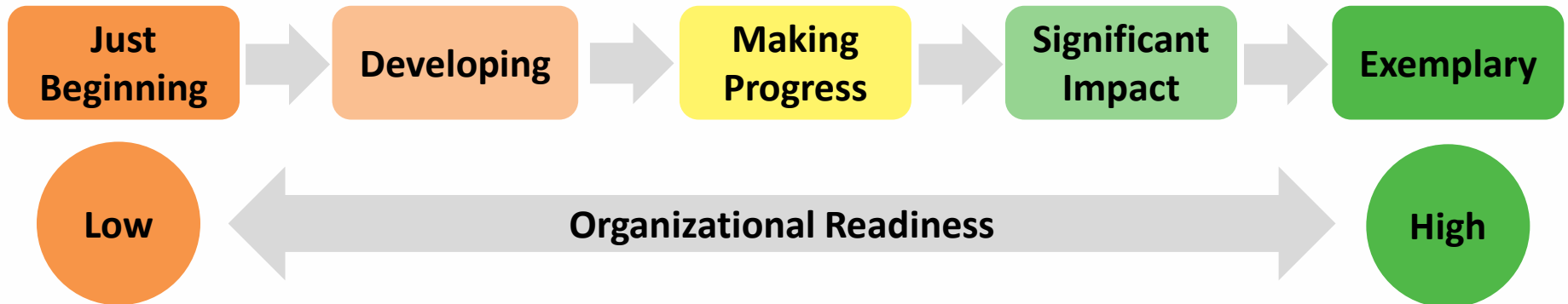


- Designed by U.S. Department of Health Resources and Services Administration (HRSA).
- For federally qualified healthcare centers
- Adaptable for other settings.
- A step-by-step process.
- Includes links to other tools and resources

Analyzing Your Results

How much is enough?

- Determine degree on a scale.
- Consider project's level of need.
- Make the readiness changes first.



Addressing Gaps—Key Questions



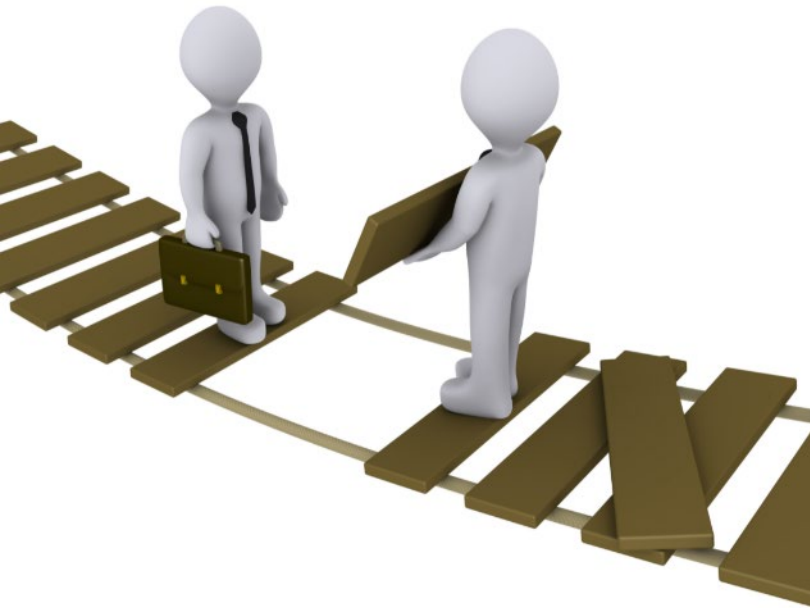
If you can't get the plane off the ground, it won't fly!

- Is this a go/no-go decision?
- Are there gaps in multiple areas?
- Do the gaps exist in areas critical to this project?
- Have similar projects failed? If so, why?
- Are there gaps in commitment and engagement?

Addressing Gaps—Most Common Gaps

- Lack of resources
 - Unavailable resources
 - Uncommon resources
 - Hot spots
 - Unit/area popular for tests of change
 - Informal decision-makers creating bottlenecks
 - Poor understanding of project capabilities
- Failure to ensure key influencers are involved
 - Formal and informal
 - Underestimating new skills and resources needed for the change
 - Disregarding key concerns of frontline staff
 - Attributing to resistance
 - Missing accountability
 - Too many layers for approval/consent

Addressing Gaps—Action Steps



- Create a change-readiness action plan.
- Rank by priority.
- Include leadership and frontline staff on the change-readiness team.
- Ensure the changes are constructive and not cosmetic.
- Incorporate human-centered design.

Action Plan template available at: www.hsag.com/hqic-quality-series

Final Words on Communication

- People are guided by beliefs and emotions.
- Use persuasion rather than authority.
- Be a leader not a manager.
- Engage through vision.
 - Easily understood
 - Paints a visual picture
 - Clear direction and purpose
 - Conveys passion and enthusiasm
 - About the staff, patients, and organization—not self
 - Encourages collaboration—something bigger than yourself
- Employ frequent and consistent communication.
- Strive for transparency.



Final Words on Communication (cont.)

“You communicate vision through little conversational nuggets and consistent daily sound bites—not speeches.”

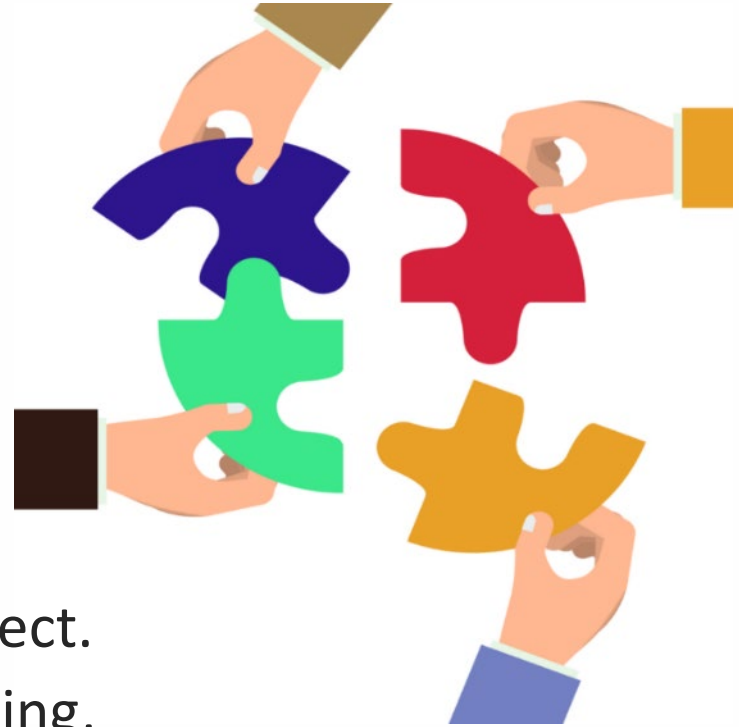
“When vision is communicated well and repeatedly, people get inspired by their involvement because they discover their own vision inside of yours.”

—*Deborah Hoyer*



Key Take-Aways

- Change is purposeful.
 - Implementation science
 - Change models
- Before you begin a project, assess your organizational readiness.
 - Cultural readiness
 - Commitment readiness
 - Capacity readiness
- Address gaps before you begin a project.
- Typically, change is not an all-or-nothing, but a continuum.
- Ensure your change team represents key influencers.
- Communicate your vision.





Thank you!

Questions: hospitalquality@hsag.com