



# Making Change Work in Primary Care

A Conversation with Team Based Care  
Faculty, Coaches and Teams

October 12, 2016



# Why talk about change?

**"We make a change, but no one continues to do it."**

**"We get a lot of push back on change."**

**"Too much change, I have change fatigue."**

**"No one told me this was happening!"**

**"I am afraid this will make my day even worse"**

**"There is just not enough communication around here!"**





# Strategies for Addressing Change

## Performance

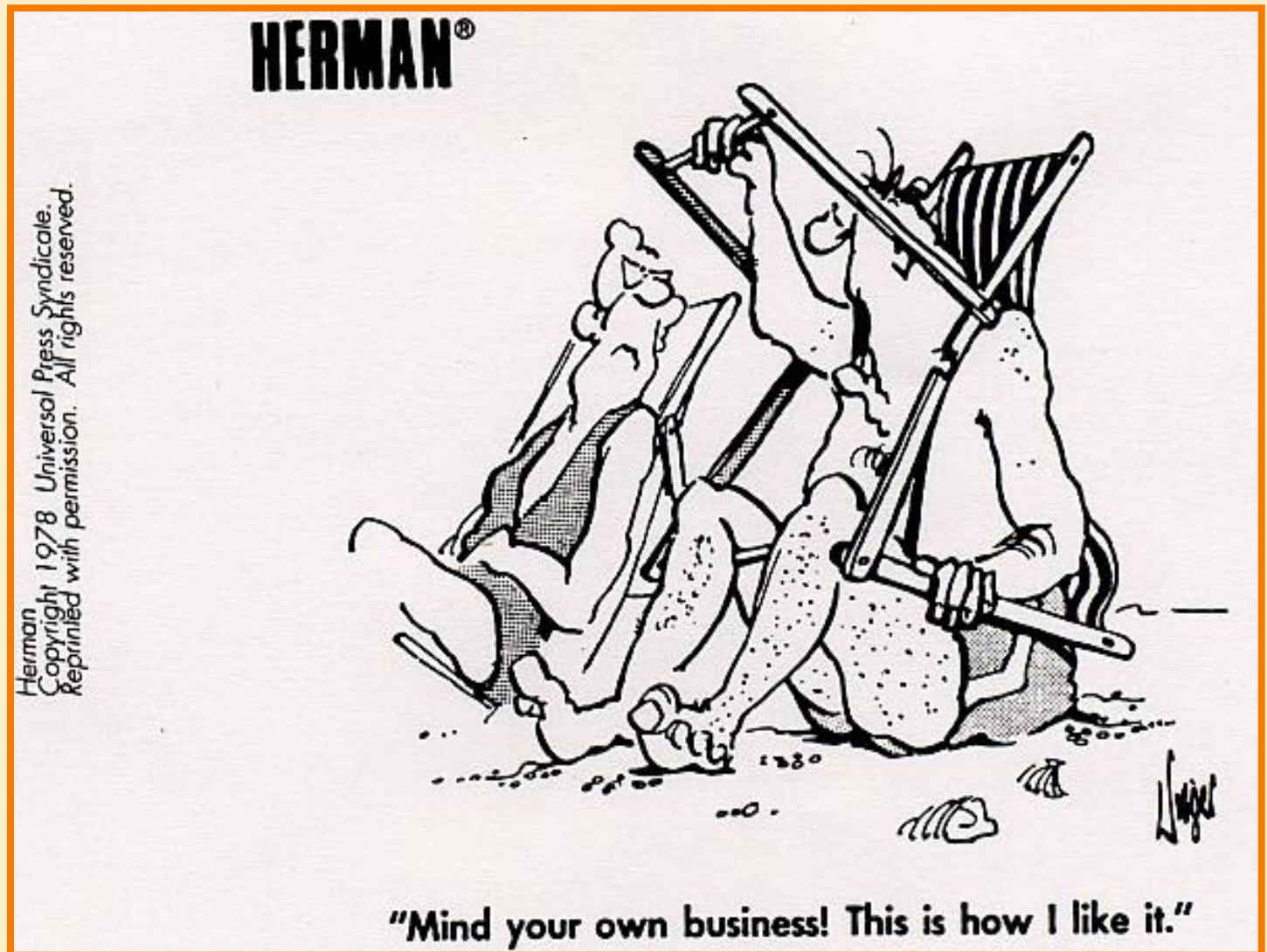
**Improvement**-managing small but important process changes

## Leadership Change

**Strategies**-managing large organizational transformative change



# 1. Agreement there is a problem



## 2. Develop a vision or picture



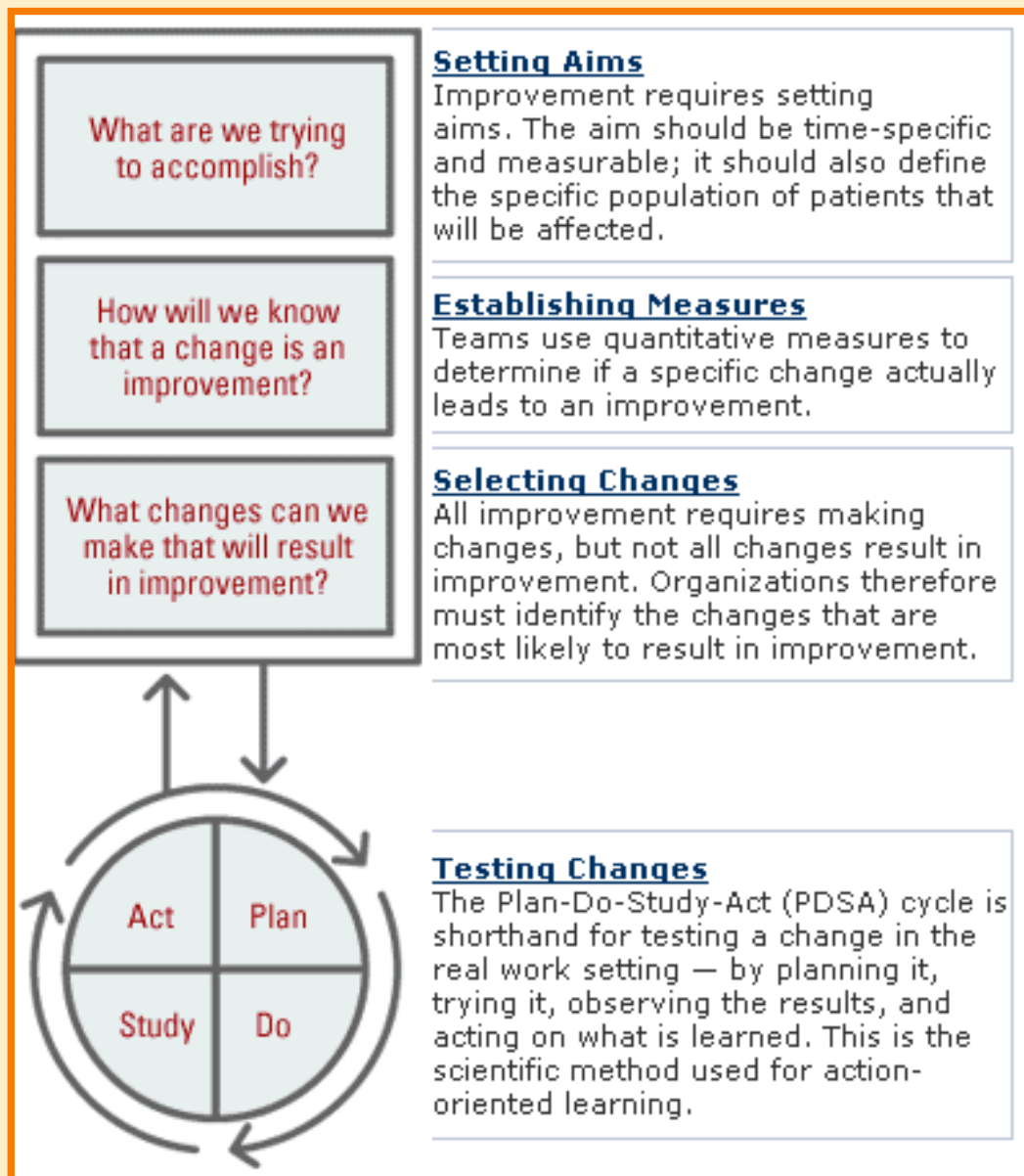
- Think of what work would be like if fixed this.
- What if we fixed this for patients?
- How would the new model look and feel?
- Leadership help to prioritize the change work



### 3. Create a clear plan

- Align PDSAs with the aim. The clearer and more specific the aim to solve the problem, the more likely you will succeed
- Share with staff how you will proceed
- Explicitly address ways to test worries in plan
- Learn from every PDSA
  - Shrink the change
  - Build commitment with multiple iterative test cycles

# IHI Model for Improvement







# Optimize PDSAs to Test Changes

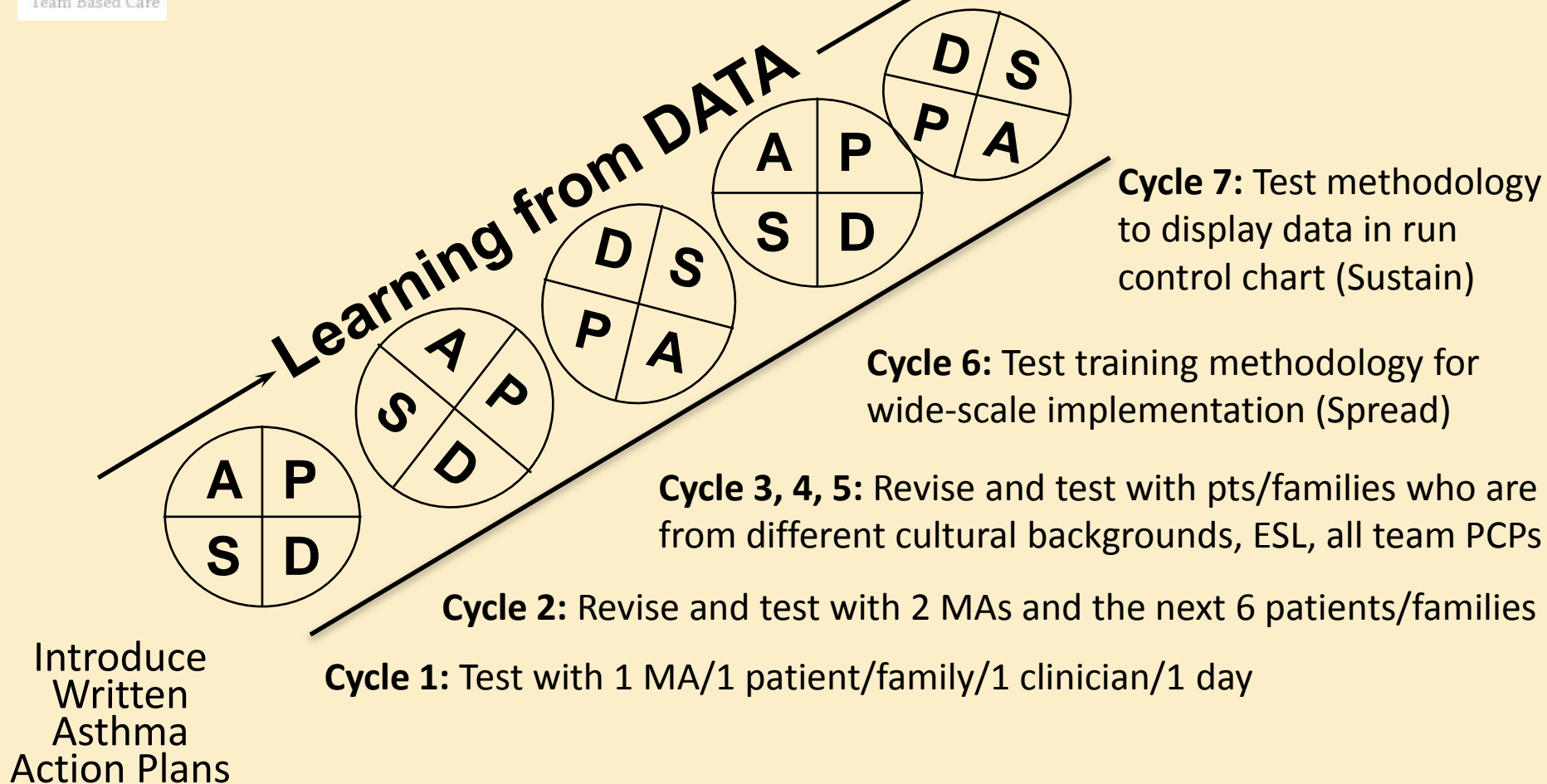
- Choose the right SMALL tests
  - Leadership oversight of the process
  - Test with staff and include patients
  - Shrink the change
- Make your best prediction
- Schedule time to study
  - A “failed” PDSA is just succeeding in learning what doesn’t work!
  - Share, record and save the learning
- Iterative tests of change to optimize learning





**Goal:** Improve quality of life for children with asthma

**Aim:** Improve patient engagement by assuring 85% of kids with asthma will have an up-to-date Asthma Action Plan by 6/2017





# Common PDSA Errors

- Too much in one PDSA
  - EHR upgrades, ICD10, reporting UDS
- Using PDSAs for information gathering
  - E.g. collect no-show data
- Using PDSAs to complete tasks on the project
  - E.g. find a group visit curricula for diabetes groups
- Trying to do comparative studies with PDSAs
- Labeling spread as a PDSA
  - Staff confusion about what is a test/change



## 4. Clearly communicate the “ask”

- Be very clear with each person about their part in the process
  - Next Tuesday, I need you to...
- Sculpt the path
- What’s in it for me?
- Get communication out
- Get communication in





# Moving on to Assuring Spread

- Four steps (**4 P's**):
  1. Agreement on the existence of the **p**roblem (start early)
  2. Describe the **p**icture of the solution (use learning from PDSA results)
  3. Create and share a very clear transition **p**lan
  4. Explain the **p**art the next group plays in adopting the change
- Very important in the spread to avoid variation

# Understanding Organizational Change

## Three Phases of Transitions

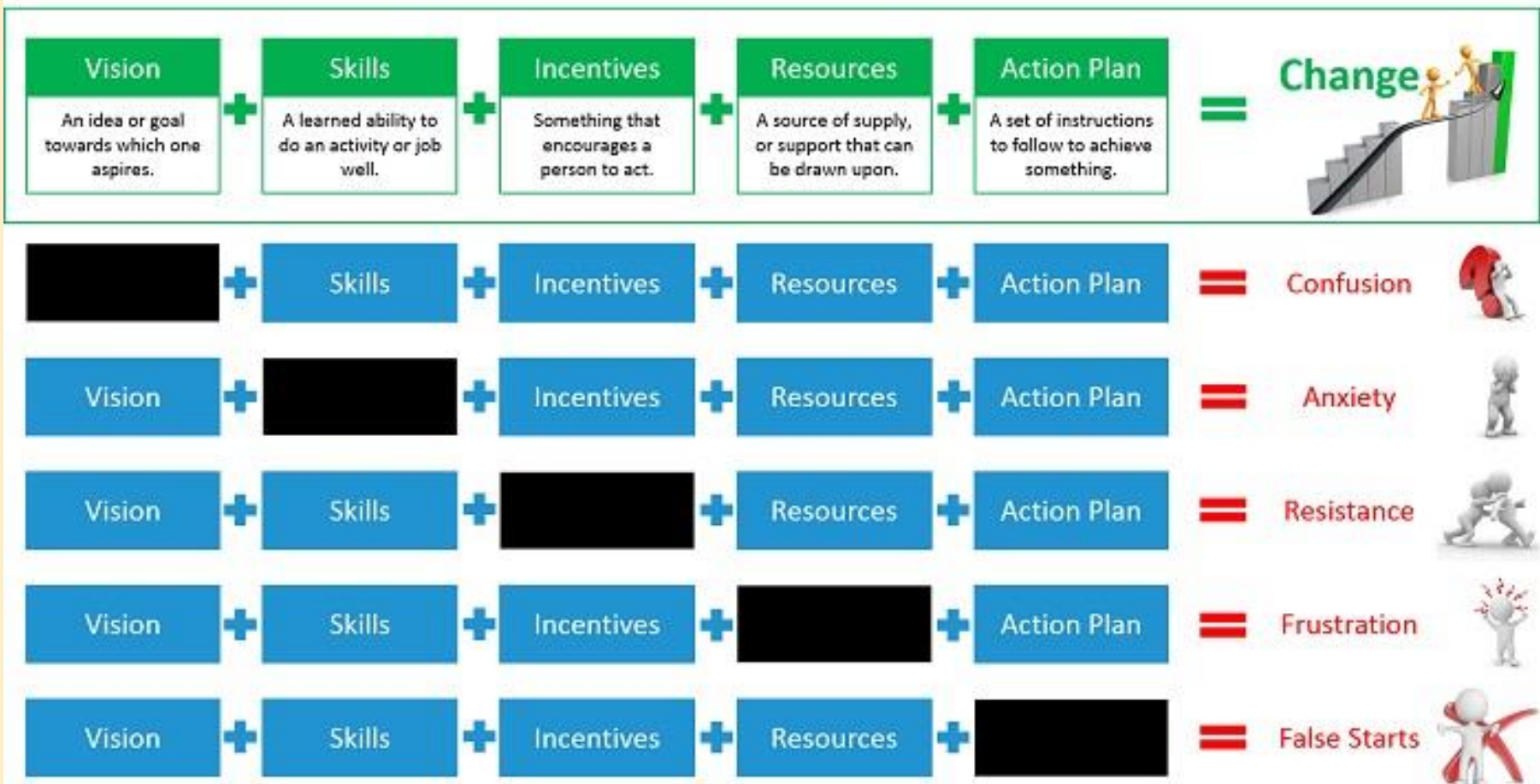
	Endings	Neutral	Beginnings
Phases of Transition	Letting go of old ways and identities	The old way is no longer acceptable, but the new way is not comfortable yet.	New identity, new energy and new sense of purpose that makes the change begin to work.
Common Emotions	<ul style="list-style-type: none"> <li>• Fear</li> <li>• Denial</li> <li>• Anger</li> <li>• Sadness</li> <li>• Disorientation</li> <li>• Frustration</li> <li>• Uncertainty</li> <li>• Sense of Loss</li> </ul>	<ul style="list-style-type: none"> <li>• Confusion</li> <li>• Uncertainty</li> <li>• Impatience</li> <li>• Resentment</li> <li>• Low morale (low productivity)</li> <li>• Anxiety about role, status, or identity</li> <li>• Skepticism</li> </ul>	<ul style="list-style-type: none"> <li>• Acceptance</li> <li>• High energy</li> <li>• Embracing possibilities</li> <li>• Hope</li> <li>• Openness to learning</li> <li>• Renewed commitment</li> </ul>
Common Strategies for Navigating the Stage	<ul style="list-style-type: none"> <li>• Accept resistance</li> <li>• Understand emotions</li> <li>• Encourage “talking” about it</li> <li>• Listen empathetically</li> <li>• Communicate openly</li> <li>• Provide education about the future state</li> </ul>	<ul style="list-style-type: none"> <li>• Sense of direction</li> <li>• Goals</li> <li>• Encourage “talking” about feelings</li> <li>• Give/obtain feedback</li> <li>• Set short-term goals for quick wins</li> <li>• Boost morale</li> <li>• Look for ways to contribute to success of change</li> <li>• Help manage workloads</li> </ul>	<ul style="list-style-type: none"> <li>• Link personal goals to long-term objectives</li> <li>• Highlight successes about the change</li> <li>• Celebrate</li> </ul>

### TIPS:

1. Don't get impatient or try to push people through. Guide them positively and sensitively through the process.
2. Remember that everyone will not reach each stage at the same time AND that people can vacillate between stages, depending on what they think/feel about the change.
3. Take time to celebrate the change!

# Understanding Organizational Change

## Effecting Change





# Create a Quality Habit

1. **Formal process for improvement**  
Begin with leadership oversight  
Choose a methodology and use it
2. **Review prior PDSAs**  
Critical for shared learning, must have central access
3. **Expect completion with summary of results**  
Get commitment at the time the PDSA is started
4. **Leadership decides which changes to spread**  
Requires authority to change course
5. **Have a change process plan for both spreading and sustaining change**  
Communication, versioning of improvement, measurement





It isn't the changes that do you in,  
it's the transitions.

*William Bridges*

# Conversation-

