

Herding Cats while Building Airplanes in the Sky: *Change Management in Healthcare 2018*

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ASSOCIATE PROFESSOR AND ASSOCIATE DEAN, APPLIED
INFORMATICS

Learning Objectives

1. Describe the project outcomes from effective and ineffective change management
2. Articulate the leadership behaviors necessary to effectively lead change
3. Understand the critical role of user perception and the impact of interpersonal communications

Failure

“Most of their initiatives—installing new technology, downsizing, restructuring, or trying to change corporate culture—have had low success rates. The brutal fact is that about 70% of change initiatives fail.”



Good News / Bad News

Bad news: Empirical research with over 2,000 changes projects over 10 years shows **83% fail to reach all three objectives**—on target, on time, on budget.

Good News # 1: 17% actually do succeed!!

Good News # 2: With excellent change management, 56% succeed!!

Good News # 3: With excellent change management, 98% reach Key Objective!!

Defining “Success”

Adoption (usage) Measures

- User logins, % orders entered

Process Measures

- Time from order to test completion
- % of time physician called within 1 hour of sepsis alerts

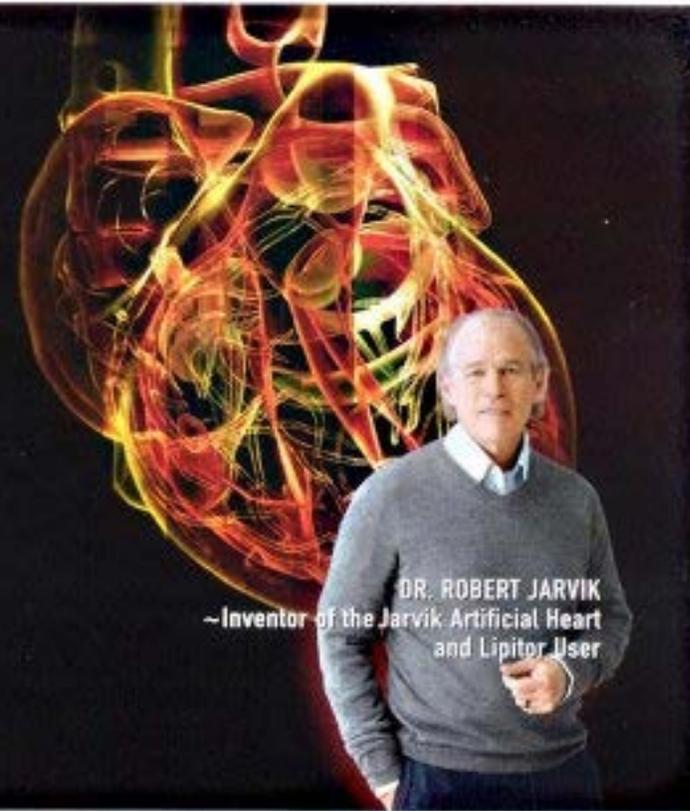
Outcome Measures

- Reduction in adverse drug events
- Reduction in sepsis mortality

In patients with multiple risk factors for heart disease,

Lipitor
reduces risk of
heart attack
by **36%***

If you have risk factors such as family history, high blood pressure, age, low HDL ('good' cholesterol) or smoking



DR. ROBERT JARVIK
~Inventor of the Jarvik Artificial Heart
and Lipitor User

*That means in a large clinical study, 3% of patients taking a sugar pill or placebo had a heart attack compared to 2% of patients taking Lipitor.



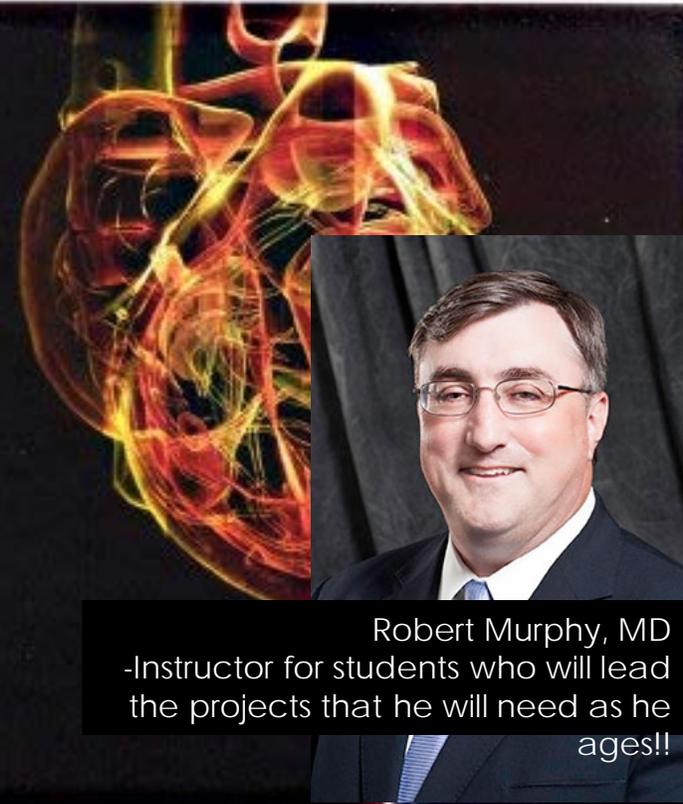
LIPITOR[®]
atorvastatin calcium
tablets

*That means in a large clinical study, 3% of patients taking a sugar pill or placebo had a heart attack compared to 2% of patients of taking Lipitor.

In projects with multiple risk factors for failure,

Change Management reduces risk of failure

By **47%***



Robert Murphy, MD
-Instructor for students who will lead the projects that he will need as he ages!!

*That means in a large benchmark study, 82% of projects with no change management failed compared to 44% with projects with change management



Change Management
Clinical informatics expertise

Leadership

Inertia & Complacency

The Isolated CEO (or VP or Director)

Dysfunctional committees!!

Teams + trust = “The Guiding Coalition”

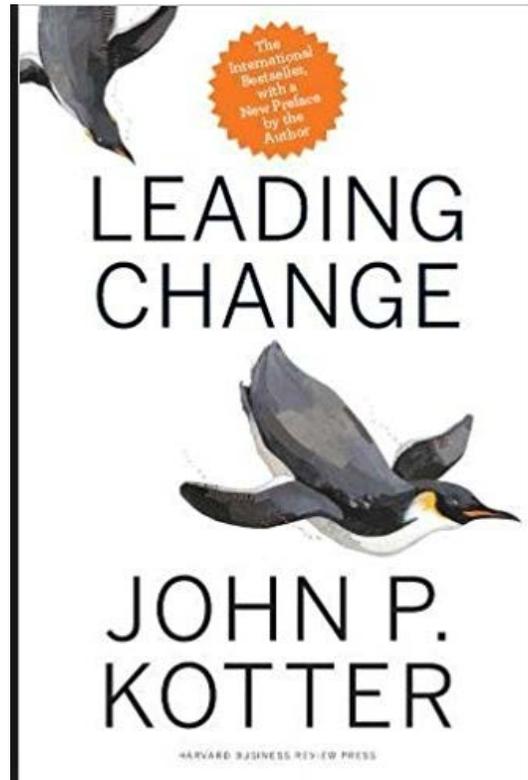
Shared Vision



“But why, some say, the moon? Why choose this as our goal? And they may well ask why climb the highest mountain? Why, 35 years ago, fly the Atlantic? Why does Rice play Texas? We choose to go to the moon. We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win.”

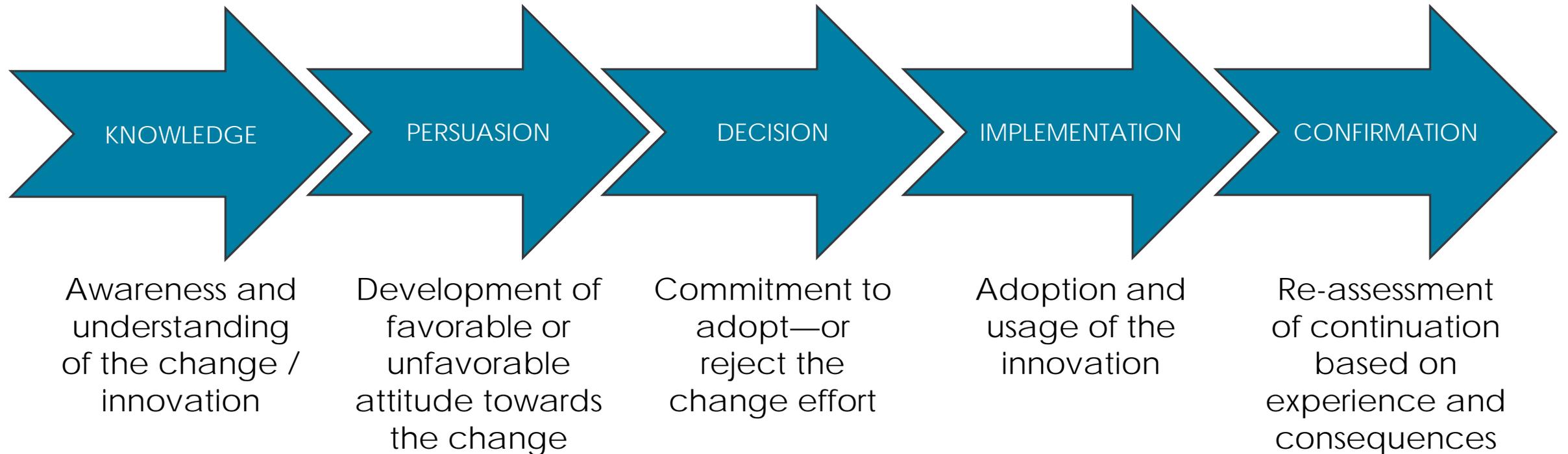
*--President John F. Kennedy
September 12, 1962
Rice University, Houston, TX*

Kotter's Eight-Stage Process for Leading Change



1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture

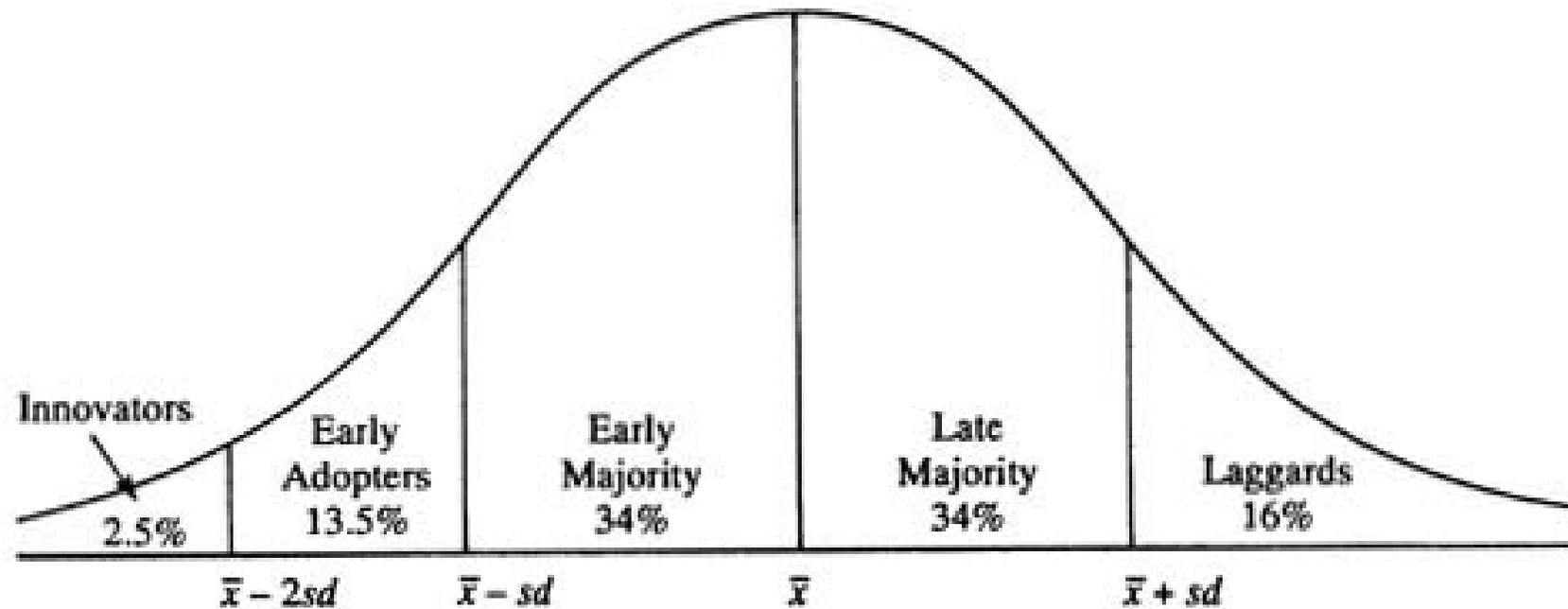
The Innovation-Decision Process



Key Characteristics of the Perceptions of Change

1. Is it better than what I currently have or am currently doing? (**Relative Advantage**, or “WIIFM”)
2. Is it consistent with my values, experience and needs? (**Compatibility**)
3. Is this easy to understand and use? (**Complexity**)
4. Can I try it out? (**Trialability**)
5. Can I see others use it? (**Observability**)

Adopter Categories



Innovators

Creative

Adventuresome, like “new” things

Risk-takers; can tolerate failure

Rogers: *“Innovators are the first to adopt new ideas and are often perceived as deviants from the system’s norms.”* (pg. 388)



Champions

Persons of leadership and authority

Executive sponsor

Must inspire managers and employees

Decisions on resources

Overall responsibility for managing change

Change Agents

Catalyst

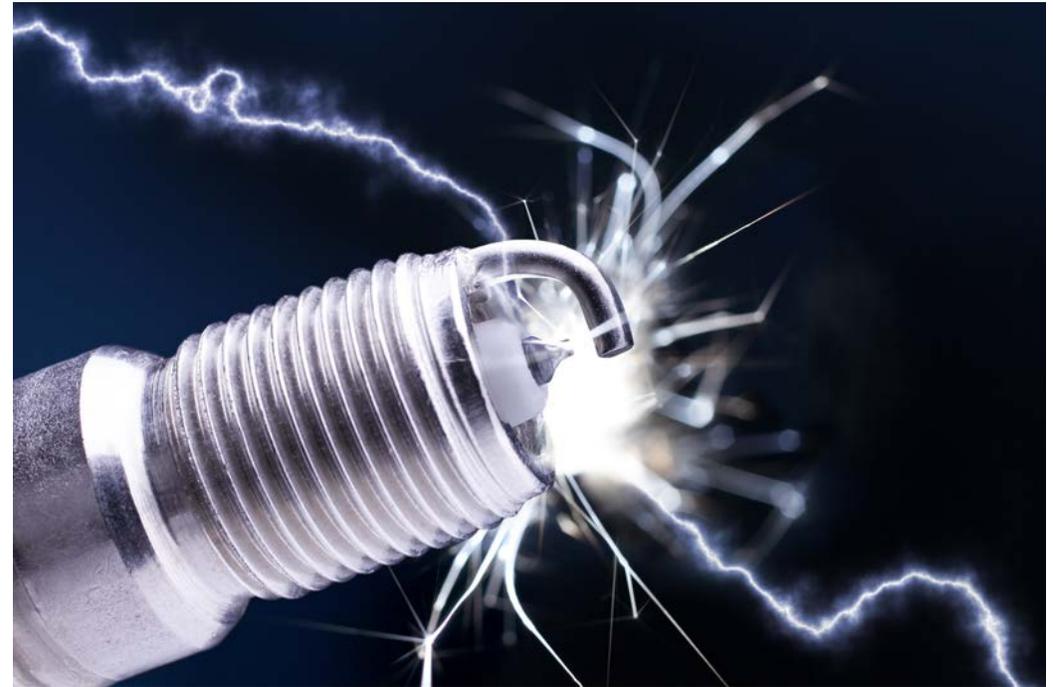
Facilitator

Knowledge expert

Psychologist

Inspirational speaker

INFORMATICISTS!!



Opinion Leadership



Usually not Innovators!

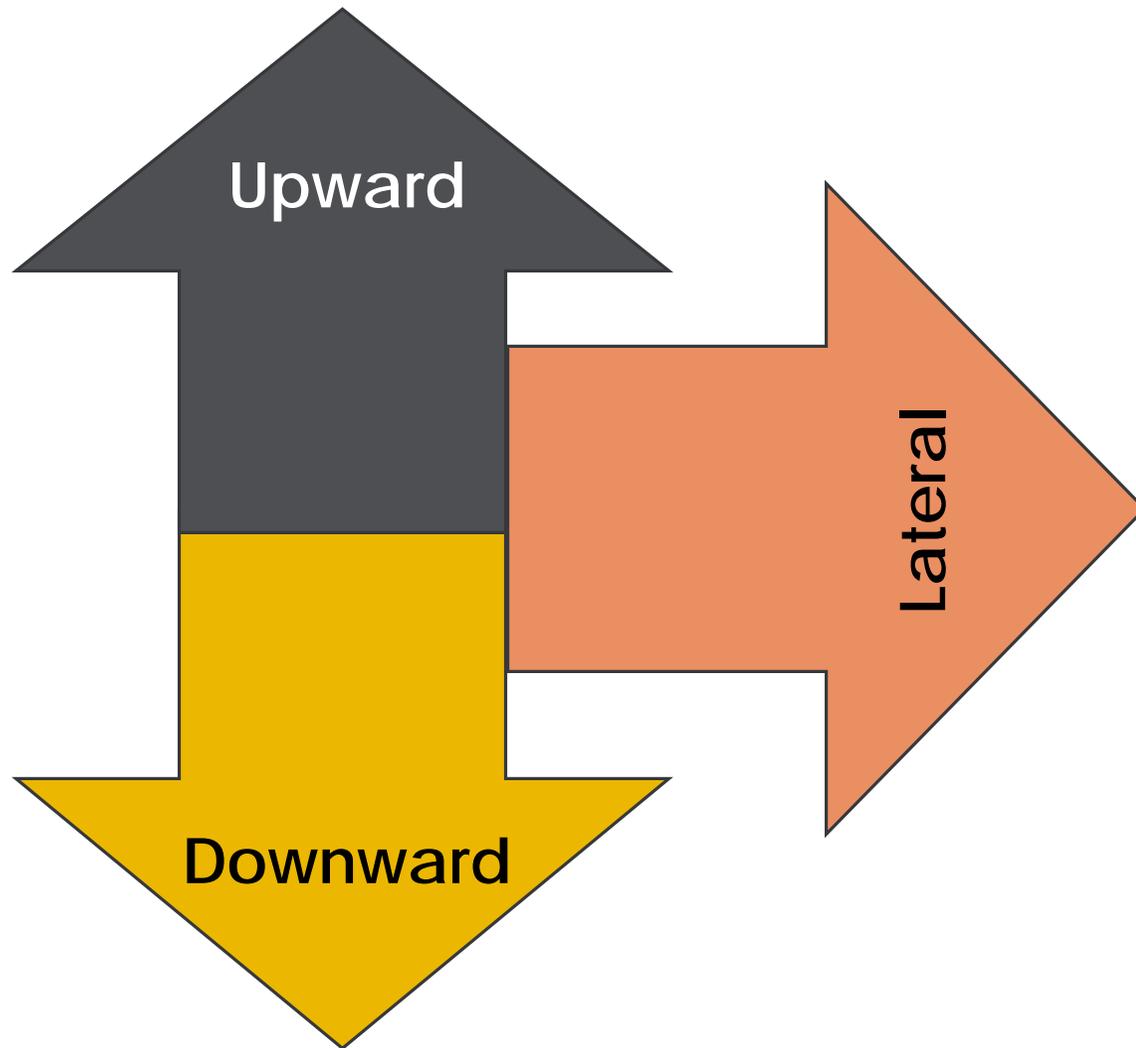
Most commonly are “early adopters”

Often the most respected and quietly effective members of a group

Are often not the angry physicians!

The Use of Opinion Leaders

Rogers' Generalization 9-11: *“Change agents’ success in securing the adoption of innovations by clients is positively related to the extent that he or she works through opinion leaders.”*



(Kotter) Error # 4:

*Undercommunicating
the Vision by a Factor of
10 (or 100 or Even 1000)*

"What we've got here
is...a failure to
communicate."

-Captain (Strother Martin)
from *Cool Hand Luke*.

Communications

Rogers' Definition:

*“The process in which participants **create and share information** with one another in order to reach a **mutual understanding**.”*



Upward Communication

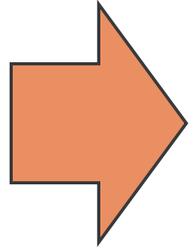
Goal:

- Buy in from at the Top
- Informed decision making
- Advocate—resources, priority

Senior executives

Channel: email, face to face

Content: Vision, issues, risks, briefings for FAQ's



Lateral Communication

Goal:

- Buy in across divisions
- Voice to users
- Informed decision making

Managers, Vendors, Partners, End users

Channel: email, face to face, speaking points

Content: Impact, benefits, resources, budget, timeline



Downward Communication

Goal:

- Provide direction to project team

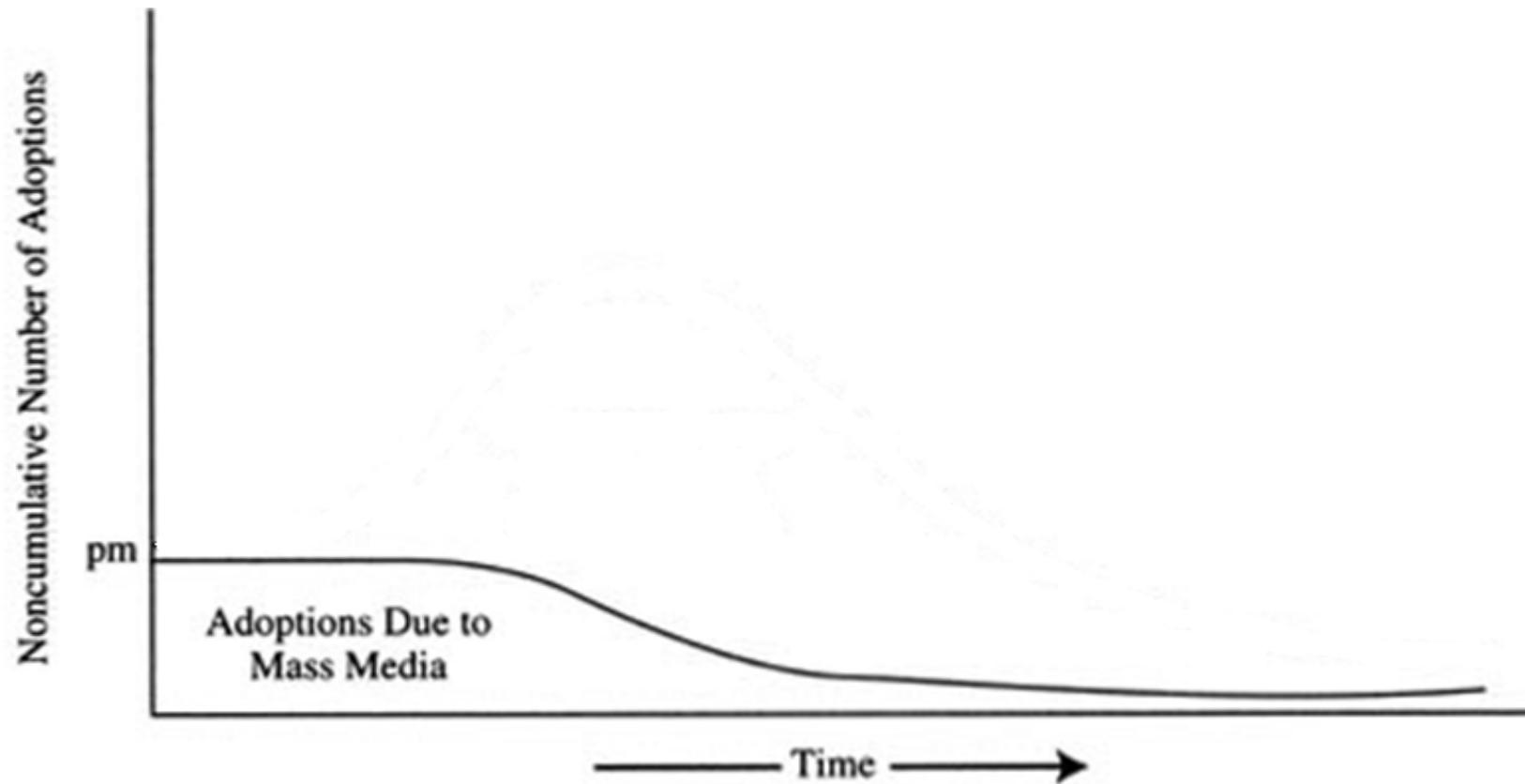
Project team members

Channel:

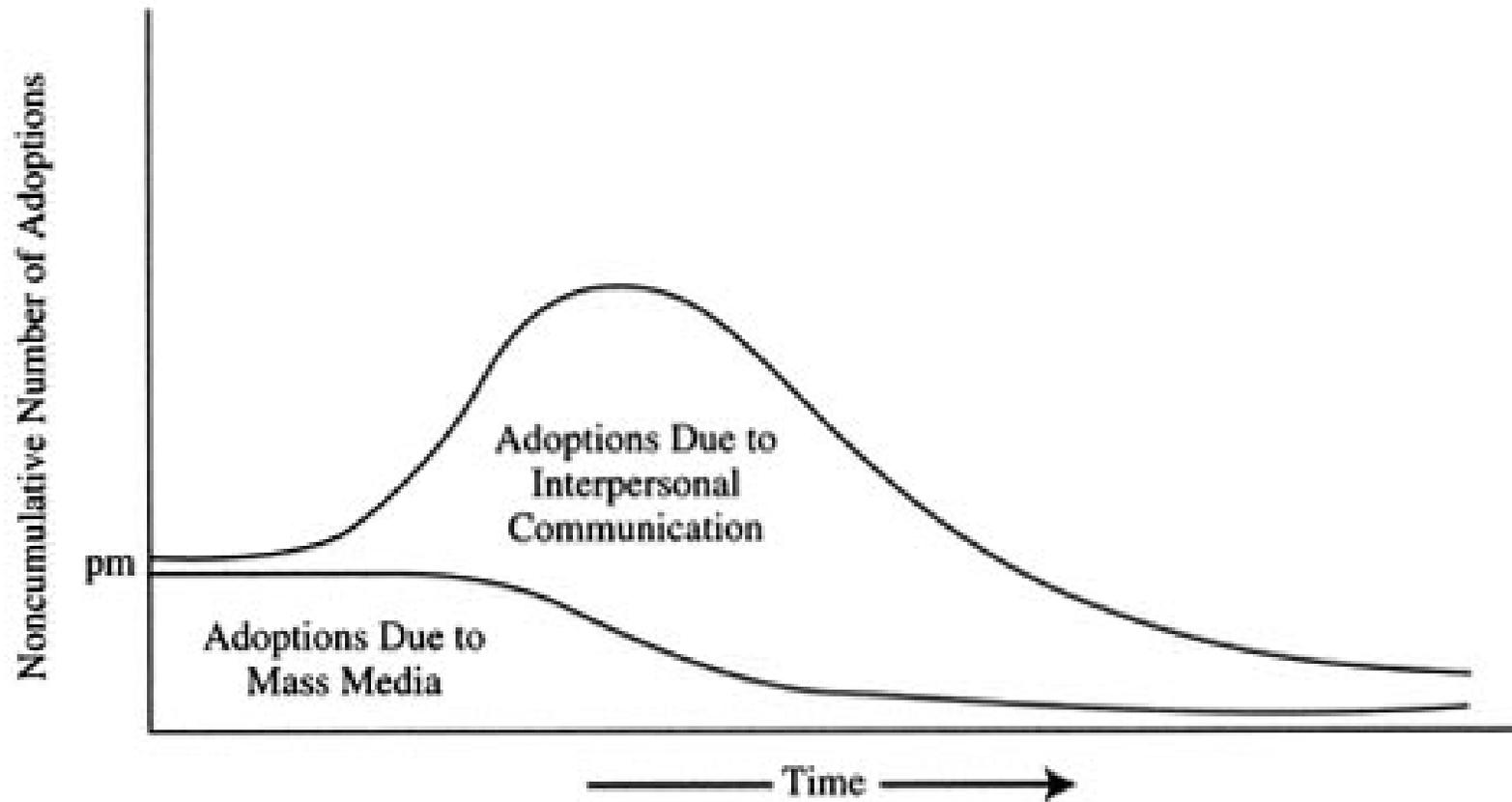
- Email
- Face to face (meetings,)
- Project documents: minutes, issue logs, task

Content: Messaging/FAQ's, tasks, schedule, resources available

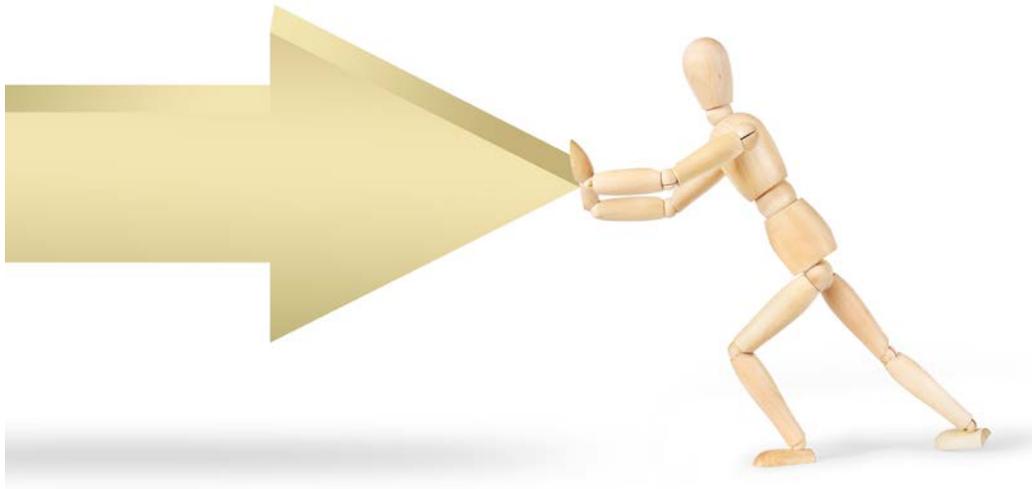
Bass Forecasting Model



RELATIONSHIPS MATTER!



Why do people resist change?



- Change induces risk and uncertainty = FEAR
- Conditioned by previous change failures
- There is comfort in the known
- We have protective reflexes
- Lack of trust

Is it change resistance—or change fatigue?

The chocolates are coming
too fast!

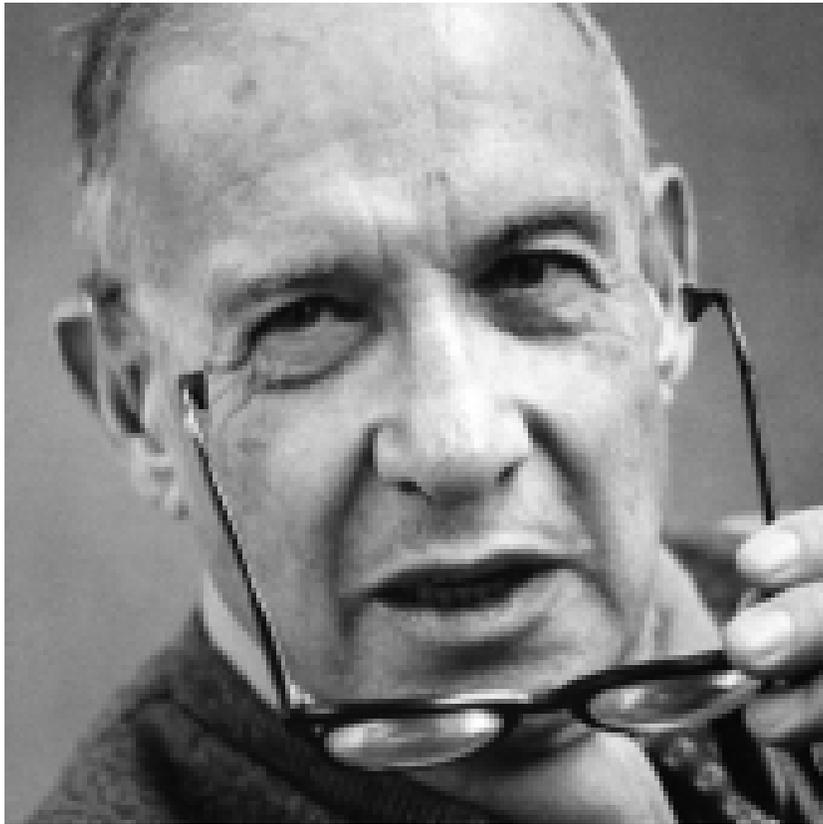
Resource constraints—
proportional to change
expectations.

Current operational duties

Cognitive capacity



Culture vs. Strategy



*“Culture eats
strategy for
breakfast.”*
- Peter Drucker

What type(s) of culture do you have?

Authoritarian

Consensus-based

Service-oriented

Academic

Market-based

Team alignment

Individual achievement & recognition

Do you have to change the culture first?

Cultural change is the hardest to accomplish*

If you don't NEED to change the culture; don't.

Understand the characteristics and type of culture you have—and work with it to your advantage!!

Take Homes

Understand what you are changing and the perceptions and needs of your users.

Leadership at every level

- Champions
- Opinion Leaders
- Change Agents!!

Combine mass media and interpersonal communications to sell the vision

Resistance is natural; understand your culture and work within it.

Questions?

Acknowledgements

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