Change Management: Enhancing the Conversation

Session 140, February 22, 2017
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Conflict of Interest

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Has no real or apparent conflicts of interest to report.
Agenda

• Why is change management an important leadership skill?
• How does change affect us as individuals and how in turn does that impact our work in organizational settings?
• What does this mean for us in how we should approach change management in organizations?
• Are different change management models being used across the healthcare industry and what can be learned regarding their applicability to EHR and other technology enabled change initiatives?
• Learn strategies on to how to avoid being one of the 70% who fail at change implementation
Learning Objectives

• Explain the key principles of change management and how they are generally applied to information technology projects
• Compare and contrast the change management approaches and practices across different organizations
• Develop change management strategies to address the unique needs of clinical users of different information technologies
• Recognize the importance of creating a change management plan for all information technology projects
STEPS: Satisfaction

SJH Physicians Engagement Hospital Alignment
3.43
March, 2012

SJH Physicians Engagement Hospital Alignment
3.71
March 2014
STEPS: Satisfaction

SJH Physicians Engagement - Clinic Work Life Balance
3.62
March, 2012

SJH Physicians Engagement – Clinic Work Life Balance
3.91
March 2014 – Aug 2013
As A Critical Skill...

“The ability to successfully manage change has become one of the most important skills needed for personal happiness, the prosperity of organizations, and the health of the planet.”

Daryl R. Conner, ‘Managing at the Speed of Change’
CHIME 2015 Fall Forum: CIOs as Change Agents Going Into the Future

Tim Zoph stated that “both CIOs and other c-suite executives agreed that CIOs need to be change agents within their organizations and c-suite executives especially perceived – more than CIOs themselves did – that CIOs will need to be emerging technology innovators, moving their organizations forward via technology”
CHIME 2015 Fall Forum: CIOs as Change Agents Going Into the Future

Donna Roach noted that “non-CIO leaders are looking for the CIO to be a change agent, creating strong personal networks, and making sure that those networks are used effectively, including knowing if someone is a resister or fence-sitter in an organization.”

Healthcare Informatics, Nov/Dec 2015 Vol. 32 No.6 pages 36-37
CHIME 2015 Fall Forum: CIOs as Change Agents Going Into the Future

The top leadership attributes included in the survey…

– change management (the ability to manage, lead and achieve results in a constantly shifting healthcare environment)

– emerging technology and innovation (as stated above, the capability of CIOs to become true leaders in proactively pushing their organizations to adopt technologies that will transform healthcare)
Change has Changed!

The components of change have changed

• Volume - the number of changes we have to face is greater today than ever before
• Momentum - the time in which change must be implemented and the time before another change becomes necessary is rapidly decreasing
• Complexity - the complexity of changes today is far greater than in years past
What Does Change Represent to Clinical Users?

- Competence
- Comfort
- Confidence
- Control

Status Quo = Expectations Met

Change = Disruptions in Expectations
Phases of Personal Change – Clinical Users

**Endings**
Letting go of the past
- Anger
- Denial
- Grieving
- Sense of Loss

**Transition**
Searching for a new direction
- Uncertainty
- Disorientation
- Anxiety
- Self-doubt

**Beginnings**
Setting off in the new direction
- Anticipation
- Excitement
- Energy
- Enthusiasm
Change vs. Transition

• Change is what happens to us - It is external to us
• Transition is internal – It is how we react to change
• The trick is to harness change and transition in order to learn, grow and reap the positive benefits of the many changes that will happen to us
Reactions to Change

**Negative Reactions**

- A sense of loss
- Threat to job security, satisfaction, prospects
- Fear of loss of control
- Uncertainty, insecurity
- Mistrust of management motives
- Expectation that “this too will pass”
- Perceived flaws in the approach

**Positive Reactions**

- Opportunity to make a difference
- Buy-in to the goal
- Challenge
- Prospect of personal benefit (e.g. job satisfaction)
- Dissatisfaction with the status quo
Personal Experience of Change

- Change triggers our emotions
- Change is stressful
- We hate the loss of control and uncertainty
- It takes time to adapt
- Although we seek positive change, we object to being changed

But, you must transition in order to learn and grow
Personal Experience of Change

• Adaptation to change is not automatic
• The internal process is not synchronized with external events
• Dealing with resistance versus helping people through change
Change: Froedtert & The Medical College of Wisconsin

2007
- 2 Hospitals (FMLH, CMH)
  - Initial Start of transition to EHR
- 5 Separate Medical Clinic / Physician Practice Groups
  - 2 on primary EHR
  - 3 on separate EHR
- 250 separate voice recognition

2016
- 3 Hospitals (FMLH, CMH, SJH)
  - EHR fully implemented
    - 2 - Transition from paper to EHR
    - 1 - Transition from EHR to EHR
- 2 Medical / Physician Practice Groups
  - 2 Medical College and Community Physician groups both on the same primary EHR
  - 1 group transitioning practice
- Enterprise Voice Recognition System
- Clinical Decision Support Tool
- Upgrade to EHR Version
Models for Change – ADKAR©
Models for Change – Lewin©

- **Unfreeze**
  - Ensures that employees are ready for change

- **Change**
  - Execute the intended change

- **Refreeze**
  - Ensures that the change becomes permanent
Models for Change – Kotter ©
Resistance

Highly emotional responses are common

- Anger
- Complaining
- Depression
- Disruptive Behavior
- Insecurity
- Self doubt
- Drop in energy level
- Difficulty focusing
- Cynicism about the future
Understanding Resistance

• Resistance is actually healthy; try not to react against it defensively
• It is good for you: it makes you check your assumptions
• It forces you to clarify what you are doing
The Good, the Bad and the Ugly

List Your Negative Reactions to Change


List Your Positive Reactions to Change


Part 2 Discussion Questions

1. How do you believe you feel about change compared to your colleagues? Family members?

2. Are you more open to change in your life than others are? Or less so?
3. Is your openness to change different in your professional life versus your personal life? Why or why not?
Part 2 Discussion Questions

4. Why should one consider using a model for change management?
Part 2 Discussion Questions

5. What has worked well for your organization in terms of your change management approach/model?

6. What have been your challenges or barriers to successfully utilizing a change management approach/model?
7. What strategies or tactics could you utilize to better understand an individual’s reasons for resisting a planned change in your organization?
Part 2 Discussion Questions

8. What are your key lessons learned and/or recommendations for others related to addressing change management?
Part 2 Discussion Questions

9. If you had one question related to change management that you would like this group to address, what would it be?
Lessons Learned

• Change is personal
• Each initiative is unique
• Maintain a “can do” attitude and approach
• Build relationships and networks
• Collaborate
• Communicate
• Have fun – enjoy the ride !!
Top Contributors to Success

1. Active and visible executive sponsorship
2. Structured change management approach
3. Dedicated change management resources
4. Integration and engagement with project management
5. Employee engagement and participation
6. Frequent and open communication
7. Engagement with middle managers

Source: Best Practices in Change Management, 2016 PROSCI
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