The Art of Accelerating Change
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Disclosure

We have nothing to disclose.
About Methodist Health System

- Founded in 1927
- 8,500+ employees
- 1,500+ physicians on staff
- 290+ affiliated physicians
- 536,000 patient visits
- $140 million in unreimbursed charity care
- One of Dallas Business Journal’s Top 10 “Best Places to Work” (13 years running)
- First and only member of the Mayo Clinic Care Network in Texas

Fellowships
- Gastroenterology
- Nephrology
- Surgical critical care
- Hepato-pancreato-biliary surgery
  - General surgery
  - Internal medicine
  - Gastroenterology
  - Family medicine

Learning Objectives

- Understand the change management process and individual responses to change
- Describe team development and the importance of structure
- Demonstrate ways to make meetings fun and engaging (ice breakers to promote productivity)
A woodsman was once asked,

“What would you do if you had just five minutes to chop down a tree?”

“I would spend the first two and a half minutes sharpening my axe.”

Welcome

1. Pick up a sheet of paper
2. Draw your favorite cup of coffee or tea

What do people draw?
What If You Change
Your View Point

Change Management

Change management is a structured approach to assisting individuals, teams or organizations through the process of change from a current state to a desired state, emphasizing the human and behavioral aspects of change.

MHS Timeline

- Methodist Health System joined Mayo Clinic Care Network

- The Improvement Academy
  - Launch of Bronze Fellowship Training
  - The Project Deployment Office
    - Tripled the size of the PDO (added new team members)
    - Project life cycle used on all projects

2014

2015

- MHS received APE award
- VP Clinical Information and Patient Safety
- Develop The Improvement Academy
- Launch of The Improvement Academy
- Develop the Project Deployment Office
- Launch of new tools and templates

2016

2017

- Baldrige National Award for Performance Excellence
- Journey to Magnet for all four hospitals
Why should we manage change?

1. Any improvement (or innovation) always represents a change – we cannot improve anything unless we change it.

2. Any change can be perceived as a threat to someone’s sense of security.

3. Any threat to personal security can give rise to resistance.

4. Resistance is a natural, universal, inevitable human response to change.

Spheres of Influence

- Out of Bounds: Little or no control
- Influence
- Control

Change Curve

The goal should be to get through the change curve as efficiently & effectively as possible.
Team Development

**Stages:**
- Forming
- Storming
- Norming
- Performing
- Adjourning

Team Composition

**Items to consider when selecting who is on your team:**
- Involve key stakeholders, & individuals who are necessary for the completion of the project
- Represent a diagonal slice of the organization
- Involve people willing to make the investment necessary & participate fully
- Base member selection on complementary expertise and skills, not on availability

**Think of someone who you have worked with on a team. What made them a good team member?**

**Think of a time when you were on a high functioning team. Why was that team high functioning?**

Tips for Successful Engagement

- Develop a structured format for projects
- Create roles and responsibilities for team members
- Team feedback of results
- Proactive feedback to stakeholders
- Facilitate culture change
Resist the Temptation

"Our main goal is to please our stakeholders... except when their processes are complex... or when they have too many requirements... or when they are hard to deal with."

Change Models

1. 2. 3. PDSA

What is your improvement model?
Time-specific and measurable • the AIM should define the specific population of patients or other system that will be affected. (Example: Reduce ICU mortality by 20 percent within 9 months.)

AIM STATEMENT

Fist to 5

• Team members utilized fist to 5 to determine consensus

5..... I think this is the best decision
4..... This is good
3..... I like some of it, but not ALL.
2..... I don’t like it, but I will go along
1..... I don’t like it
First... I object & block consensus
Team Charter
Project Timeline

Brainstorming
1 idea per sticky note

Affinity Diagram
Dot Voting

Use Dot Voting to identify top choices.
• This method allows a group to narrow the options and to focus on what's important.
• Give everyone 3 votes. This is important, because multiple votes helps people make clearer decisions, without having to pick "just one."
• Each person marks their vote by placing a dot on a sticky note that you can use multiple votes on one sticky.
• Have everyone vote at the same time. This reduces the political overtones of "voting." Fals will concentrate on their own votes instead of watching how their colleagues are voting.

Payoff Matrix

<table>
<thead>
<tr>
<th></th>
<th>High</th>
<th>&gt;60 Days to Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Benefit</td>
<td>Easy</td>
<td>Just Do It</td>
</tr>
<tr>
<td></td>
<td>Hard</td>
<td>Hard to Complete</td>
</tr>
</tbody>
</table>

ICE Breakers

• Ice breakers help with project facilitation and engaging teams
• Allows the project facilitator the opportunity to identify individual traits of team members
• Helps build team comradery
Fun Ice Breakers

- Fun Fact
- Snack making station
- 3 truths and a lie
- Would you rather
- Colors Personality Test
- Pig Personality