



Leadership Webinar 2: *Leading for Change*

December 14, 2017



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In this presentation:

- I. Review the fundamentals of change
- II. Reviewing reasons for resistance to change
- III. How to harness the power of resistance
- IV. Review your role in motivating and supporting staff

I. The fundamentals of change



WHAT IS MEANT BY *QUALITY IMPROVEMENT* IN HEALTH CARE?

Systematic, data-guided activities designed to bring about immediate improvement in a health care setting.

(Lynn et al., 2007)

5 FUNDAMENTAL PRINCIPLES OF IMPROVEMENT:

1. Know why you need to improve
2. Have a way to tell if the improvement is happening
3. Develop an effective change that will result in an improvement
4. Test changes well before trying to implement
5. Know when and how to make the change permanent

(Langley et al., 2009)

KEYS TO SUCCESS IN QUALITY IMPROVEMENT

- Understanding the system in which we function
- Attending to the complexities of dealing with **people**
- Continuously learning and developing knowledge about how to **make things better**

DEFINING A QUALITY CULTURE

“The way we do things around here...”

- Shared beliefs, attitudes, values and norms of behaviour between colleagues in an organization
- Way of making sense of the organization
- Way things are understood, judged and valued

TECHNICAL



CULTURE

CULTURE EXISTS AT A LOCAL LEVEL

- Each unit, department, or team has a unique culture.
- Because culture is unique and culture is complex, the process for improving **will look different every time.**

MINDSETS

A set of beliefs or a way of thinking that determines one's behaviour, outlook and mental attitude.

What we believe is possible and desirable are crucial elements in the successful implementation of a strategy.

(Gillaspie, 2015)

FRAMING

Framing is the process by which we construct, articulate, and put across our message in a powerful and compelling way in order to win people to the cause and call them to action.

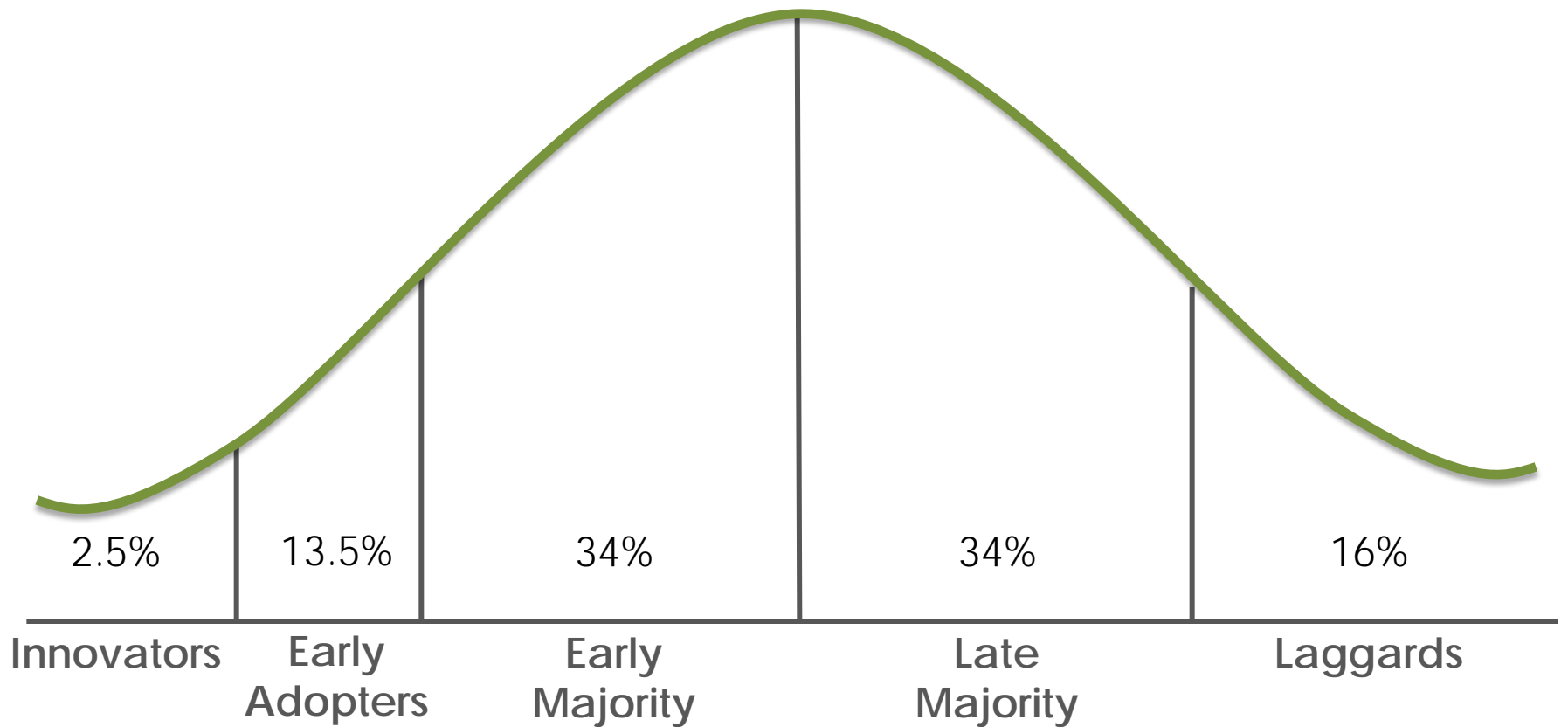
(NHS, 2011)

FRAMING

People change what they do less because they are given analysis that **shifts their *thinking*** than because they are shown a truth that **influences their *feelings***.

(Kotte and Cohen, 2002)

Adopting Change



Rogers' Diffusion of Innovation

disRUPTION is the new normal!



“By questioning existing ideas, by opening new fields for action, change agents actually help organisations survive and adapt to the 21st Century.”

Céline Schillinger

Saddle up!

HARNESSING THE POWER OF RESISTANCE

Sound Familiar?

50 Reasons Not To Change



Source: Helen Bevan, 2015

Embracing Resistance

- Employee resistance is the most common reason executives cite for the failure of big organizational change efforts.



Source: Keller & Price, 2011

Your Approach to Change

When asked to brainstorm a whole new way of doing work, do you:

- (A) Welcome the opportunity to wipe the slate the clean.
- (B) Want to make sure the current processes that already work are retained.
- (C) Try to balance new ideas with current practices.

When you hear about new ways of doing things that might impact your work, do you:

- (A) Talk with others right away about applying the new method.
- (B) Wait and see how the new methods work somewhere else before trying them yourself.
- (C) Go talk to someone using the new method to learn more.

If you attended a conference and learned about new ideas, would you:

- (A) Set up meetings to discuss the exciting new ideas you have heard.
- (B) Wait and try to follow key developments you have learned about to see how they work for other people.
- (C) Do some research on the developments and contact other people using them to learn more.

Your Approach to Change

A Originator (love new ideas, prefer transformational change, challenge current systems, energized by brainstorming new ways of doing things, enjoy risk and uncertainty)

B Conserver (prefer incremental change, values precedent and tradition, favors evolutionary change (rather than revolutionary), don't like surprises and uncertainty)

C Programatist (prefers functional change and specific to the situation, could care less about whether assignment is innovative or fits in with the current way of working – focus is on getting things done, often act as mediators between originators and conservatists, team oriented and focused on supporting the group to achieve consensus)

RESISTANCE



Embracing Resistance

- What do we tend to do when people resist?
 - Lower our ambitions for improvement.
 - Focus our energies on those who are already in the “action” stage.
 - Put negative labels on those who are not yet at the action stage such as “blocker”, “resistor” or “laggard”.
 - Blame “the management” for not enforcing change.

Source: Helen Bevan, February, 2015

Embracing Resistance

- Resistance is powerful
- If unharnessed, it can be harmful
- When harnessed, very useful
- Creates the space for diversity of thought

Source: Helen Bevan, February., 2015

Embracing Resistance

- What if we changed our mindset?
- Saw resistance as something to embrace?
- Saw it as something that led to better solutions?
- Saw it as something to generate better ideas?

Embracing Resistance

- What should we do?
 - Listen and understand
 - Roll with resistance
 - Build meaning and conviction into the change

Source: Helen Bevan, February., 2015

Be a change agent

YOUR ROLE IN SUPPORTING AND MOTIVATING STAFF

Lois Kelly, Foghound

Let's imagine...

Imagine that your health care organization is trying to reduce worker fatigue. Your improvement team is working on a planned nap program in which you offer the opportunity for staff members working a shift of more than 12 hours to take a planned nap. You have identified a designated room for the nap, and you have communicated with the staff about the importance of rest in ensuring patient safety. Unfortunately, data reveal that workers are not taking advantage of the program. Your team is frustrated, because this program worked at another hospital in a neighboring town.

- **What's the likeliest reason the program failed?**
- (A) The nap wasn't long enough.
- (B) The room for the nap was too noisy.
- (C) The culture of the organization did not support napping during a shift.
- (D) Workers weren't as tired as managers thought they were.
- **What would be a good way for the team to respond to the resistance to the change?**
- (A) Share data that shows the process change is associated with a decrease in adverse events.
- (B) Abandon the idea.
- (C) Tell a story about a patient whom medical science was able to save.
- (D) A, B

Constructive Conversations

- Constructive what/if conversations examine assumptions, open up possibilities, invite everyone to contribute and value all points of view



Lois Kelly, Foghound

When Angry, Stop and Wonder Why

- The more we understand hidden motivations, the more we can frame our ideas



Lois Kelly, Foghound

Possibilities

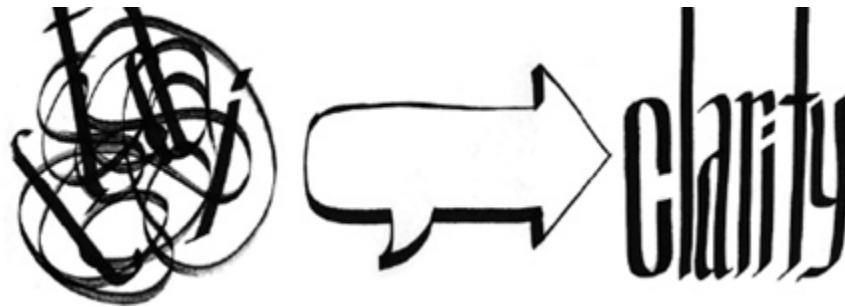
- Ask questions that highlight possibilities vs. damn the problems
- Possibilities create energy, problem dissing saps it

Lois Kelly, Foghound



Create Clarity

- Communicate in ways that creates clarity from complexity
- Define context, relevancy, value



Lois Kelly, Foghound

Let It Breathe

- Velocity scares people
- If we go too fast, we can mow over people, hurting our chances to affect change
- People often need time to absorb a new way



Lois Kelly, Foghound

Listen

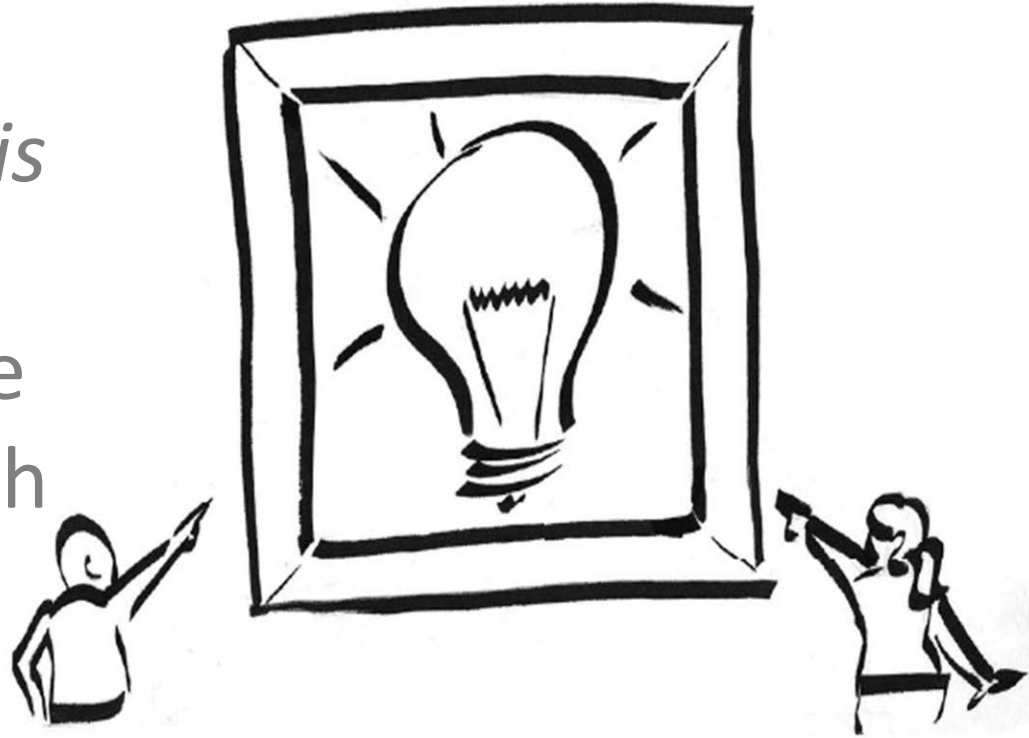
- Ask good questions
- Become a keen listener



Lois Kelly, Foghound

Framing

“People change what they do less because they are given *analysis* that shifts their *thinking* than because they are *shown* a truth that influences their *feelings*.”

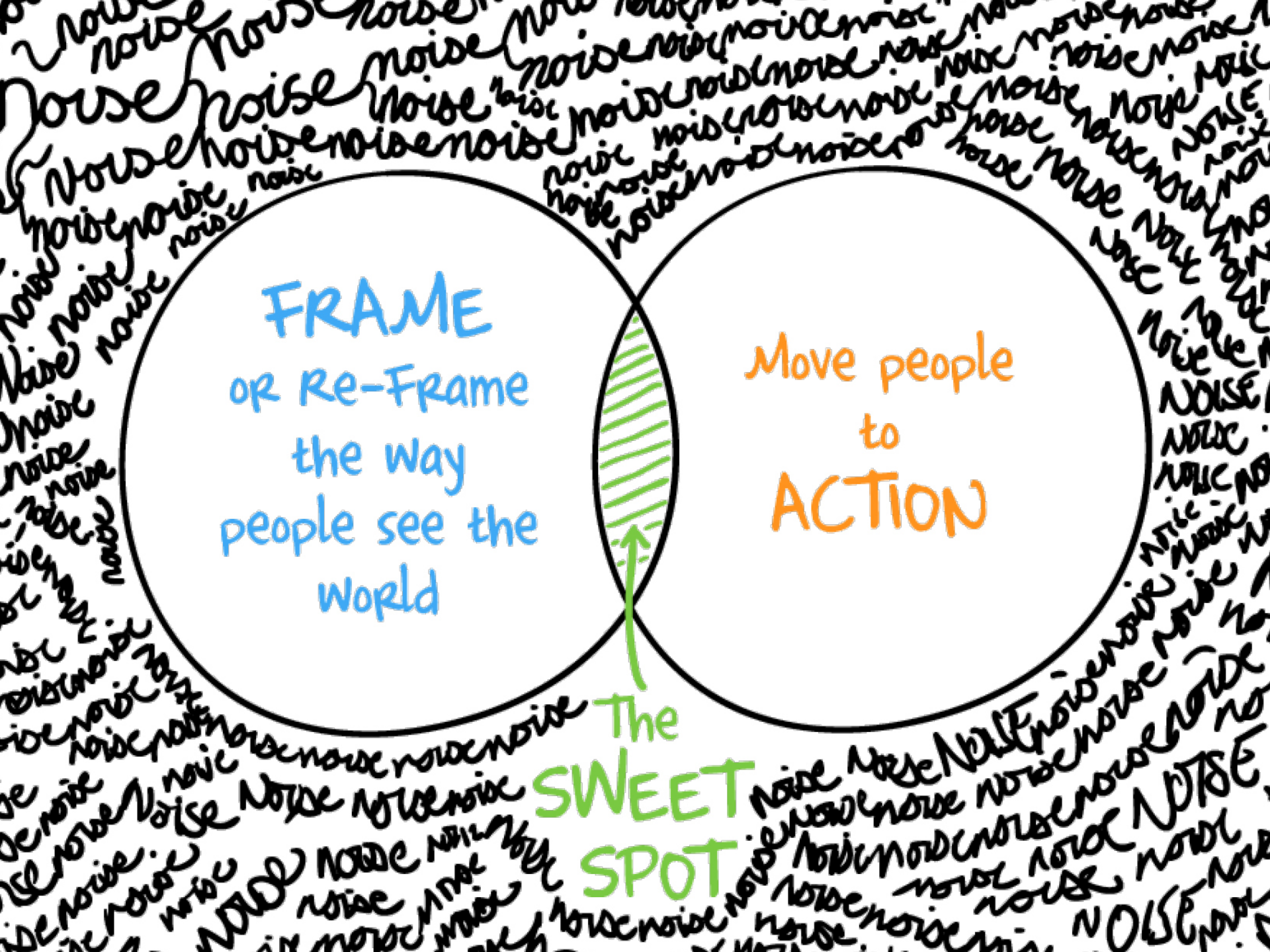


(John P Kotter (2002), *The Heart of Change*)

FRAME
OR Re-Frame
the way
people see the
world

Move people
to
ACTION

The
SWEET
SPOT



JOY in work

- Why joy? Why now?
- What to do about it?
- How to measure it?

QUESTIONS/WRAP-UP