

# Change Management: Engaging Effectively in Practice Transformation

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## What We'll Talk About Today

- I. What Is Practice Transformation?
- II. Stages Of Change & Setting Your Organization Up For Success
- III. The Practice Transformation Teams
- IV. Essential Competencies To Have On Your Practice Transformation Teams
- v. Working Across the Organization to Support Practice Transformation

Think of a Change Effort That Failed...

WHY?



## A Tale of Project Mismanagement

### Email Exchange:

CFO to Compliance Manager on Monday:  
 UDS data due next week but finding inaccuracies.  
 Is there an issue with mapping insurance data?

Compliance Manager to CFO & Billing Manager:  
 It appears that the problem is...When reviewing  
 the mapping tool with Billing Manager, there are  
 several insurance names that she believes should  
 be remapped. As you requested we made no changes.

CFO to Compliance Manager & Billing Manager:  
 Someone will need to get in touch with EMR vendor to  
 delete these items from the background. It is not the  
 first time this has happened.



## A Tale of Project Mismanagement *(continued)*

Compliance Manager to CFO:

Are you referring to someone in the clinic?

CFO to Compliance and Billing Managers:

I don't recall how it worked last time. I think I may have instructed Joe to contact EMR vendor. Not sure how it would work now?

Compliance Manager to CFO/Billing Manager:

Can someone let me know where this was left? We are supposed to meet tomorrow for UDS and table 4 is still off.

CFO to Compliance Manager & Billing Manager  
(Friday):

Not sure what it needs to get done, we did not have a clear conversation, who was going to fix this issue. Do I need to call our EMR vendor?



## Why Did This Improvement Effort Stall?

What Did You Notice?

## Rewrite: A Tale of A Well-Managed Project

What if...

- ▶ Problem had been defined clearly and earlier
- ▶ Fixing the problem was identified as top priority for Compliance/Billing for prior year
- ▶ Team convened with representation from key departments
- ▶ Team did deep-dive into root causes of problem
- ▶ Team tested new workflows using PDSA approach
- ▶ New workflows implemented and monitored for adherence

## I. What is Practice Transformation?

## Practice Transformation is the Process of...

- ▶ Assessing and identifying areas for improving a primary care practice
- ▶ Testing change ideas
- ▶ Implementing and sustaining the new workflows, processes, or behaviors



## Practice Transformation Is A Team Sport



## II. The Three Phases of Practice Transformation



- ▶ Model New Behaviors
- ▶ Recognize & Reward People
- ▶ Align Organizational Practices to Support Changes

## Phase 1: Develop & Communicate the Vision & Strategy

- ▶ Create Sense of Urgency
- ▶ Define the Problem/  
Opportunity



## Phase 1: Develop & Communicate the Vision & Strategy

- ▶ Identify the Driving  
Framework
- ▶ Map the Strategy





## Phase I: Lay the Foundation for Transformation

Conduct gap assessment

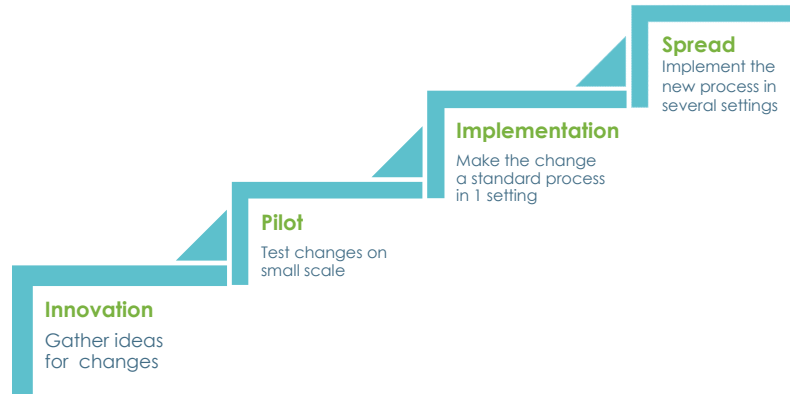
Prioritize & sequence change initiatives

Develop the Guiding Team with power to lead change

Identify & engage Improvement Team(s)



## Lifecycle Of A Quality Improvement Initiative



**Phase 2:** Gather & Test Change Ideas; Create Standard Processes

**Phase 3:** Implement, Spread & Sustain Improvements

## III. The Practice Transformation Teams

## The Guiding Team Charter

Aligns improvement initiatives with organizational strategic priorities

Prioritizes & sequences improvement initiatives



## The Guiding Team Charter *(continued)*

- ▶ Empowers & engages with Improvement Teams
- ▶ Supports, **celebrates**, communicates about their work
- ▶ Monitors progress & makes adjustments to accelerate change





## The Guiding Team Charter *(continued)*

Engages executive leadership to:

- ▶ Communicate the Vision
- ▶ Model New Behaviors
- ▶ Recognize & Reward People
- ▶ Align Organizational Practices to Support Changes

## Composition & Competencies of the Guiding Team

Members:

- ▶ Primarily executive team members
- ▶ Practice Transformation Lead (e.g., person overseeing CP3 Workplan)
- ▶ Possible others with key competencies/roles such as :
  - Project Management
  - Performance Improvement
  - Knowledge of clinical and operations
  - Data analytics

## The Improvement Team Charter

Existing committee or newly formed to apply performance improvement approaches to:

- ▶ Major area: Access
- ▶ Specific process: Tracking Non-traditional visits in EMR

## Composition of the Improvement Team

- ▶ Front line staff from relevant area
- ▶ Manager/Department Director who can change schedules
- ▶ Member of Guiding Team
- ▶ Clinical staff if team is changing clinical processes
- ▶ Staff with key skills:
  - Project management
  - Performance improvement
- ▶ Data Analyst
- ▶ A Patient!

## Attributes of Effective Improvement Team Members or “Catalysts for Change”

1. Committed to health center's aspirational, patient-centered vision for the ideal primary care experience you want to create
2. Innovative: willing to try new things
3. Resilient: responds effectively in the face of ambiguity and uncertainty
4. Asks tough questions and welcomes feedback

## Attributes of Effective Improvement Team Members or “Catalysts for Change” *(continued)*

5. Proactive, with a positive attitude and approach towards challenges and setbacks
6. ‘Walks the talk:’ communicates change by leading by example
7. Dedicated to strong relationships built on trust and teamwork
8. Courageous: not be afraid to do what’s right even if it’s uncomfortable

*– Developed by Janine Carpenter, MPH,  
Performance Improvement Project Manager, OLE Health*

## IV. Project Management & Performance Improvement Capabilities

Grow improvement competencies across your organization

## Critical Project Management Skills

1. Knowledge of how the organization works
2. Familiarity with project management tools
3. Interpersonal and leadership skills
4. Organization
5. Time management
6. Communication
7. Knowing when & how to engage leadership
8. Meeting facilitation & team building

## Performance Improvement Skills

1. Knowledge & confidence using improvement tools & methods
  - ▶ Well-schooled in PI approach such as PDSA, Lean
  - ▶ Process mapping
  - ▶ Root cause analysis
  - ▶ Idea generation
2. Measurement & using data to drive improvement
3. Can guide teams through lifecycle of improvement initiative from identifying performance gaps through sustaining the change

A key skill/function that is often overlooked is the **people element** of performance improvement in a health center. PI is ultimately about end-users—so in health care, to me this would mean care teams and staff (employees) and patients (customers).

– Janine Carpenter, MPH, Performance Improvement Project Manager, OLE Health

## Best Tool In Performance Improvement: Generous Listening

To guide teams through change, a performance improvement staff/project manager must create a safe space for:

- ▶ Effective communication
- ▶ Building trust
- ▶ Creating shared understanding
- ▶ Uninhibited brainstorming
- ▶ Collaboration to test and implement ideas for change

That requires modeling GENEROUS LISTENING

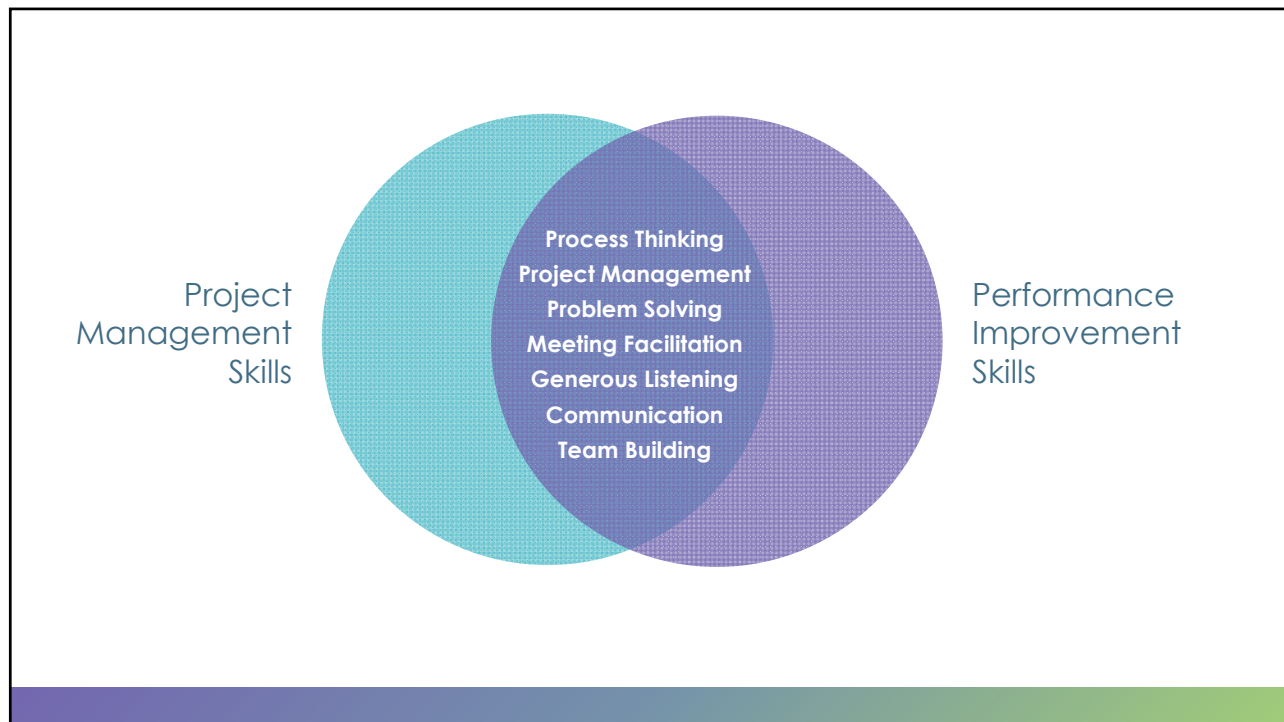




If you want to influence action,  
what counts is what you heard,  
not what you said

## What Is Generous Listening?

Listening with a **deep appreciation** for  
the **reality, feelings, and commitment of another**,  
so that the **other person feels understood**.



## Role of Performance Improvement in Practice Transformation

- ▶ To start, ID and train a few staff in Performance Improvement & assign them to coach Improvement Teams
- ▶ Train ALL staff on one, consistent improvement approach
- ▶ Continuous reinforcement
  - Incorporate Performance Improvement approach into all meetings, agendas, communication, accountability practices

## Performance Improvement Coach Role

Empower teams and team members to become highly effective at performance improvement by:

- ▶ Teaching and modeling QI skills and effective team behaviors
- ▶ Asking open-ended questions that support teams to solve their own problems

## Project Management and Performance Improvement Resources

### **Project Management**

[www.mindtools.com](http://www.mindtools.com)

<http://projectmanagementskills.info>

### **Performance Improvement**

Institute for Healthcare Improvement [www.ihl.org](http://www.ihl.org)

Center for Primary Care Excellence (<https://cepc.ucsf.edu>)

Center for Care Innovation ([www.cci.org](http://www.cci.org))

## V. Working Across the Organization to Support Practice Transformation

### How Can Leadership Support Practice Transformation Teams?

- ▶ Ensure problem is clearly defined, & improvement work aligned with strategic priorities
- ▶ Time & space to meet & test changes
- ▶ Resources (staff, data, training, site visits, peer learning, coach/consultant)
- ▶ Remove obstacles
- ▶ Communicate broadly about the results/impact of the team's work
- ▶ Take the flak from those who are resistant
- ▶ Celebrate success!

## How Can Practice Transformation Teams Engage Leadership (or, How to Influence Up)

- ▶ Align the request with Execs' top priorities
- ▶ Provide data based in current realities & cost of NOT adopting the change
- ▶ Encourage & organize site visits for Execs to gain ideas & inspiration & allay fears

## A Tool to Support Your Practice Transformation Efforts

Evaluation of Roles & Competencies for Project Management and Performance Improvement in Practice Transformation								
ROLE & COMPETENCIES	STAFF MEMBER:				STAFF MEMBER:			
	CONFIDENCE LEVEL WITH EACH COMPETENCY				CONFIDENCE LEVEL WITH EACH COMPETENCY			
	Underfills	Has learned it	Uses it well	Can teach on it	Underfills	Has learned it	Uses it well	Can teach on it
<b>Project Management; Guides the team to achieve its goals using project management tools and skills to initiate, plan, execute, communicate and complete project.</b>								
<b>PROJECT MANAGEMENT COMPETENCIES</b>								
Familiar with the organization, key stakeholders, & written/unwritten policies and procedures describing how the organization works.								
Familiar with project management tools, <i>specifically</i> :								
Gap analysis								
Project charter								
Project plan								
Gantt chart or other method to track progress								

## Guidelines for Using the Roles & Competencies Tool

### Guidelines for Evaluating Roles & Competencies for Project Management and Performance Improvement in Practice Transformation

1. Review the composition of an Improvement Team.
2. Identify at least 2 team members with potential to serve as Project Manager and/or Performance Improvement Coach. If no one is suitable, look outside the current team.
3. Inform the staff members(s) they are being considered for a key team leadership role & this is a way to assess current skills & training needs.
4. Ask staff member to self-rate level of confidence w/the competencies; assure them that the assessment in no way impacts their performance evaluation.
5. Ask their supervisor to assess the staff members' competency levels.
6. Complete Recommendation at bottom of tool for each staff member assessed.

## In Summary: Key Strategies for Success in Practice Transformation

- ▶ Understand the stages of Practice Transformation and what's required for success in each stage
- ▶ Create a Guiding Team & Improvement Teams with clear team charters and members with the right attributes, skills & roles
- ▶ Build capabilities for Performance Improvement and Project Management into every improvement team
- ▶ Be thoughtful and deliberate in how you communicate up, sideways and down about the transformation effort

# QUESTIONS?

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