Patient-Centered Specialty Care

Module 3
Instructional Webinar

Driving Results and Sustaining Change

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Agenda

- **Understand culture and managing change**

- **Identify six key components for sustaining practice transformation**

- **Understand and prevent change fatigue**

- **Create a practice transformation sustainability plan**

- **Identify and address barriers to sustaining practice transformation**

- **Identify and leverage organizational strengths to sustain practice transformation**

What is change? How do you manage change?

Change Definition

According to Merriam Webster dictionary – the definition of change is:

- to become different
- to make (someone or something) different

Managing Change

- Are you personally comfortable with change?
- How do you think the people you work with deal with change?
- What happens when people don't want to change, and what does resistance look like in your practice?
- What is your practice trying to change?
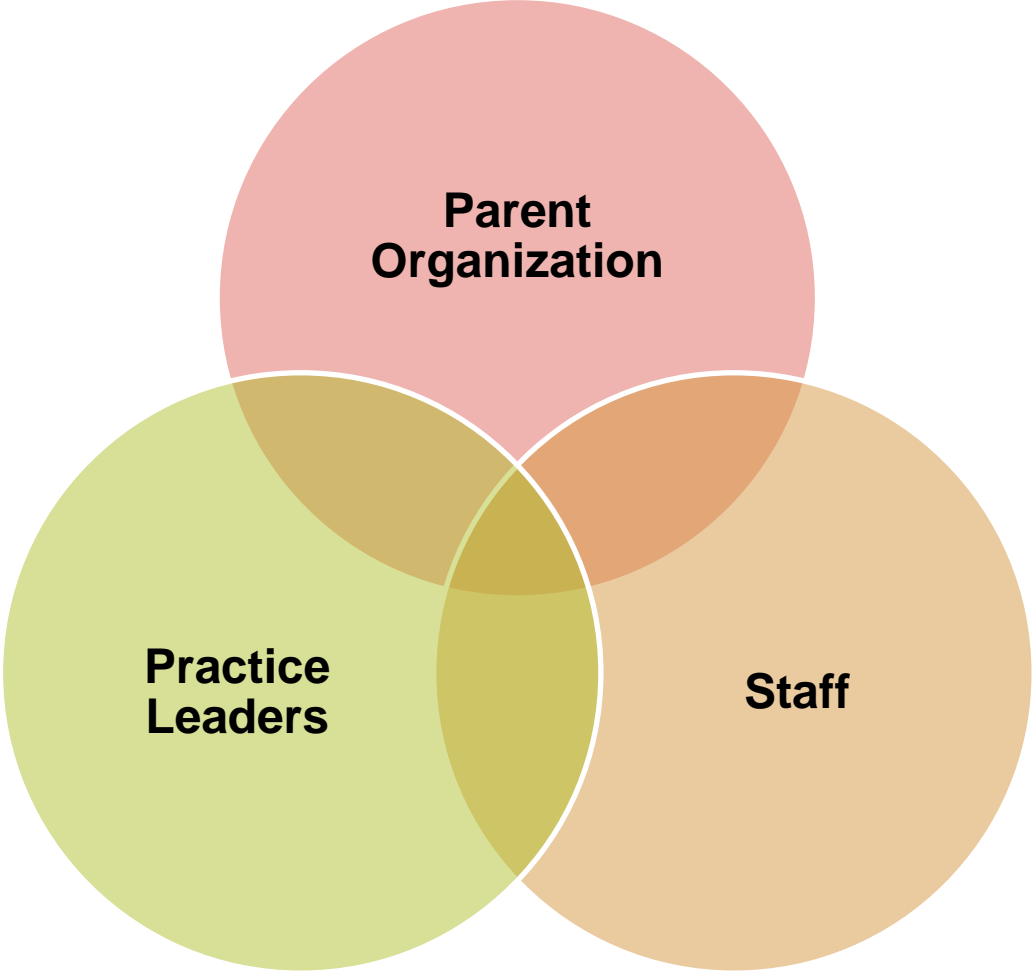- And finally, why is your practice tackling change now?

Culture of an Organization

Culture includes how people:

- Work together
- Treat each other
- Communicate

Successful Change is Interconnected

5 Main Features of a Learning Organization

| Systems thinking | → | Personal Mastery | → | Mental Models | → | Shared Vision | → | Team Learning |

- A learning organization is the term given to a company (or in your case, a practice) that facilitates the learning of its members and continuously transforms itself.

- Learning organizations develop as a result of the pressures facing modern organizations and enables them to remain competitive in the business environment

Learning Organization Concept

"In the long run, the only sustainable source of competitive advantage is your organisation's ability to learn faster than its competition"
– Peter Senge

Six Steps to Sustainability

Supportive Management

What's Key?

- Prioritization of quality of care
- Creation of accountability systems
- Recognition of success

Tools and Resources

What's Key?

- Tools and resources to promote change
- Availability to access
- Ease of adoption

Feedback Systems

What's Key?

- Organizational awareness of key performance indicators

- Ability to review information, in comparison to standards

- Participation of associates in improvement efforts

- Systems are robust and transparent

Shared Understanding

What's Key?

- Understanding of processes and systems
- Awareness of expectations
- Clarity of roles

Supportive Management

Tools and Resources

Training

Sustainability

Engaged Staff

Feedback System

Shared Understanding

Engaged Staff

What's Key?

- Universal pride in performance and improvement

- Investment in initiatives and outcomes

- Documentation of quality improvement competencies

Training

What's Key?

- Availability
- Consideration of skills
- Confidence and core competencies
- Prioritization of quality improvement training

Change Fatigue

What is Change Fatigue?

Predictable, common, and avoidable reaction to multiple small (and large) changes over time. Change can be exhausting when it's approached in the wrong way. Over my years of research, I've witnessed countless leaders try to implement change, but instead burn out their employees and create a sense of frustration in their organizations. This may seem like a classic case of what not to do, but this scenario is not unique to any kind of company, and it's growing more common as the rate of change accelerates.

- Ken Perlman, Kotter International

Change Fatigue Best Practice & Strategies

Change Fatigue Prevention Best Practice

- Overall vision is clear
- Multiple changes are not attempted simultaneously
- Priorities are clearly defined
- Team members feel a sense of control or part of the change

Strategies

- Shift from project-based thinking to whole-systems approach (a marathon is not 26 mile sprints)
- Record your changes and progress ("Change mapping")
- Ensure each change has clear intended outcomes
- Allocate sufficient time and support for transitions (not just the change)
- Engage the people most affected ("People will help build what they created")
- Celebrate successes and acknowledge accomplishments

PCSC CDT Sustainability Plan Worksheet

Enhanced Personal Health Care
Patient-Centered Specialty Care

Sustainability Plan Worksheet

Organization Name: _____   **Date:** _____

Managing Change:

○ Organizational Vision: _____

Sustainability Assessment:

Supportive Management

○ Strengths/What's working _____
○ Barriers/What's not working _____
○ Immediate next steps _____
○ Long term next steps Our long-term goal is to _____
○ ACP Practice Advisor Tools and Resources _____

Tools and Resources

○ Strengths/What's working _____
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Leverage Resources

- **Provider Toolkit**

- **Use your self-assessments** to understand where you might have a workflow opportunity.

- **Use the team-based approach** to problem solving and practice improvement to identify areas that can benefit from more focused intervention as you review your data.

- **Establish an action plan** and begin to run relevant PDSA cycles to support implementing and sustaining necessary changes.

- **CDT PCSC Instructional Webinars**

Thought Provoking Questions

What is leadership's shared vision?

How are ideas discussed in your practice and what about feedback? How is that handled?

How is leadership supporting the improvement efforts?

How is the staff being supported?

What's happening in regards to difficult feedback?

Next Steps

Please complete the following:

Please refer to the CDT Learning Collaborative Activities checklist or the PCSC Provider Toolkit to access each event and view the session.

❑ PCSC CDT Sustainability Plan Worksheet for each completed PDSA

❑ **Submit completed Module 3 PDSA Worksheet to PCSC@anthem.com** (View Module 3 PDSA Sample on Provider Toolkit)

IMPORTANT NOTE

An attestation form will be sent to each practice at the conclusion of year one to report your established Care Compact agreements with referring PCPs.

We appreciate your participation in the PCSC Program!