

CMHS/NIRN/CMHQA
Change Management
in Mental Health Systems

Tools for Implementing Change:

Creating Alignment

Overcoming Resistance

Setting Priorities

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The School of Management

THE UNIVERSITY OF TEXAS AT DALLAS





Learning Objective

Introduce a structured framework for thinking through the issues and obstacles you are likely to encounter during a major change initiative.

- ◆ Present proven change tools and techniques to help you launch, communicate and sustain the initiative
- ◆ Increase your ability and effectiveness in leading organizational change.



Definition of a Change Project

- ◆ Cuts across organizational boundaries.
- ◆ Has defined start and completion dates.
- ◆ Generates observable, measurable results.
- ◆ Requires significant change in both attitudes and the way work is performed.
- ◆ Creates both active and passive resistance.
- ◆ Requires a dedicated change team.



Texas Medication Algorithm Project

TMAP is a coordinated, evidence-based approach to the treatment of individuals suffering from schizophrenia, major depression and bipolar disorder.

The objective is to reduce inappropriate variation in the diagnosis and treatment of these conditions and to assure that financial resources are allocated based on true service needs. The result will be the delivery of more appropriate, consistent and cost-effective care across providers and treatment centers.

TMAP Change Projects

1. Redesign the patient medical record to:
 - ◆ make patient history, diagnosis, treatment plan and response more readily evident
 - ◆ reduce duplication of entry and the number of times a patient is asked to provide the same information
2. Determine eligibility for ongoing treatment services. Assign eligible consumers to the appropriate level of care. Assist those deemed to be ineligible in accessing available community resources.
3. Implement the TIMA medication algorithm, including implementation and utilization of the clinical rating scales and documentation of treatment and patient responses in the patient record.
4. Develop and implement a patient and family education program that:
 - ◆ fully informs patients on their diagnosis, proposed treatment plan and potential medication side-effects
 - ◆ shows patients how to utilize this information to make them more accountable for their outcomes



Role of Change Management

TRAINING

Explains objectives and provides information on desired activities and outcomes.

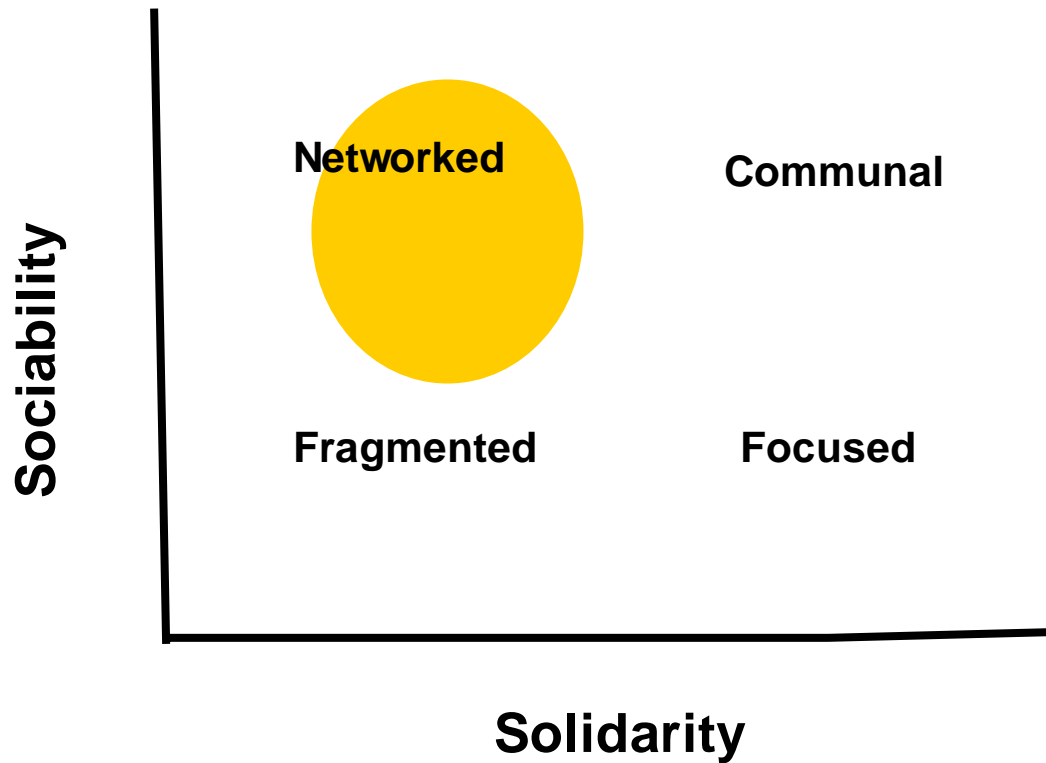
PROJECT MANAGEMENT

Involves tracking, monitoring, measuring and reporting. Establishes performance standards and metrics; provides objective measures of progress against plan; anticipates obstacles and recommends corrective action.

CHANGE MANAGEMENT

Intensive, field-based exercise in changing behavior. Focuses on communicating the initiative; creating alignment; identifying and overcoming resistance; embedding change into the organizational culture.

Organizational Culture of a Mental Health System



Change Tools and Techniques Index

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Launching the Project

Desired Outcome

- ◆ Well defined project that is doable, yet challenging
- ◆ Clear agreement and commitment from sponsor
- ◆ A team with competency, influence, and representation that has been prepared for the challenge

Backwards Imaging

1. Imagine a point in the future when your project or initiative has been very successful.
2. Find words to describe what you would see, hear, feel as you observe key constituents functioning in the new, changed environment.
3. Discuss and reach consensus with your team members on what this new, improved future would look like.
4. As a team, develop the obstacles you would likely have encountered and overcome during the implementation.

Sponsor Discussion - Typical Questions

- Describe the initiative in your own words
- Why is this initiative important?
- What will success look like to you?
- What is outside the scope of this initiative?
- What else is on your agenda - where does this project fit?
- Who are the key players and how do they view this initiative?
- What excites you the most about this initiative?
- What concerns you the most about this initiative?
- What do you think our biggest challenge will be?
- Who should be on the core working team? - How can we get their commitment?
- What role do you see yourself playing? -- How involved do you want to be?
- What key decisions do you want to make or be involved in?
- Do you have any words of advice or suggestions for me or the team?

Tool: Team Competency/Influence

Tool: Team Competency- A useful tool to help the team determine if they have the right team members relative to the competencies and influence necessary to execute the initiative.

Team Member

H = High M = Medium L = Low

Uses: This exercise is particularly useful for two situations: (1) when initially forming the team, it can help the sponsor and/or team leader determine who should be on the team; (2) if the team is already in place and they may be struggling due to lack of ability to do certain facets of the initiative, this tool can be used to determine if adjustments in team members are warranted.

Timing: Before starting the initiative and/or anytime during the initiative when the team seems to be struggling due to lack of competency or influence. This often occurs when a new phase of the initiative begins.



Team Start-Up - Levels/Types Of Decisions

- A. I've made the decision - Here's what it is and why I had to make it.
- B. I'm leaning strongly in this direction. Tell me what the team thinks, then I'll make the decision (your input, my decision)
- C. We need more information before the decision can be made - Help us see all sides of the issue, then WE'LL make the decision based on consensus
- D. I'm willing to go with what ever the team decides on - Let me know your decision and I'll support it.

Team Start-Up - Consensus

Consensus is reached when everyone can state:

- I believe that you understand my point of view
- I believe that I understand your point of view
- Even though this may not be the way I would decide things by myself, I will support the decision 100% because it was arrived at in an open and fair manner

Creating Organizational Alignment

Desired Outcome

- ◆ A clearly defined project scope
- ◆ A sense of urgency and commitment among key stakeholders
- ◆ Clear, consistent, organization-wide communication of the project

Is / Is Not

Helps a team think through the project by more clearly defining what is inside and outside its scope. Often the “*is not*” portion of the discussion is more important than the “*is*” part -- that’s where the disagreement usually lies. It can be used during the definition phase as well as later when the team is stuck needs to be refreshed on the project’s boundaries.

<u>IS</u>	<u>IS NOT</u>
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____

Tool: Threat / Opportunity Matrix

“Best Practice” organizations know how to frame a change initiative as more than a short-term threat. They work to find ways to frame it as both a threat and an opportunity. By doing so, they are able to create a sense of urgency and commitment among the key stakeholders.

	Threat	Opportunity
Short Term	PAIN 1	3
Long Term	2	4 GAIN

Building the case for change is one of the most important tasks of the team. This simple tool helps it to redirect the initial focus on short-term threats and generate a clear sense of why the initiative is essential.

Example: Threat / Opportunity

Physician Group Initiative

Threat

Opportunity

**Short
Term**

- Will create uncertainty and staff anxiety
- Physicians will resist any change
- Productivity will drop.
- Won't be able to fund other projects
- Patients are likely to be confused.
- Overhead burden may rise

1

3

- Control our future
- Shake up the organization

**Long
Term**

- Won't achieve our objective
- Will have to work with fewer staff

2

4

- Improved patient satisfaction
- Able to provide measurably higher quality care
- Increased capacity through improved asset utilization
- Able to recruit and retain better administrative and clinical staff.
- Physicians will be more productive

Elevator Speech

Elevator Speech: This is a great exercise to help teams bring closure on the definition of their initiative. The name of the exercise references a limited time to clearly summarize the project definition.

- Imagine a chance meeting of a team member and a key stakeholder in an empty elevator with about 2 minutes to ride, or walking the hall.
- The key stakeholder says, “I heard you are working on the _____ initiative. What’s it all about?”
- Team members practice this “speech” so they can convey a very short, uniform message in a conversational manner

Well crafted elevator speeches should generally—though not rigidly—follow this four part formula:

- **Here’s what our project is about** (*set the hook*)
- **Here’s why it’s important** (*deliver the message*)
- **Here’s what success will look like** (*paint a picture of success*)
- **Here’s what we need from you** (*summarize and get what you need*)

Measuring and Overcoming Resistance

Desired Outcome

- ◆ Identification of sources of both active and passive resistance
- ◆ An effective strategy to influence key stakeholders



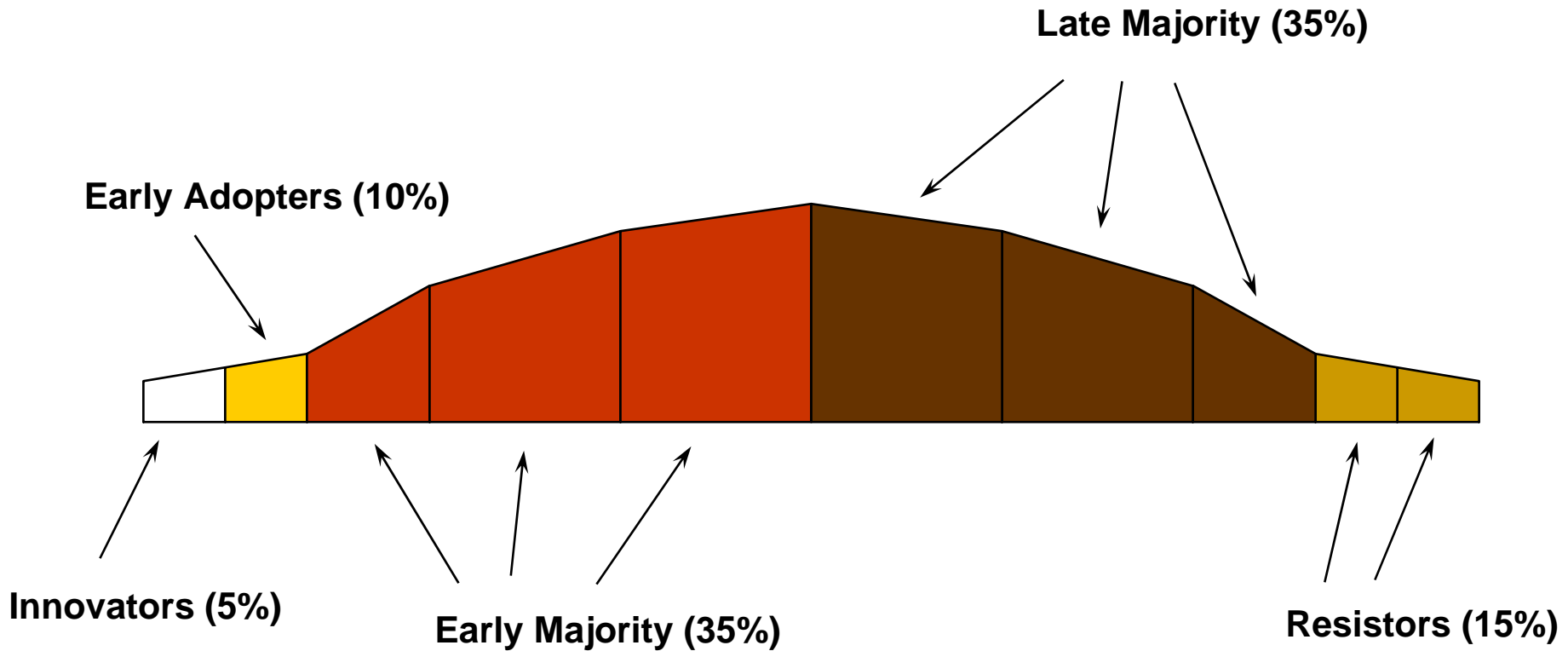
Resistance to Change

What does it look like?

Resistance to change is typically divided into two distinct categories:

- **Active Resistance**
- **Passive Resistance**

Attitude Charting



Stakeholder Analysis

Names	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive

- Steps:
1. Plot where individuals currently are with regard to desired change. (☐= current)
 2. Plot where individuals need to be (X=desired) in order to successfully accomplish desired change-identify gaps between current and desired
 3. Indicate how individuals are linked to each other, draw lines to indicate an influence link using an arrow to indicate who influences whom
 4. Plan action steps for closing gaps

Example #1: Stakeholder Analysis

	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive
Chief of Surgery					⊙
Dr. Bobbitt					⊙
Dr. Clampett	• —————→				○
CEO				⊙	
Chief of Staff	• —————→			○	
Medical Director					⊙
Chief of Medicine				⊙	
CFO	• —————→			○	
Asst. Med. Director		• —————→		○	
Chief Administrator	• —————→			○	
Dr. Barnes				⊙	
Chief of Nursing		• —————→		○	
Sharon Reams, RN				⊙	

Example #2: Stakeholder Analysis

	Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive
Chief of Surgery					⊙
Dr. Bobbitt					⊙
Dr. Clampett				• →	○
CEO				⊙	
Chief of Staff			• →	○	
Medical Director					⊙
Chief of Medicine				⊙	
CFO			• →	○	
Asst. Med. Director			• →	○	
Chief Administrator			• →	○	
Dr. Barnes				⊙	
Chief of Nursing			• →	○	
Sharon Reams, RN				⊙	

Example #3: Stakeholder Analysis

	Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive
Chief of Surgery					⊙
Dr. Bobbitt					⊙
Dr. Clampett				• →	○
CEO				⊙	
Chief of Staff		• →		○	
Medical Director					⊙
Chief of Medicine				⊙	
CFO			• →	○	
Asst. Med. Director		• →		○	
Chief Administrator			• →	○	
Dr. Barnes				⊙	
Chief of Nursing		• →		○	
Sharon Reams, RN				⊙	

Stakeholder Analysis: Overview Plan

<u>What</u>	<u>Who</u>	<u>When</u>
Brief Dr. Bobbitt on Initiative	Tom	Feb 2
Brief CEO on Initiative	Karen	Jan 28
Brief Dr. Barnes on Initiative	Bob	Feb 14
Brief Sharon Reams on Initiative	Bob	Feb 14
Brief CFO on initiative	Tom	Jan 16
Brief & get buy-in with Dr. Clampett	Joe	Jan 19
Brief & get buy-in with CFO	Quinn	Feb 21
Brief & get buy-in with ICU Nurses	Karen	Feb 21

Influence Strategy

Stakeholder	Issues/Concerns	Influence Strategy

Strategy for building a coalition of specific key individual stakeholders

Prioritizing the Tasks

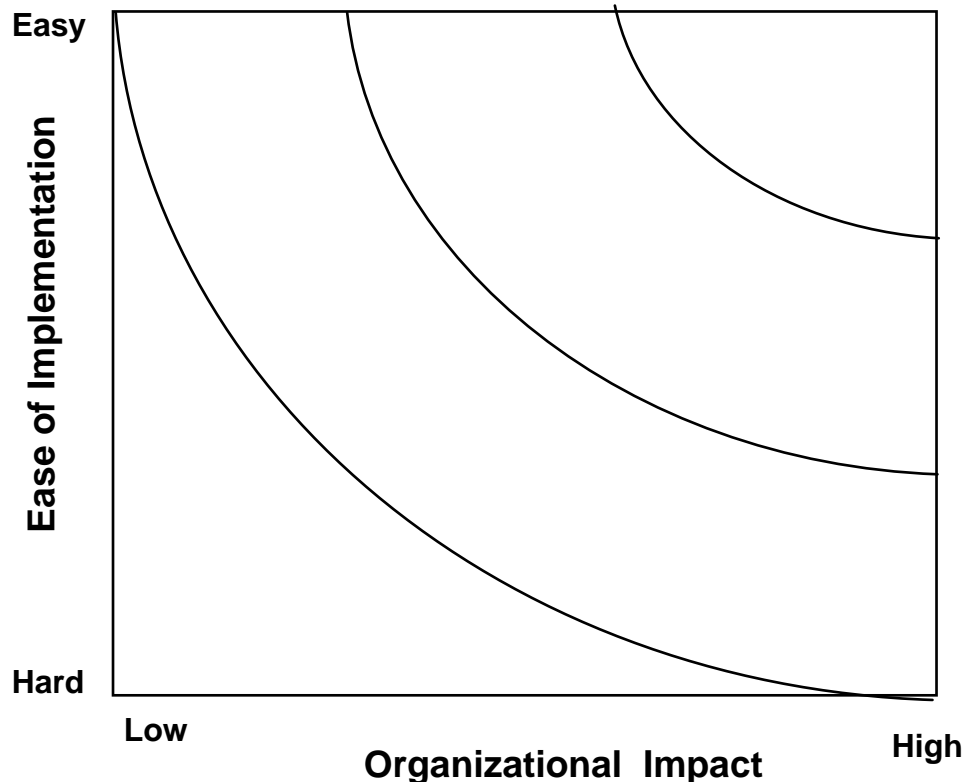
Desired Outcome

- ◆ Identification of key tasks that must be accomplished to implement the project
- ◆ Consensus on what tasks need to undertaken first.

Pay-Off Matrix

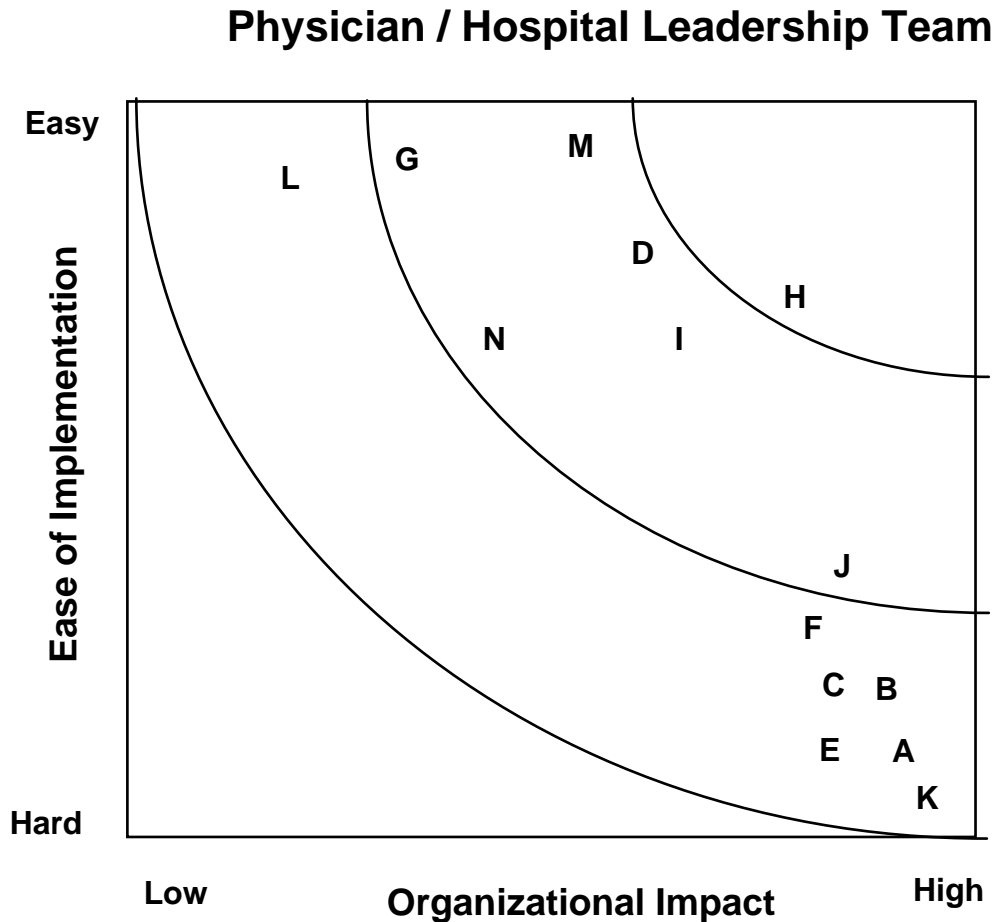
Pay-Off Matrix: Often teams are confronted with the realization that, because there are so many facets to the initiative, solving world hunger would be an easier project. The Pay-Off Matrix helps a team think through what they really need to focus on.

Example: Physician / Hospital Leadership Team



- A. -----
- B. -----
- C. -----
- D. -----
- E. -----
- F. -----
- G. -----
- H. -----
- I. -----
- J. -----
- K. -----

Example: Pay-Off Matrix



- A. Shape legislation/regulation with retired physicians
- B. Implement training for EMR
- C. Reduce customer/patient waiting time
- D. Implement benchmarking in top 10 areas
- E. Achieve Workload / physician imbalance
- F. Establish performance measures for physicians, nurses and staff
- G. Implement training/communication on finance to physicians and site managers
- H. Active participation of physicians in business committees
- I. Work processes/practices for more efficiency
- J. Customer/patient based measurement understanding and improvement
- K. Establish trust at all levels of organization
- L. Design and implement community branding program
- M. Develop and implement an effective communication plan
- N. Develop effective mentoring program

Leading Effective Change

Change takes a long time...involves numerous steps and skipping any of the steps only creates the illusion of speed...

...and never produces a satisfying result.

John Kotter, Leading Change