Creating Buy-In: The foundation for sustained change

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Lean-Six Sigma Solutions Breakfast
Creating a Culture for Quality: “Some Change Required”
Blackwell Inn Ballroom

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Sustaining change can be hard

• Even when it’s simple
Sustaining change can be hard

• Even when it’s to something better
Change Experience: Nationwide Children’s

750,000 sq. ft. expansion + EMR + ERP + .....
Change Experience: Genesis Healthcare

- $125 million project
- Single, expanded medical center
- State-of-the-art facility using best practice design principles
- Centers of Excellence for heart & vascular, cancer, orthopedics, women’s health, neuroscience and trauma/emergency
Think of a project
1. Elevator speech

- Develop as a team
- Keep it simple
1. Elevator speech

Tip 1:

“If you can’t explain it to your grandmother, forget it.”

- Luc Gallopin, co-author of “Managing Organizational Change during SAP Implementation”
Tip 2:

Tell a story.
1. Elevator speech

Tip 3:

Engage them.

Everyone associated with the project should know it!
2. Percent within goal

- Frequency distribution chart showing the number of occurrences at different percentage levels, with a maximum of 30%.
- 29% frequency at 30% level.
- 11 occurrences at 50% level.
- 4 occurrences at 70% level.

Applicable?
3. Blend in

- Move in for a while
- Dress down
- Pack your lunch

3 Applicable?
4. Count things

File hand-offs & locations
4. Count things

- 68 tasks
- 13 decisions points
- 2 tasks repeated 3+ times
- Charts handled 3-5 times

Applicable?
5. “The scroll”
6. Models

Mock rooms
6. Models

Virtual Operating Room Mock Up

Applicable?
7. Small appliances

Applicable?

7
8. Committee demo
8. Committee demo
9. Closure

- Throw a fake wake
- Burn something, or give it away
- Kudos cards/slides
9. Closure

Applicable?
10. Photographs

• Problem = messy room
10. Photographs
11. Analogies
11. Analogies
12. “Secret Shopper”

- Pick up the phone
- Ask your neighbors
- Adults vs. children
- Hospital vs. industry vs. service
Reduced family’s paperwork by 80%
13. Animated Slides

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- 36 changes
- 141 visits + 8 procedures
- 8 staff: 38 hrs/mo

Applicable?
14. “You were right!”

• Ask what they think
• Look into it!
• Tell them what they were right about
• “You know what else we found?”
15. Expert Opinion

- Respect professional networks
- Schedule a conference call
- Invite to a staff meeting
- Share literature
16. Amateur Videos

• Stage the “new normal”
• Film the voice of the customer
• Set up “bad outcome” scenario
17. “Trading Places”

- Literally trade spaces
- Hypothetically on paper

Applicable?
18. Gallery Hop

Applicable?
19. Core Behaviors

Before campaign: 18%

After campaign: 41% → 35%

Study summarized in *Switch, by Heath & Heath*
20. Change Manager

- Assign one
- Include them
- Put them on every agenda
20. Change Manager

- Fitter, healthier, more productive...
- Time wasted, nothing gained

Performance vs. Time

- New process
- Where scared people quit
- The dip

Simplified Satir change curve
Questions

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