



ECHO IDAHO: **Healthcare Vitality**

Transforming Principles: Effective Change Leadership and Management as a Driver of Well-being

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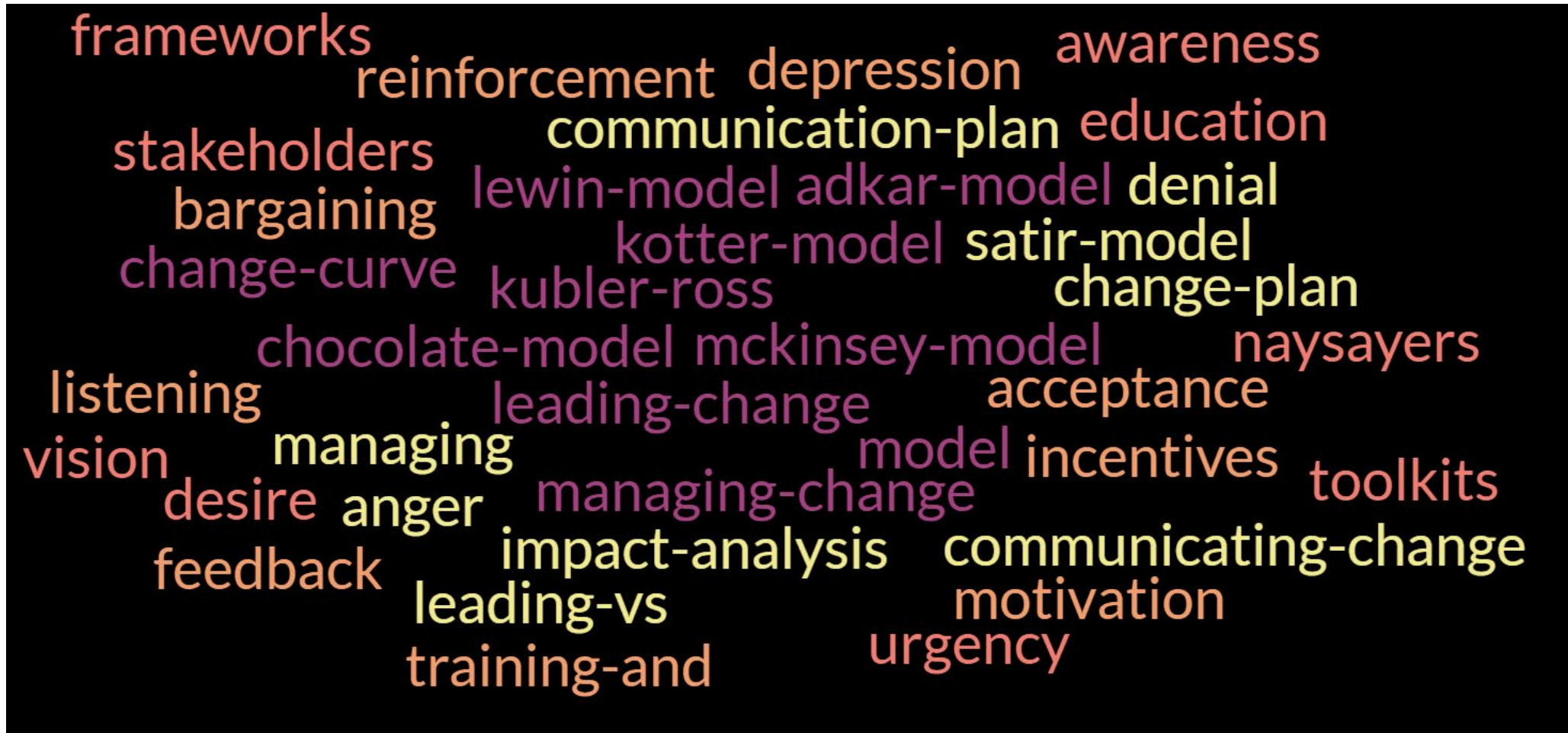
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Learning Objectives

- Provide a practical definition and understanding of change leadership and management.
- Summarize common principles and steps of change leadership and management approaches.
- Provide examples of a physician-led change leadership approaches.
- Explain the impact that effective change leadership/management has on well-being in healthcare.

Change management and leadership: What is it?

So many models, frameworks, and theories...



Synopsis: Leading and Managing Change

Leading and managing change is fundamentally about understanding and communicating the nature of the change and why it is occurring, getting the right stakeholders involved, assessing how the change impacts team members, managing the tactics of implementing the change, and having plan for how to engage, align, inspire, and support teams through these impacts.



Synopsis: Impact to well-being

- How we lead, manage, and communicate change with physicians, providers, and healthcare employees can have a significant impact on their well-being.
- Underlying this impact to well-being is that while change is most often inevitable, for many people change creates uncertainty and stress based on the impacts of those changes to their day-to-day jobs.
- Prolonged stress due to change can drive burnout, while the uncertainty of change can disrupt a sense of purpose and belonging, alignment of values to the organization, job satisfaction, and psychological safety, etc, all of which are drivers of well-being.

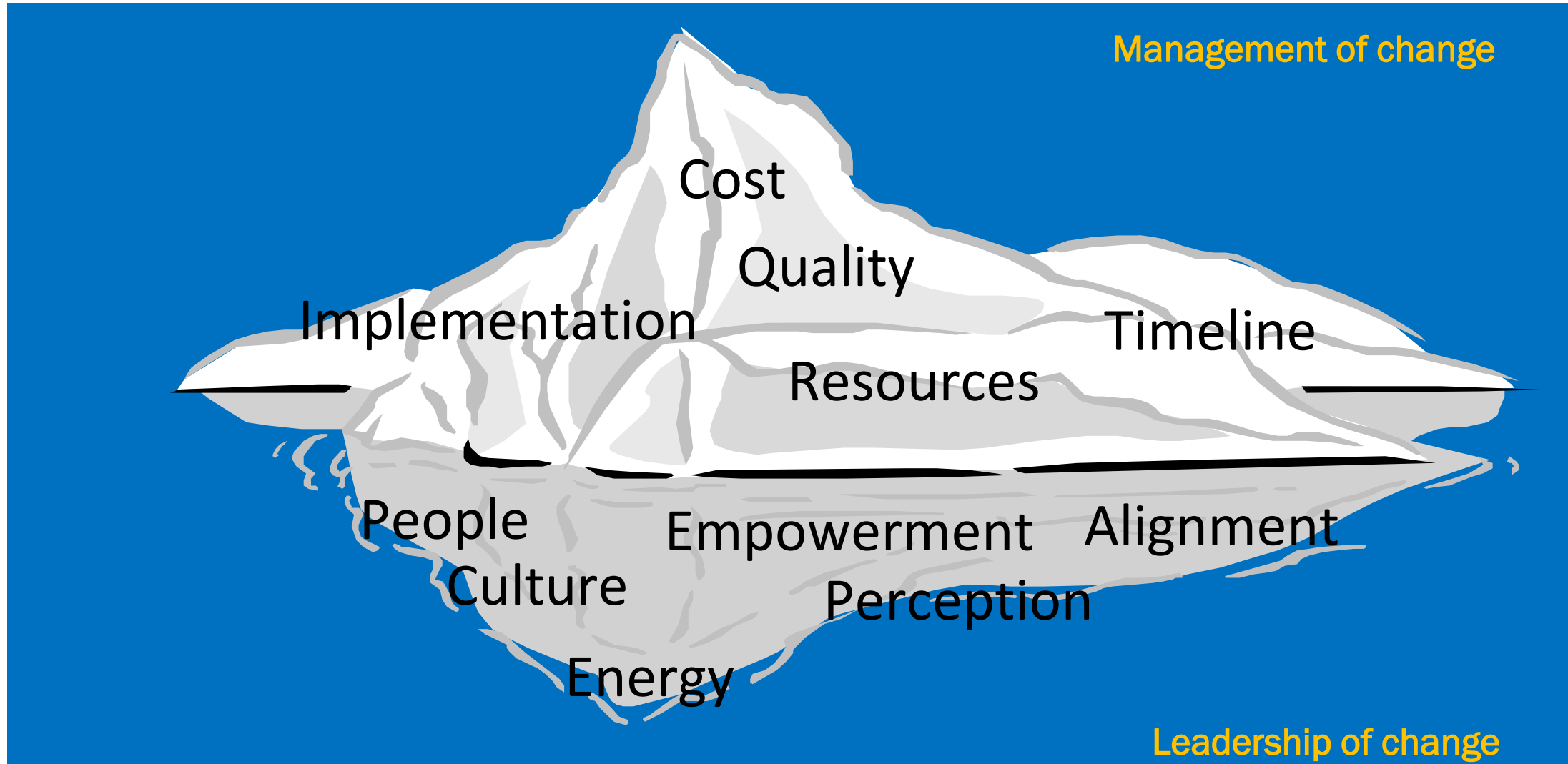


Synopsis: Leading vs. managing change

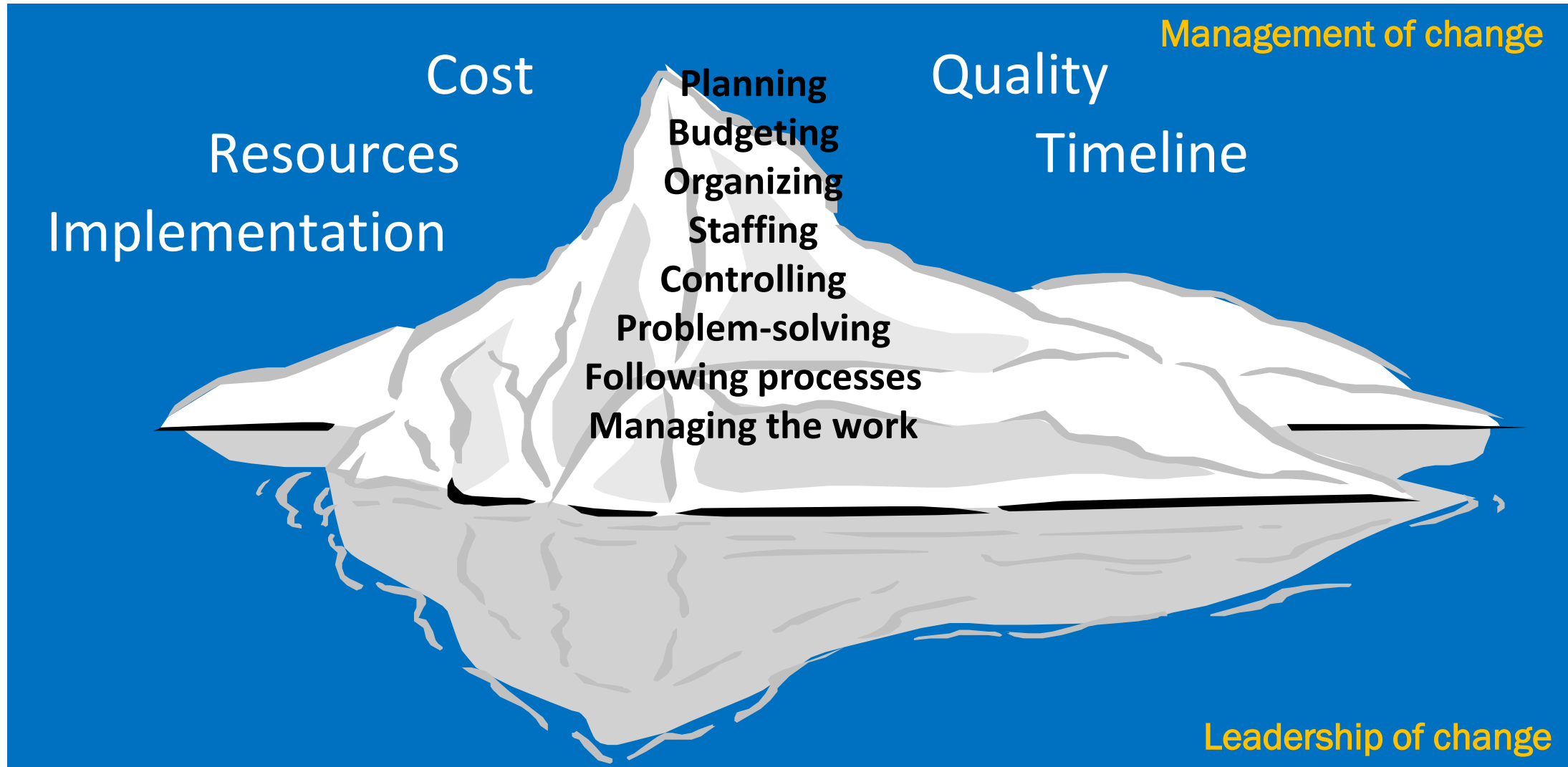
- Leading and communicating change is intertwined but differentiated from managing the detailed tactics and specialized tasks involved in change.
- Whereas managing change is focused on the tactics, logistics, and nuts and bolts of implementing a change, leading change is mainly about the people or cultural aspect of change, which underscores the linkage to well-being.
- A leader's main role in leading change is to be a champion of the change, which involves educating, motivating, inspiring, influencing, empowering, involving, aligning, recognizing, and supporting teams through changes that impact them.



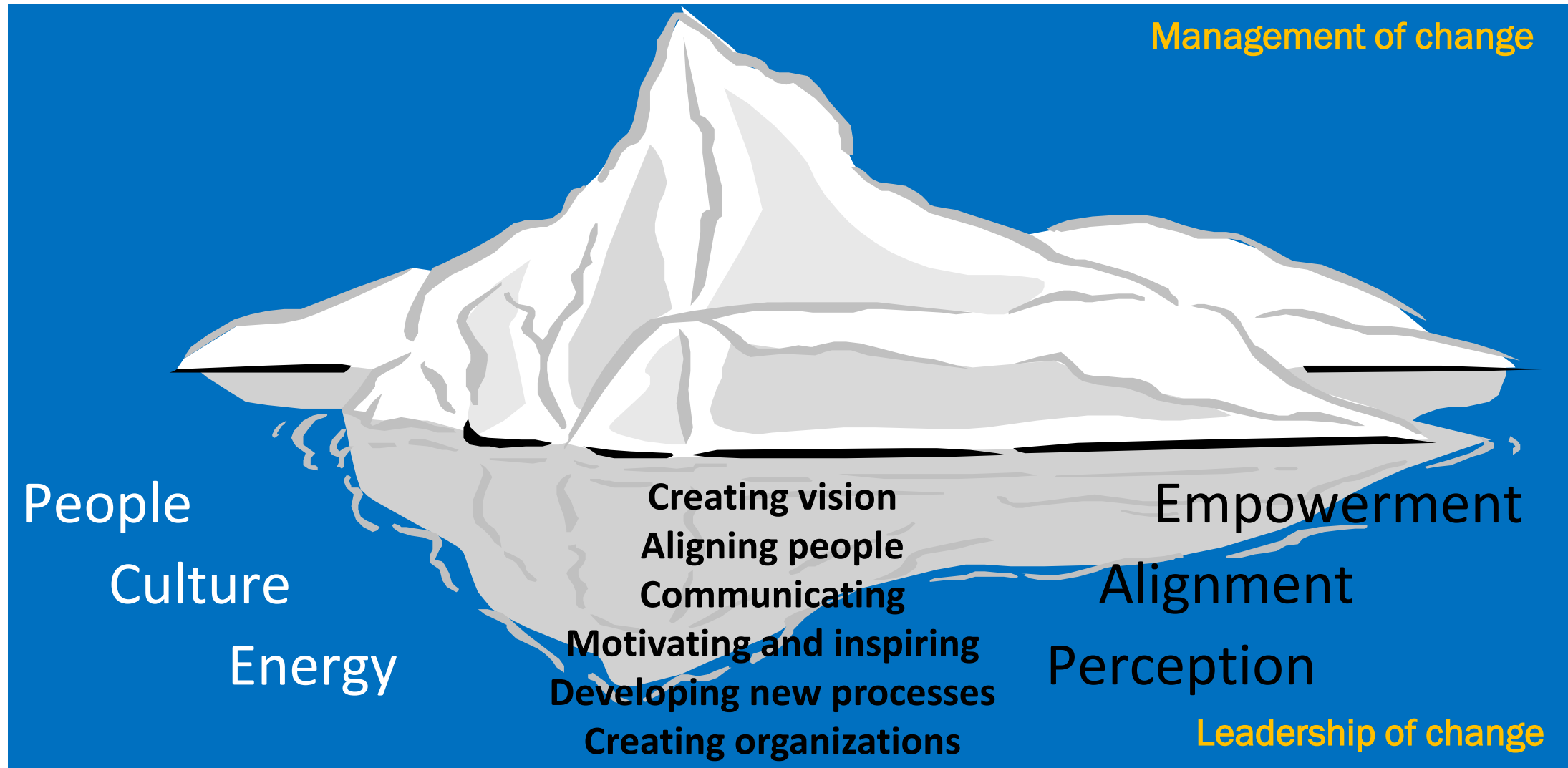
Differences between management and leadership



Management responsibilities and activities



Leadership responsibilities and activities



The Basics of Leading and Managing Change

1. **Defining the change:** vision, what, why, current state
2. **Stakeholder analysis and engagement:** decision makers, champions, impact analysis, engagement plan
3. **Communication strategy and planning:** who, what (vision, why, the plan), how (tone), when, where, etc.
4. **Change design and implementation:** management tactics, timelines, milestones, resources, project management
5. **Performance system design:** individual factors and interventions for successful change (skills/knowledge, capacity, motivation), environmental factors (expectations/feedback, resources, incentives and consequences)
6. **Monitoring and feedback:** what to collect, measurements for success, how to respond and make adjustments based on perceptions, etc.
7. **Celebrating successes and reinforcement:** Recognize and appreciate milestones, reinforce desired behaviors, attitudes, and outcomes
8. **Sustainability of the change:** how to hardwire to ensure sustainability, changes to procedures, policies, and systems



1. Defining the change

Elements

- What is changing and why is it changing now?
- What is not changing?
- What is the current state of the organization or your team relative to the change required?
- Is the organization or your team ready and have the capacity for the change? (physical, intellectual, psychological, emotional)
- What is the vision for the desired future state?

Impacts or relevance to well-being

- This step fosters a supportive environment that can help individuals adapt to change more effectively and align the “**why**” and **vision** of the change to their own personal values and purposes.
- This positive adaptation and alignment creates:
 - A stronger sense of **belonging**
 - Increased **commitment** to the change
 - A broader **sense of purpose**
 - More **meaningful work experiences**
 - Increase **job satisfaction**
- ...all of which are drivers of well-being
- Building **alignment on priorities** is a key wellness-centered leadership behavior (Metz M, Goldman C, Shanafelt T, et al 2022)
- Assessing **capacity for change** ensures that employees are not asked to adapt new behaviors that they are ill equipped to practice, which creates stress and job dissatisfaction.

3. Stakeholder Analysis and Engagement

Elements

- Who are the **key stakeholders** who need to be involved in the planning and management of the change? Who are the **key decision makers** and representatives of those impacted by the change, who need to be involved in the management of the change from beginning to end?
- Who are your anticipated **champions** or **naysayers** of the change? How will you empower the champions to increase successful implementation of the change? How will you engage the naysayers and address their concerns?
- Who are the **key stakeholders who will be impacted** by the change? **How will they be impacted** by the change? (e.g., emotionally, psychologically, personally, professionally, operationally, financially, etc)
- How will you **communicate** the vision for change and obtain buy-in from stakeholders at all levels of the organization?

Impacts or relevance to well-being

- **Involving providers in decisions that impact them** is a critical driver of engagement (Perreira TA, et al 2019)
- Involving providers in decisions by encouraging them to **suggest ideas for improvement** and **soliciting their opinions** are key drivers of well-being and job satisfaction (Shanafelt TD et al 2015).
- **Seeking input**, and engaging and **guiding teams to build consensus** and **identify priorities for change** is a key wellness-centered leadership behavior (Mete M, Goldman C, Shanafelt T, et al 2022)
- Involve providers early in the change leadership and management process is critical (Hurst/Advisory Board 2020)

3. Communication Strategy and Plan

Elements

- Who do you need to communicate the change to, and how often do you need to communicate to them throughout the lifecycle of the change?
- What do you need to include in the communications (e.g., nature of the change, why it is changing, the impacts of the change, how you plan to address the impacts, etc)?
- How will the **tone or content** of your communications vary based on who you are communicating to, how they are impacted by the change, and **where they are in the change cycle**?
- What emotional/social intelligence skills or behaviors do you need to apply during your communications?
- What are the most effective and appropriate communication venues?

Impacts or relevance to well-being

- Adapting communication based on audience need is a key wellness-centered leadership behaviors (Metz M, Goldman C, Shanafelt T, et al 2022)
- Deliver communication messaging in a tone that resonates as caring with the intended audience promotes well-being (AMA's Wellness-centered Leadership Playbook)
 - Communicate with empathy, understanding, and opportunities to provide support and guidance.
- Effective change communication requires getting to know your team and demonstrating genuine curiosity, another wellness-centered leadership behavior.

Leadership Skills and Communication Approaches applied to the Change Curve

Betrayal

- Shock
- Recommended type of communication is "informative communication"
 - The "why", business case, patient, etc.
 - Transparent and candid communication

Denial

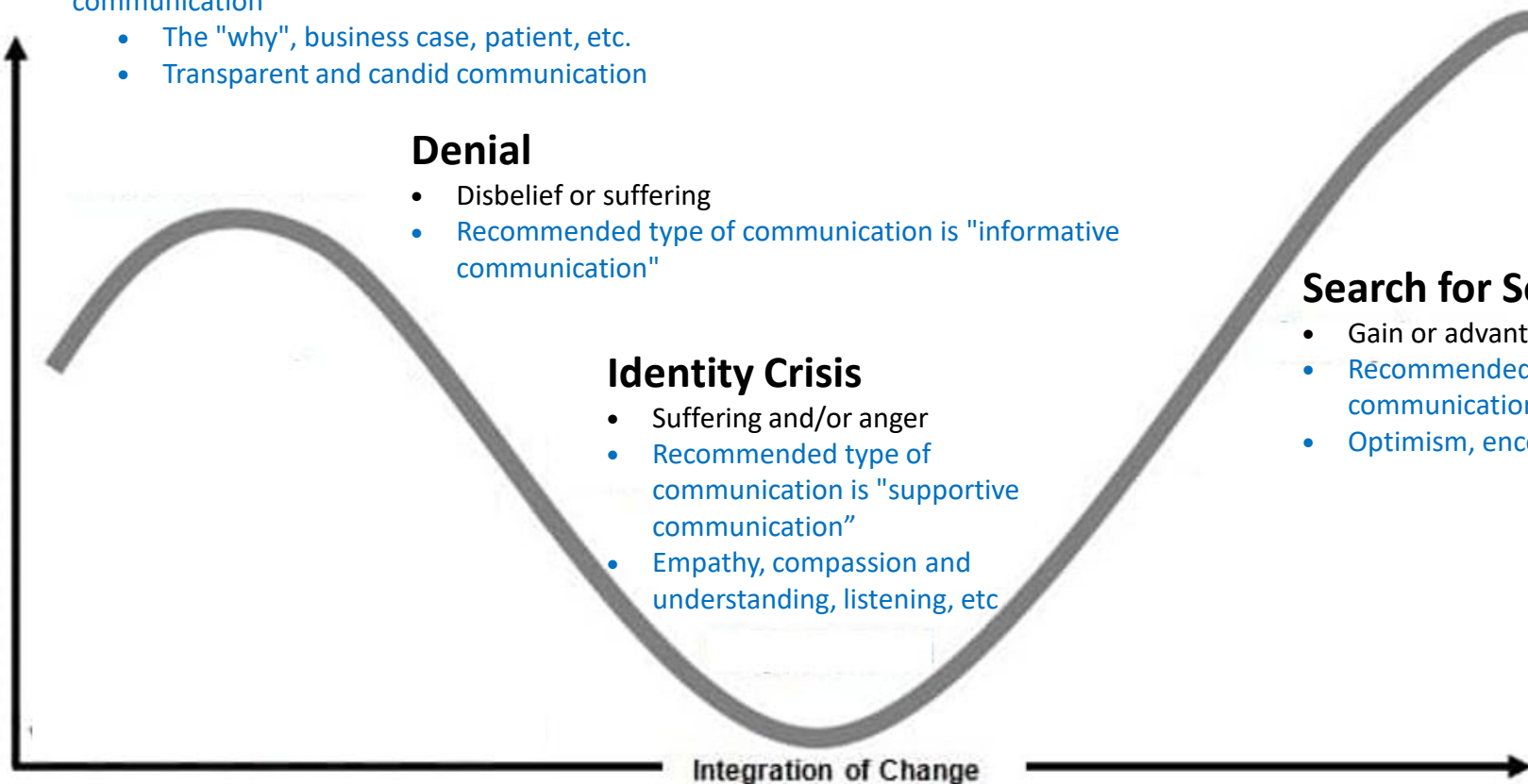
- Disbelief or suffering
- Recommended type of communication is "informative communication"

Identity Crisis

- Suffering and/or anger
- Recommended type of communication is "supportive communication"
- Empathy, compassion and understanding, listening, etc

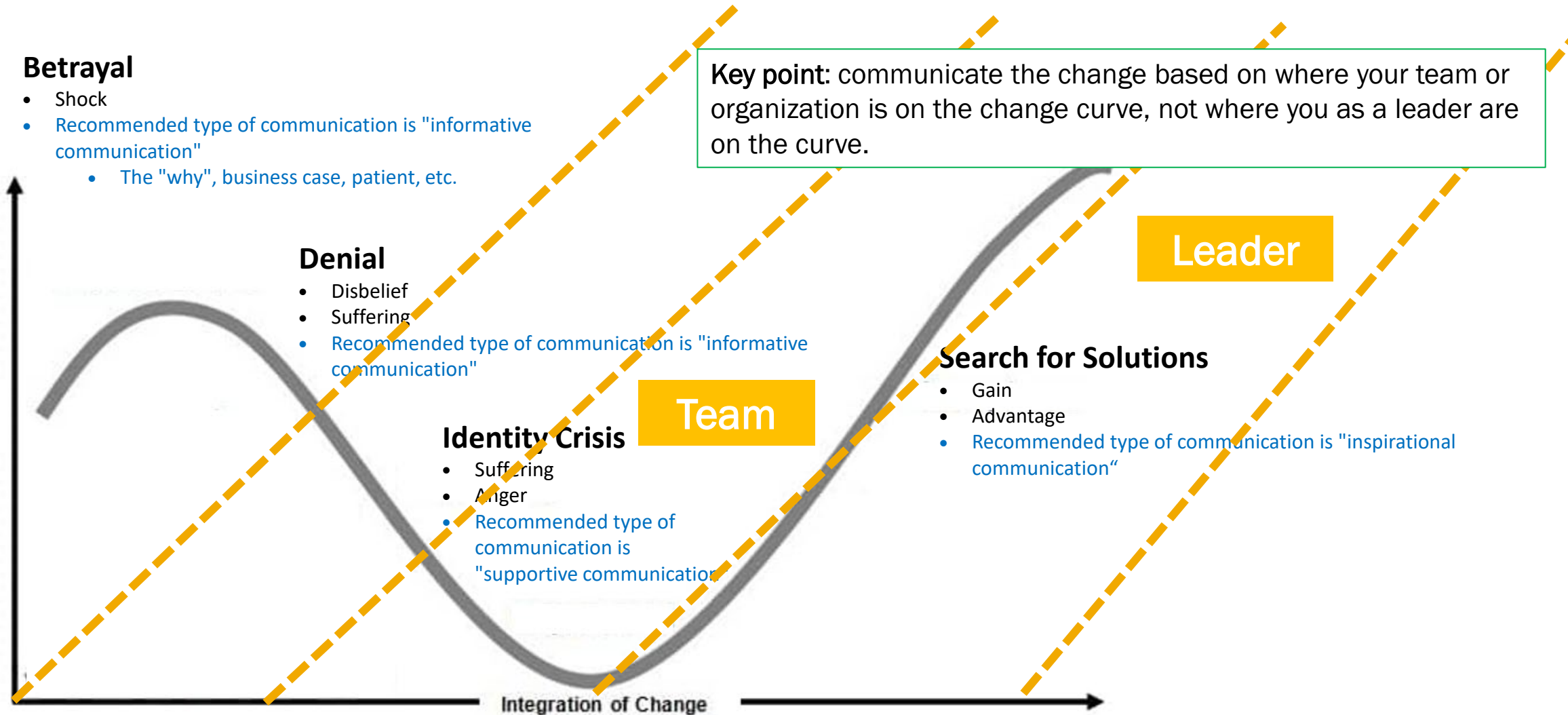
Search for Solutions

- Gain or advantage
- Recommended type of communication is "inspirational communication"
- Optimism, encouragement, empowerment, etc.



Curve Source: Karl Schoemer, VisionQuest

Misalignment of communication style with change readiness impacts well-being



Curve Source: Karl Schoemer, VisionQuest

7. Celebrating Success and Reinforcement

Elements

- How will you recognize and celebrate milestones and successes along the way to maintain momentum and motivation?
- How will you reinforce the desired behaviors and outcomes through rewards, recognition, and ongoing support?

Impacts or relevance to well-being

- Recognizing individual contributions and talents is a wellness-centered leadership behavior, decreases burnout and increases job satisfaction (Mete M, Goldman C, Shanafelt T, et al, 2022, Shanafelt TD et al, 2015; Hu, James S, 2022)

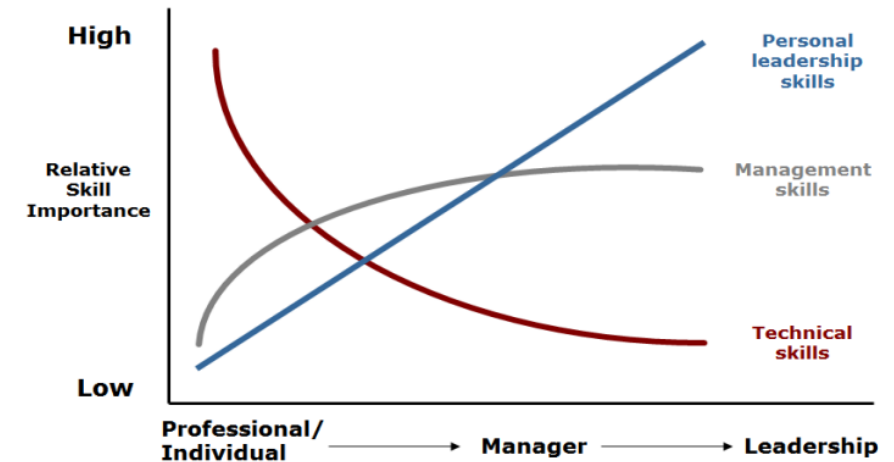
Physicians Leading Change: The Balancing Act

William “Marty” Martin, MA, MS, MPH, PsyD, CHES
Rebekah Apple, MA. American Association for Physician Leadership

Your Blueprint for Successful Change

- Set the vision
 - WHERE DO WE WANT TO GO?
 - HOW DO WE GET THERE?
 - WHAT DO WE NEED TO DO?
 - Gap analysis
- Assess readiness
 - Commitment to change
 - Capability to change
 - Change styles and preferences: Conservers, Pragmatists, Originators
 - Ask team members what they need to move forward.
- Give voice to the vision.
- Conduct a force field analysis.
- Celebrate!

Changing Skill Requirements



The physician executive's guide to change leadership

Advisory Board Tools to manage change across the physician enterprise. Taylor Hurst. September 14, 2020

- Imperative 1: Solicit physician input early and often
- Imperative 2: Proactively invite often-overlooked stakeholders to the table
- Imperative 3: Craft a physician-specific case for change
- Imperative 4: Regularly seek feedback on how rollout is going—and how to make it better
- Imperative 5: Address the cumulative impact of change
- Imperative 6: Take care of yourself, too

Example and Final Considerations

1. Defining the change
2. Stakeholder analysis and engagement
3. Communication strategy and planning
4. Change design and implementation
5. Performance system design
6. Monitoring and feedback
7. Celebrating successes and reinforcement
8. Sustainability of the change

- **Example:** Patient Access co-payment collections
- **Final considerations**
 - ✓ Wellness-centered leadership behaviors are applicable across the entire change leadership and management life cycle.
 - ✓ The upfront work of defining the change, involving those impacted, and communicating according to need are critical to fostering well-being. This takes time and may seem inefficient, but the payoff is in effectiveness, increased well-being, and reduced re-work.
 - ✓ “Documenting it it doesn’t equate to meaning it or doing it”: Are we just checking the boxes or are we genuinely caring about others and incorporating them into the change process?

Q&A

Case Study

Appendix

References

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4. Change Design and Implementation (change management tactics)

Elements

- Developing a detailed plan for implementing the change, including timelines, milestones, and resource allocation.
- This step may involve breaking down the change into smaller, manageable components and assigning responsibilities to specific individuals or teams.

Impacts or relevance to well-being

- TBD

5. Performance system design

Elements

- What environmental factors need to be in place for your team or organization to successfully implement the change? (e.g., expectations and feedback, resources and tools, incentives and consequences).
- What individual factors need to be in place for your team or organization to successfully implement the change? (e.g., skills and knowledge (training and education), capacity (emotional and physician), and motivation)

Impacts or relevance to well-being

- TBD

6. Monitoring and Feedback

Elements

- How will you monitor and measure the successful implementation of the change?
- How will you collect feedback from key stakeholders on the successful implementation of the change, the impact, and their perceptions of the change?
- How will you quickly and effectively make adjustments based on the feedback?

Impacts or relevance to well-being

- TBD

8. Sustainability of the change

Elements

- How will you ensuring that the changes become ingrained or hardwired in the organization's culture so that they are sustained?
- What policies, procedures, and systems need to be revised to sustain the changes?

Impacts or relevance to well-being

- TBD