Reflections on ‘Managing’ Change

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Overview

- Self Introduction
- Cultural Change beyond the Checklist
- Management Frames
- The ‘Measured Approach’ to Change
- Management Strikes Back
- The Power of the Small Group
Self Introduction
‘Managing’ Change

Change is social, contextual, messy, local

Management is abstract, impersonal, clean, universal
An Intervention to Decrease Catheter-Related Bloodstream Infections in the ICU

Peter Pronovost, M.D., Ph.D., Dale Needham, M.D., Ph.D., Sean Berenholtz, M.D., David Sinopoli, M.P.H., M.B.A., Haitao Chu, M.D., Ph.D., Sara Cosgrove, M.D., Bryan Sexton, Ph.D., Robert Hyzy, M.D., Robert Welsh, M.D., Gary Roth, M.D., Joseph Bander, M.D., John Kepros, M.D., and Christine Goeschel, R.N., M.P.A.
Changing Culture

The 2008 TIME 100

Our fifth annual list of the world's most influential people: leaders, thinkers, heroes, artists, scientists and more.

Scientists & Thinkers

Peter Pronovost

By Kathleen Kingsbury | Monday, May 12, 2008

In science you learn that the simplest answer is often the best. That's a principle sometimes lost in a world of high-tech medicine—but not on Dr. Peter Pronovost. A critical-care researcher at Johns Hopkins University, Pronovost may have saved more lives than any laboratory scientist in the past decade by relying on a wonderfully simple tool: a checklist.

In the U.S., hospital-acquired infections affect 1 in 10 patients, killing 90,000 of them and costing as much as $15 billion each year. Pronovost, 43, began investigating this alarming trend at Johns Hopkins' hospital in 2001 and concluded that arming physicians with a chart reminding them of each step in routine procedures drastically reduces the medical errors that lead to such infections. After he published his results in several prominent journals, the medical community started listening. Michigan hospitals began implementing Pronovost's checklists in ICUs in 2003. Within three months, hospital-acquired infections at typical ICUs in the state dropped from 2.7 per 1,000 patients to zero. More than 1,500 lives were saved in the first 18 months.

In science you learn that the simplest answer is often the best. That's a principle sometimes lost in a world of high-tech medicine—but not on Dr. Peter Pronovost. A critical-care researcher at Johns Hopkins University, Pronovost may have saved more lives than any laboratory scientist in the past decade by relying on a wonderfully simple tool: a checklist.
The art of medicine

Reality check for checklists

Catheter-related blood stream infections in the intensive care unit (ICU) are common, costly, and potentially lethal. The Dec 28, 2006, issue of The New England Journal of Medicine reported that an evidence-based intervention in 103 intensive care units in the Michigan Keystone ICU programme had resulted in a large sustained reduction in rates of these infections. The study was widely reported in


Explaining Michigan: Developing an Ex Post Theory of a Quality Improvement Program

MARY DIXON-WOODS, CHARLES L. BOSK, EMMA LOUISE AVELING, CHRISTINE A. GOESCHEL, and PETER J. PRONOVOUST

“Managing” Change
The measured approach to change
...measurement requires stopping the action, getting outside of it and holding it up against a yardstick. Exactly the opposite of the activity that would create products or ship them, make customers happy, or move our business forward in any way.

http://www.forbes.com/sites/lizryan/2014/02/10
Most of the time in the business world, goals come down from on high, and the appropriate measuring devices, rubrics or protocols come with them.

http://www.forbes.com/sites/lizryan/2014/02/10
…when you come to think of it, aren’t many change efforts designed with this mechanistic model of change in mind? A small team of experts who work behind closed doors to design the ‘right’ way and then seek (often futilely) to get others to just do it. It doesn’t work very well.

Bevan, Pisek and Winstanley 2015. Leading Large Scale Change: A practical guide. NHS Institute for Innovation and Improvement. p23
What Counts? An Ethnographic Study of Infection Data Reported to a Patient Safety Program

Measurement is an inherently fear-based process, because the reason we measure everything in business is to prove to someone who’s not in the room that we did what they told us to do.
“Targets and Terror”

Managed and Measured Approach Challenges
A Straw Man?

The AIM Change Management Methodology

Practical and Business-Driven, Scalable for Projects of any Size or Complexity

The Accelerating Implementation Methodology (AIM) is a flexible, but business-disciplined change management methodology for managing organizational changes including transformational change through to full Return on Investment.

AIM can be applied to any kind of initiative or project. While most organizations spend the bulk of their resources and energy on the technical and business process components, the greatest risk for failure or sub-optimization is actually on the human side of the equation. The AIM change management methodology brings the same kind of discipline typically reserved for technical and business objectives to these human elements.

How Can the AIM Change Management Methodology Help You?
Achieving Buy In

The Kotter Model

1. **Understand**
   Understand the need for change.

2. **Enlist**
   Enlist a core change team.

3. **Envisage**
   Develop vision and strategy.

4. **Motivate**
   Create a sense of urgency.

5. **Communicate**
   Communicate the vision.

6. **Act**
   Take action.

7. **Consolidate**
   Consolidate gains.

http://www.experiencepoint.com/ExperienceChange
Tight, centralised planning and control actually works against change. Instead, multiple leaders from across the system and at all levels, drawn to the vision, must engage and commit their will and energy to the effort…

experience shows that change based on compliance without commitment is difficult to sustain over time. (p27)
Part 1
Leading large scale change: A practical guide
What the NHS Academy for Large Scale Change learnt and how you can apply these principles within your own health and healthcare setting

Helen Bevan
Paul Plsek
Lyneen Winstanley
On behalf of the NHS Academy for Large Scale Change

A shift in power and a more distributed leadership (p30)

‘With’ not ‘To’
“Never doubt that a small group of thoughtfull commited people can change the world, indeed it is the only thing that ever has.”

*Margret Mead*
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