



CHANGE MANAGEMENT: HOW TO ACHIEVE A CULTURE OF SAFETY



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PATIENT
SAFETY



TeamSTEPPS



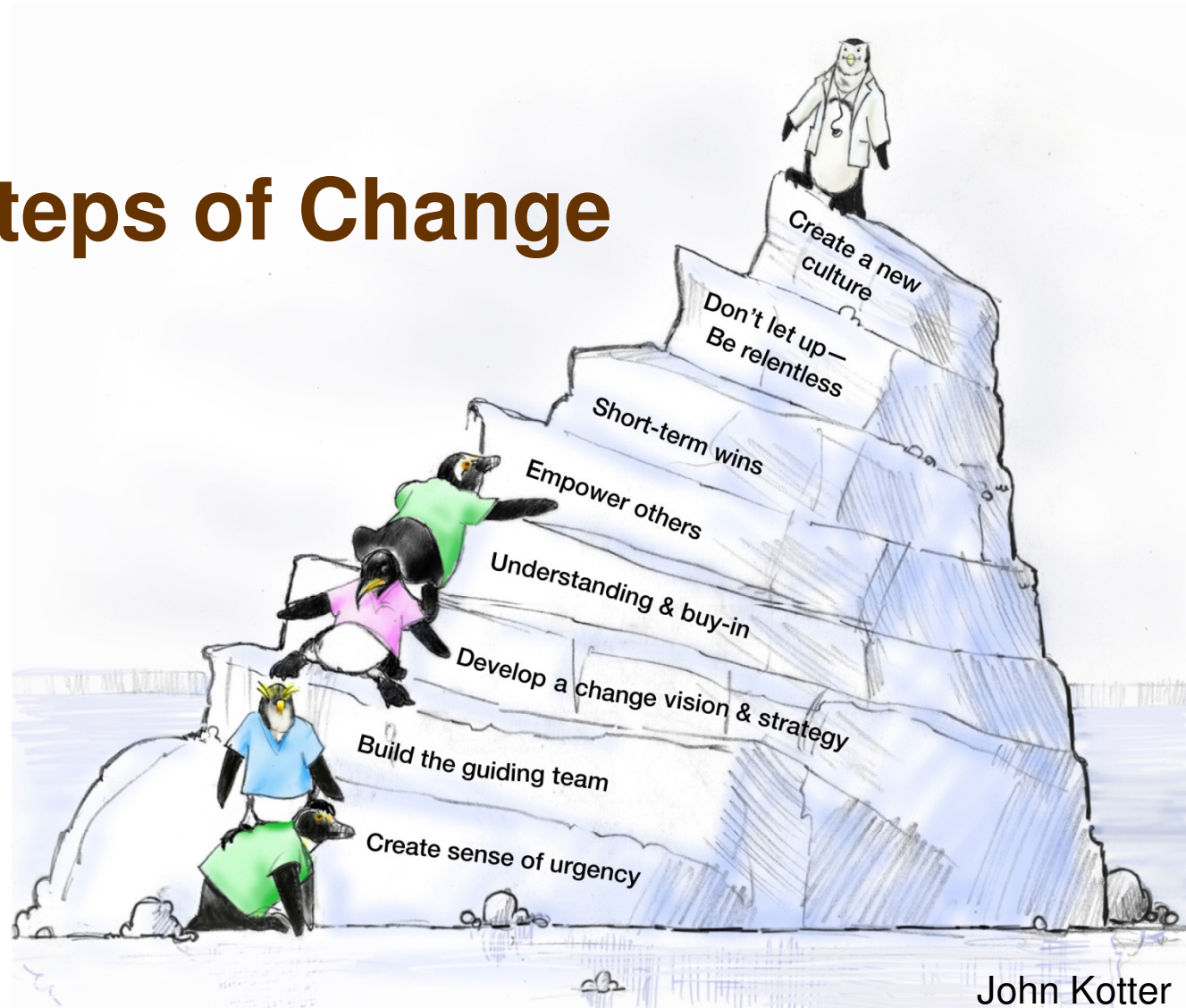
Objectives

- Identify and discuss the Eight Steps of Change
- Describe the actions required to set the stage for organizational change
- Identify ways to empower team members to change
- Discuss what is involved in creating a new culture
- Begin planning for the change in the organization



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8 Steps of Change



John Kotter



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Set the Stage and Create a Sense of Urgency

- Get people's attention!
- Sell the need for change ... sell the pain and the consequences of not changing
- Immerse people in information about the change
- Discuss ways to solve the problems people identify with the change
 - Empower people to solve the “problem”



Pull Together the Guiding Team

- Choose key players, especially staff-level managers
- Multidisciplinary
 - Goal is informed; intelligent decisions are being made
- Credibility and integrity of change leaders
- Choose proven leaders who can drive the change process
 - Strong position power, broad expertise, and high credibility
- Need both management and leadership skills
 - Management skills control the process
 - Leadership skills drive the change

...TeamSTEPPS initiative should have a designated executive sponsor



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Develop the Change Vision and Strategy

Senior Leadership is responsible for:

- Establishing the definition of a “culture of safety” aligned with expectations, core values, and shared beliefs
- Informing the organization of these values and evaluating the culture
- Leading the process of:
 - Translating values into expected behaviors
 - Establishing trust and accountability
- Communicating a commitment to shaping the culture



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Communicate for Understanding and Buy-In

- Provide supportive actions for fear, anger, and resistance
- Encourage discussion, dissent, disagreement, debate ... keep people talking
- Tell people what you know—and what you don't know
- Acknowledge people's pain, perceived losses, and anger
- Value resisters
 - They clarify the problem and identify other problems that need to be solved first
 - Their tough questions can strengthen and improve the change
 - They may be right—it is a dumb idea!

...communicate, communicate, communicate...



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Empower Others to Act

- Develop a shared sense of purpose
- Align structures with vision and goals
- Train employees so they have the desired skills and attitudes
- Align information systems and personnel with the vision and goals
- Confront high-level resisters

An organization cannot be improved from the top only



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Produce Short-Term Wins

- Provide further impetus for change
- Provide positive feedback
 - Further builds morale and motivation
- Lessons learned help in planning next goal
- Create greater difficulty for resisters to block further change
- Provide leadership with evidence of success
- Build momentum
 - Helps draw in neutral or reluctant supporters



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Don't Let Up

- Acknowledge hard work
- Celebrate successes and accomplishments
- Reaffirm the vision
- Bring people together toward the vision
- Acknowledge what people have left behind
- Develop long-term goals and plans
- Provide tools and training to reinforce new behaviors
- Reinforce and reward the new behaviors
- Create systems and structures that reinforce new behaviors
- Prepare people for the next change



Create a New Culture

- Develop action steps for stabilizing, reinforcing, and sustaining the change:
 - Give people time to mourn their actual losses
 - Provide skill and knowledge training
 - Revise job descriptions
 - Develop new reward systems
 - Strengthen social connections and relationships
 - Recognize and celebrate accomplishments
- Develop performance measures to continually monitor the results from the change and to identify opportunities for further improvements
- Make adjustments to the change vision and strategy to reflect new learning and insights
- Challenge people to be open to new challenges, forces, and pressures for the next change



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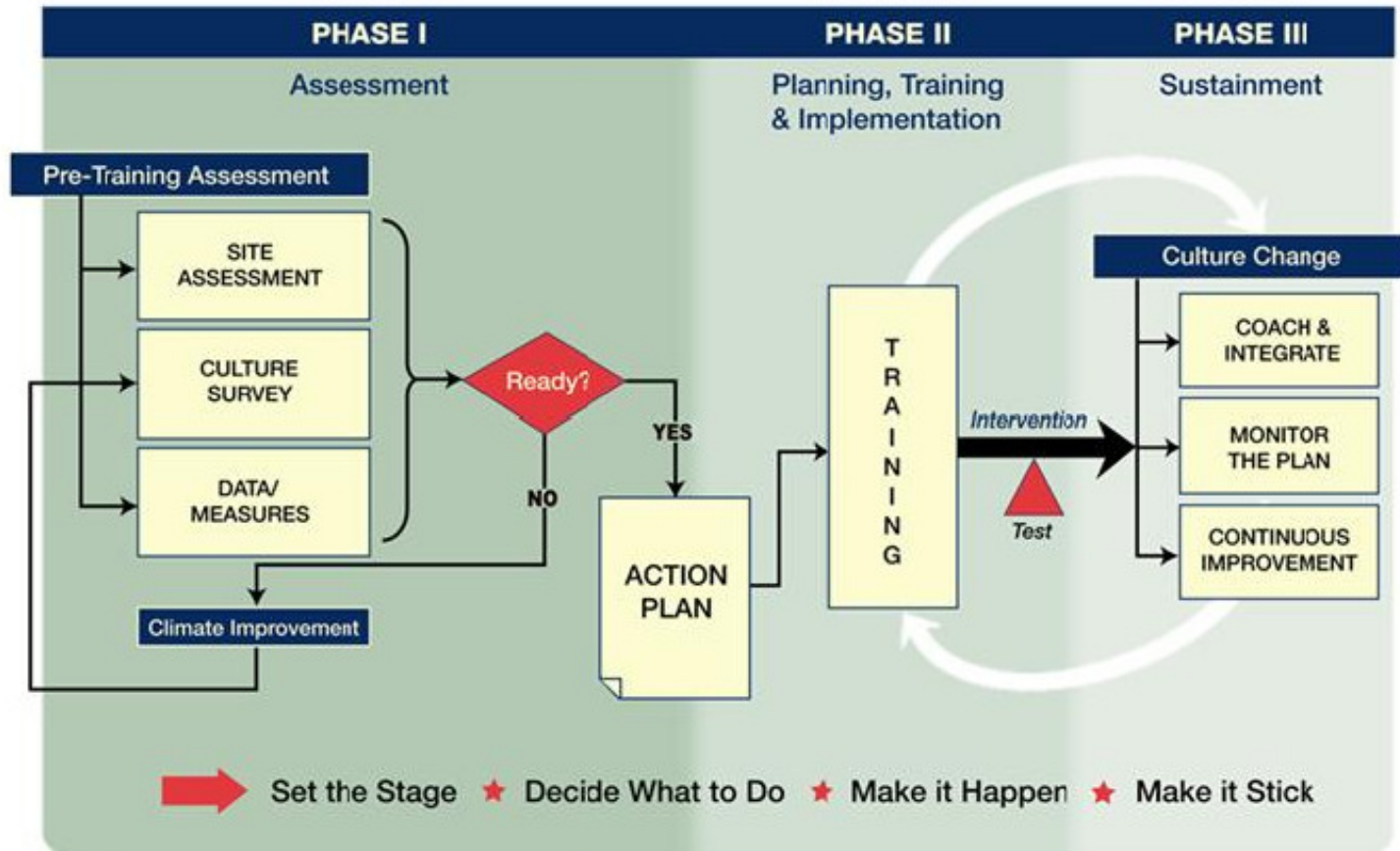
Errors Common to Organizational Change

- Allowance for complacency
- Failure to create a sufficiently powerful Guiding Coalition and Change Team
- Not truly integrating the vision
- Allowance for obstacles
- Not celebrating “short-term wins”
- Declaring victory too soon
- Neglecting to anchor changes firmly in the culture



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Shift Towards a Culture of Safety



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Culture Change Comes Last, Not First!

- Most alterations in norms and shared values come at the end of the transformation process
- New approaches sink in after success has been proven
- Feedback and reinforcement are crucial to buy-in
- Sometimes the only way to change culture is to change key people
- Individuals in leadership positions need to be on board
 - Otherwise, the old culture will reassert itself



...Reculturing takes time and it really never ends



Teamwork Actions

- Prepare the climate
 - Name the Eight Steps of Change and describe each phase
 - Develop a marketing plan to set the stage for change
 - Identify actions to counteract fear, anger, and resistance
 - Create a change team
 - Develop goals
- Develop an Action Plan for how you will achieve your goals (**Plan** what you will do)
- Implement your Action Plan (**Do** what you planned)
- Test your intervention (**Study** what you did)
 - Celebrate short-term wins
- Integrate & sustain the change (continue to **Study** and then **Act** on the results)
 - Monitor the change (**Study**) – continually assess effectiveness and identify opportunities for further improvements/change
 - Implement further improvements/change (**Act**)

