CHANGE is NOT a Four-Letter Word!

A Framework for Implementing Difficult Change

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Why Change???

- Compliance
  - Government Regulations
  - Hospital Requirements
- Improve Quality of Patient Care & Experience
- Improve Practice Performance
  - WIIFM?
    - Job Stability
    - Personal & Professional Growth

7 Reasons People Resist Change...

- Reason #1: ________________________________
- Reason #2: ________________________________
- Reason #3: ________________________________
- Reason #4: ________________________________
7 Reasons People Resist Change...

- Reason #5: ______________________________
- Reason #6: ______________________________
- Reason #7: ______________________________

7 Keys to Overcoming Resistance to Change...

- Have a Plan!
- Communicate...Communicate...Communicate
- Engage Your Employees
- Maintain Your “CHANGE CREDIBILITY FACTOR”
- Manage Performance
- Remove Parallel Systems ASAP!!!
- CELEBRATE!!!

#1: Have a Plan

- Include the following in your Plan:
  - What is the Change?
    - Be Specific
    - Establish a Sense of Urgency
    - Why Change?
      - Include Any Relevant Requirements, Regulations, etc.
      - DON’T PLACE BLAME!!!
      - Who Will Be Involved/Impacted
      - When?
      - Where?
      - How?
#2: Communicate

- Communicate the Plan!
- Link the Change with the Organization’s Vision
- Get People Away From the Watercooler and Into the Hallways
- Conduct Formal Communication Meetings
- LISTEN!!!!
- Acknowledge the Challenge
- Honor Feelings of Concern
- If You Don’t Know the Answer...Don’t Make It Up!
- Don’t Rely on Email as Your Sole Communication Tool!
- Provide Frequent Updates
- Did I Mention LISTEN???

#3: Engage Your Employees

- Get Your Employees Involved at the Beginning of the Change Initiative. They Can Help Plan!!!
- Engage in Small Groups
  - Lunch & Learns
  - Focus Groups
  - Project Teams
- Engage Individuals
  - Seek Out Those Who Are Resistant!
  - Use Those Who Are Supportive to Help Those Who Are Resistant
  - Know Your Informal Leaders!!!
- Recognize Individual & Team Progress

#4: Change Credibility Factor

- Don’t Fall Victim to the “Flavor Of The Month” Mentality
  - Carefully Plan & Implement Change
- Follow Through
- As Practice Leaders, Don’t Fall Into the Us vs. Them Trap! You are a “WE”!!!
- Don’t Become a “Seagull Manager”
#5: Manage Performance

- Performance Management is **NOT** a Once–A–Year Process!!!
- Recognize & Reward Good Performance
- Address Poor Performance *As It Occurs!*
  - Provide Additional Training & Support for Those Who Need It
  - Deal with Those Who Just Refuse to Get On Board

#6: Remove Parallel Systems

- It Is Sometimes Necessary to Run Parallel Systems/Processes/Procedures During a Change Initiative
- **Beware!!!** The Longer You Run the New System in Parallel with the Old System, the Harder It Will Be to Move Resistors to the New System!!! **This Too Shall Pass…**
- Remove the Old System As Soon As Your New System Has Been Qualified/Validated.

#7: Celebrate!!!

- **When Is A Change No Longer A Change???**
  - *When The New Way Becomes The Routine!!!*
  - Create Short–Term Wins!
  - Recognize the Hard Work and Sacrifices Made
  - Have Fun With It
  - Make This a Lasting Memory of the Team Coming Together to Accomplish a Difficult Challenge.
  - It Will Strengthen Your Change Credibility Factor!!!