



Collaborative To Prevent Central Line Associated Bacteraemia

Learning Session One (LS 1)

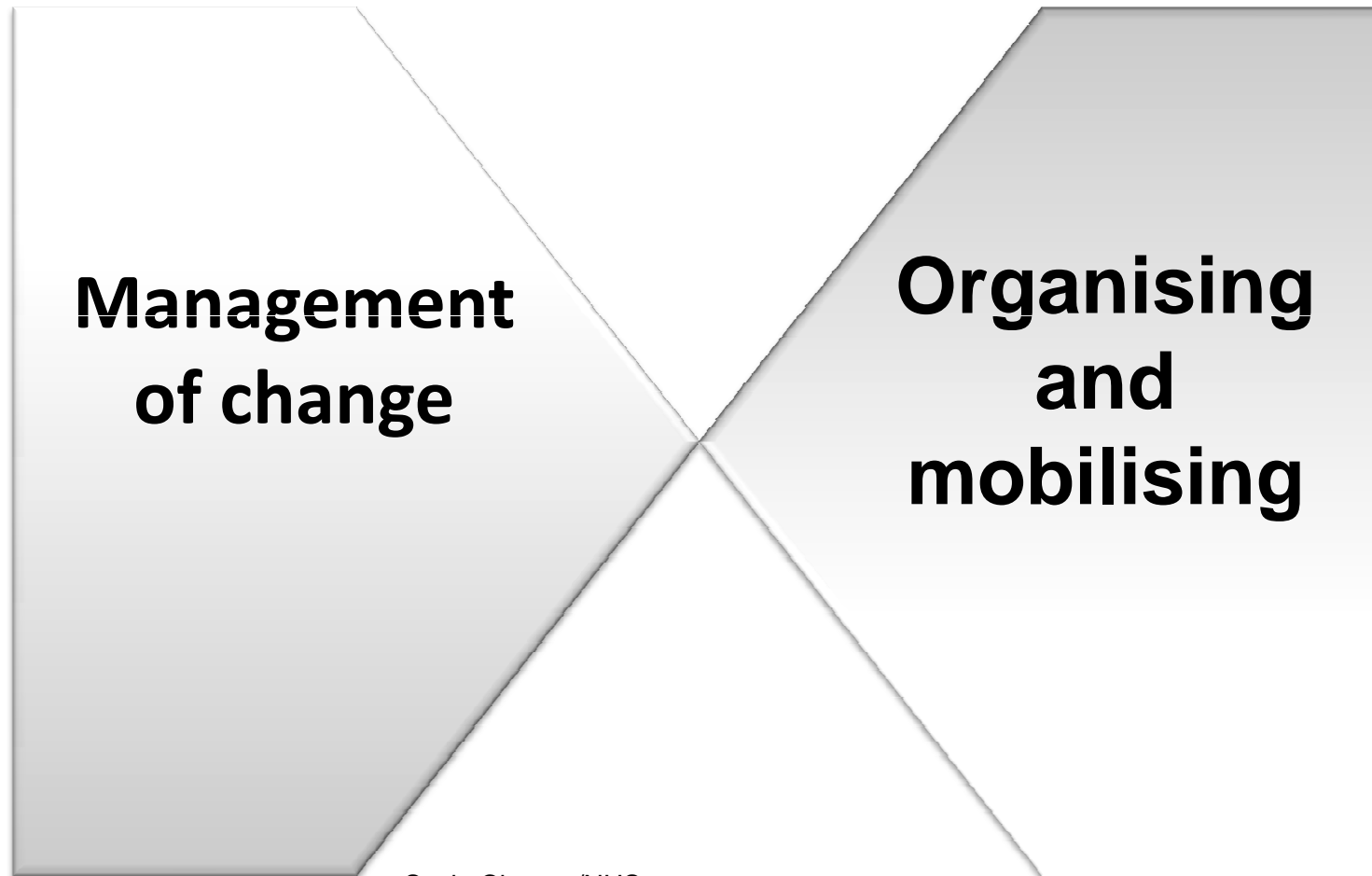
Change

29th November 2011

Reference: Helen Bevan; NHS Institute for Innovation and Improvement;
Leading Large Scale Change, October 2011; Auckland; New Zealand

Target
CLAB ZERO 

Which tradition of change?



Source: Helen Bevan, Leading Large Scale Change/NHS
Institute for Innovation and Improvement

Which tradition of change?

- Organisational behaviour
- Leadership and management studies
- Clinical/medical audit
- Improvement “science”
- Academic traditions) – 100 years



- Community organising, campaigns and social movements
- Learning from popular, civic and faith-based mobilisation efforts
- Academic tradition – 100 years



**Management
of change**



**Organising and
mobilising**

	Anatomy of change	Physiology of change
Definition	The shape and structure of the system; detailed analysis; how the components fit together.	The vitality and life-giving forces that enable the system to develop, grow and change.
Focus	Processes and structures to deliver health and healthcare.	Energy/fuel for change.
Leadership activities	<ul style="list-style-type: none"> • measurement and evidence • improving clinical systems • reducing waste and variation in healthcare processes • redesigning pathways 	<ul style="list-style-type: none"> • creating a higher purpose and deeper meaning for the change process • building commitment to change • connecting with values • creating hope and optimism about the future • calling to action

From the old world to the new world

From

Compliance

States a minimum performance standard that everyone must achieve

Uses hierarchy, systems and standard procedures for co-ordination and control

Threat of penalties/ sanctions/ shame creates momentum for delivery

To

Commitment

States a collective goal that everyone can aspire to

Based on shared goals, values and sense of purpose for co-ordination and control

Commitment to a common purpose creates energy for delivery

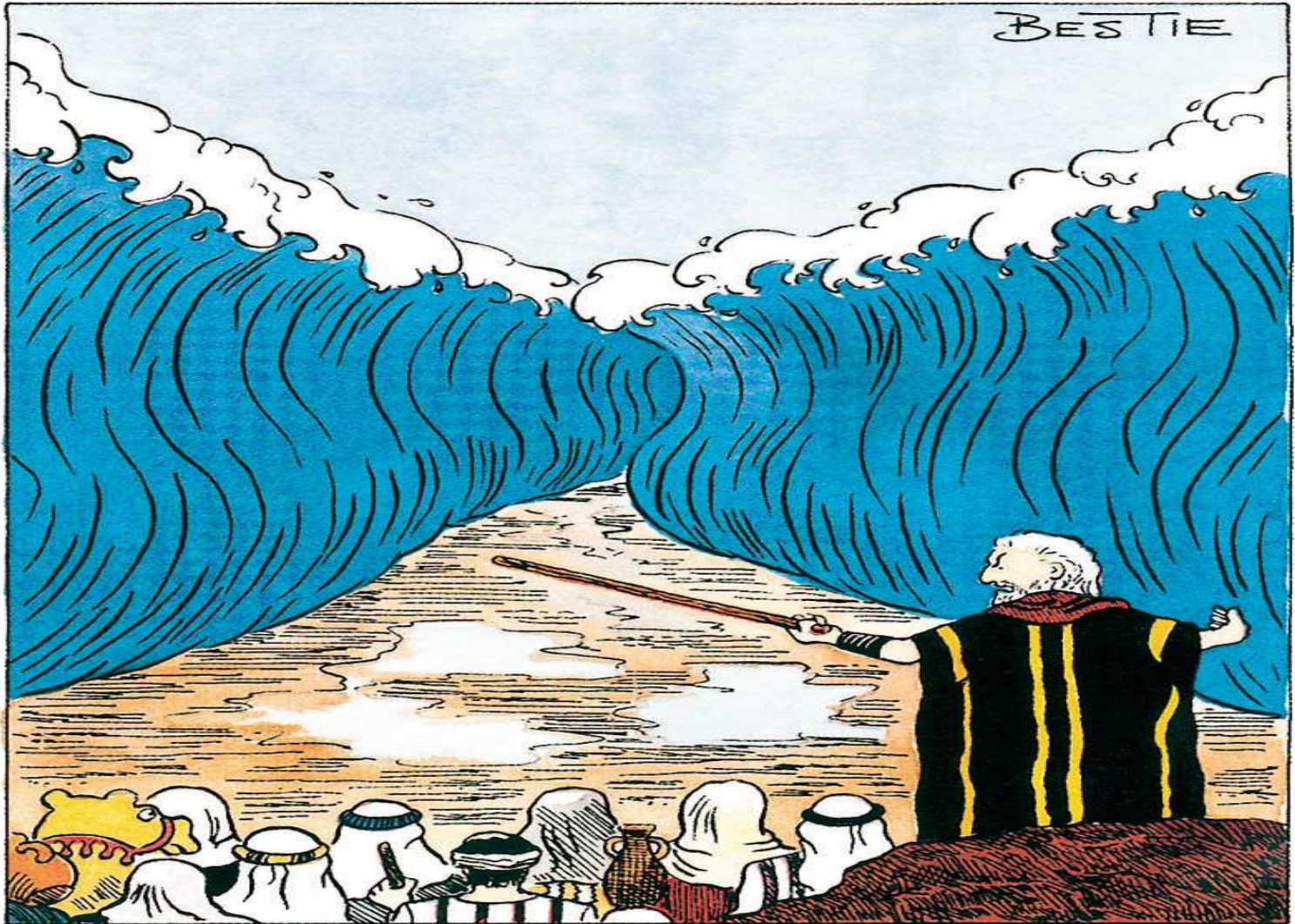
Source: Helen Bevan

“You can't impose anything on anyone
and expect them to be committed to it.”

– Edgar Schein, Professor Emeritus
MIT Sloan School

Where would you start?

1. create a “burning platform” and imperative for action around quality and cost improvement
2. develop a strong narrative (story) around how cost improvement can be delivered through quality
3. make a clinically relevant case that makes both a rational case for change and a connection to emotions, through values
4. make it “real” for frontline staff (e.g., 10 patients and \$50,000.00 per person per year)
5. ask people to commit to specific actions



"WHAT DO YOU MEAN 'IT'S A BIT MUDDY'?"

Target
CLAB ZERO

How do we engage people to change?

The core of the matter is always about changing the behaviour of people, and behaviour change happens in highly successful situations mostly by speaking to people's feelings'

John P. Cotter & Dan S. Cohen

Approaches to change

Deficit based



- what is wrong?
- solving problems
- identifying development and improvement needs
- gaps and deficiencies to be filled

Source: Helen Bevan, Leading Large Scale Change/NHS Institute for Innovation and Improvement

Asset based



- what is right that we can build on?
- exploiting existing assets and resources
- “positive deviance”
- amplifying what works

The science shows that the secret to high performance...[is] our deep seated desire to direct our own lives, to extend and expand our abilities and to live a life of purpose

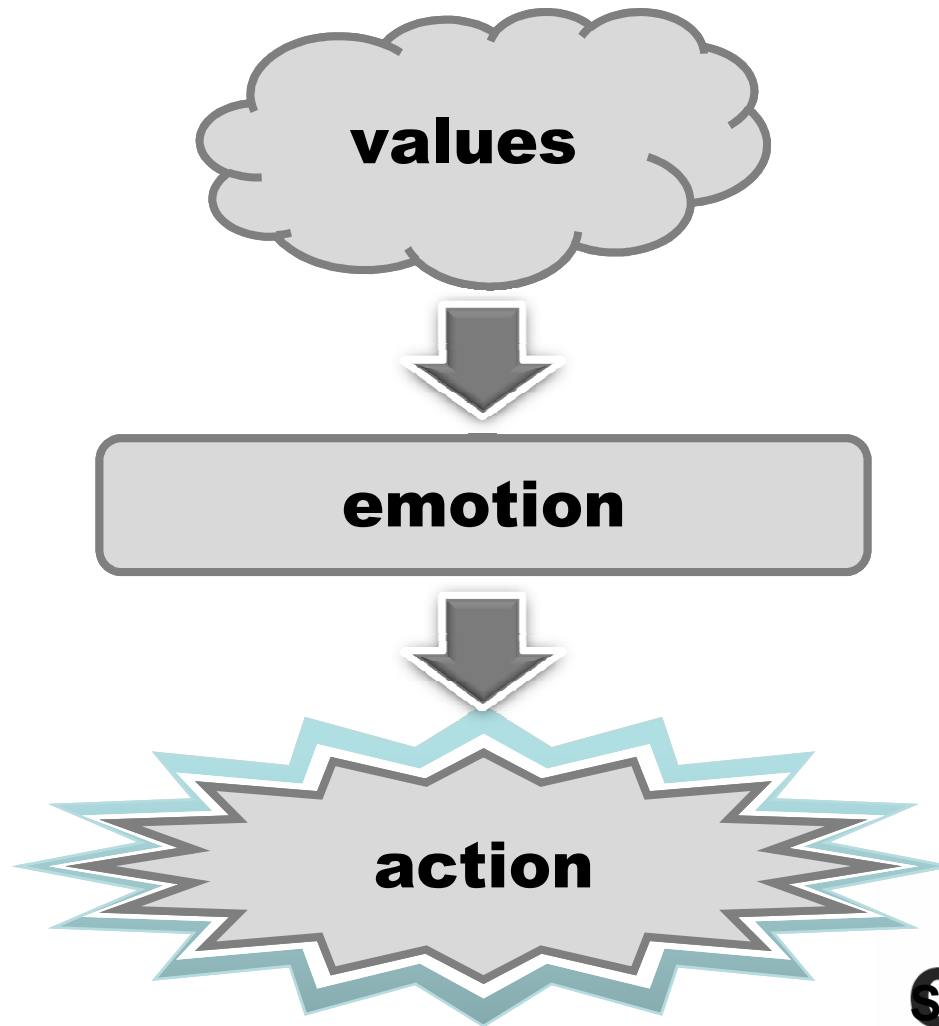
Daniel Pink (2009) *Drive: the surprising truth about what motivates us*

Four sources of energy

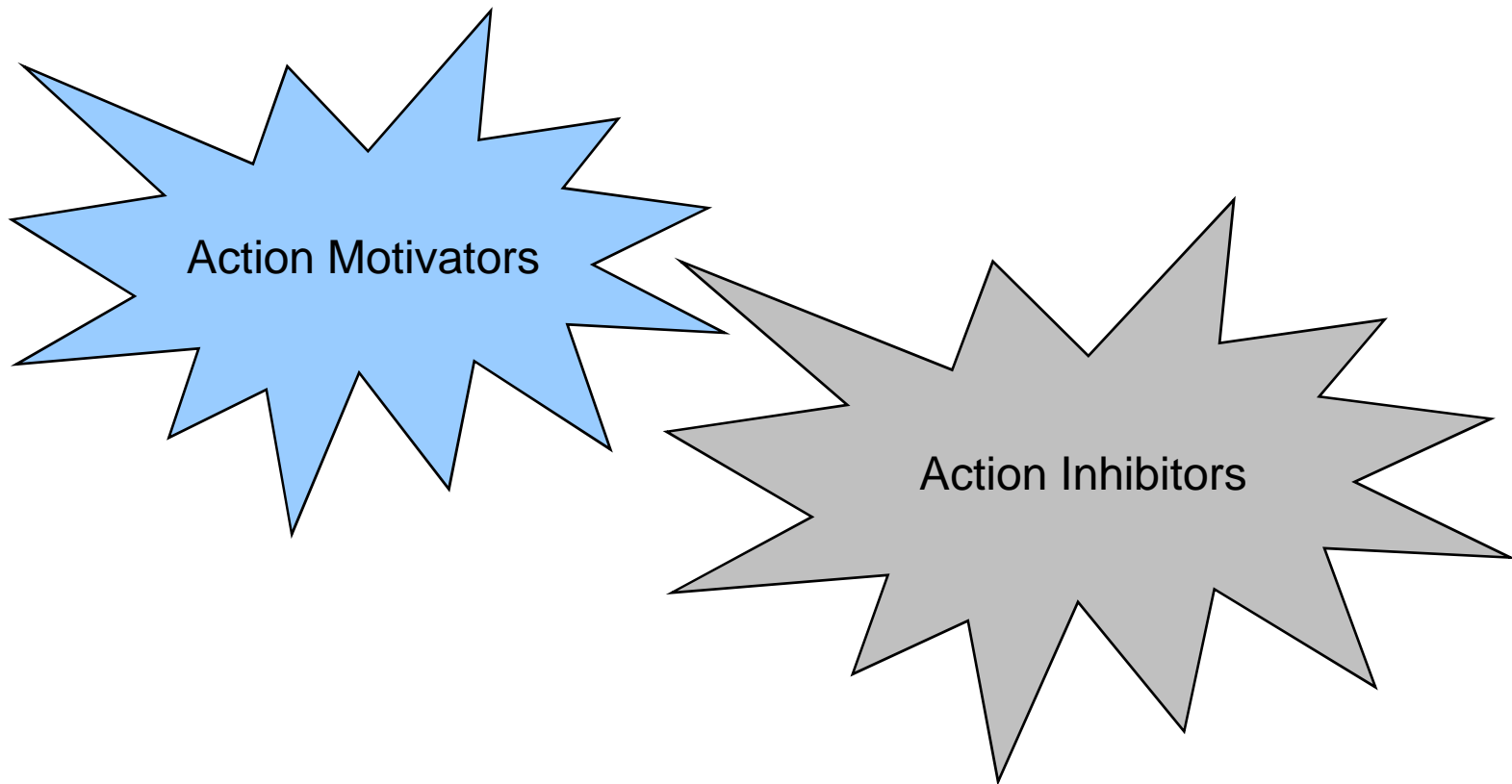
Energy	Description
Intellectual	Energy of analysis, logic, thinking, rationality. Drives curiosity, planning and focus
Emotional	Energy of human connection and relationships. Essential for teamwork, partnership, alignment and collaboration
Spiritual	Energy of vitality, passion, the future and sense of possibility. Brings hope and optimism and helps people feel more ready and confident to build the future
Physical	Energy of action, making things happen and getting them done. Key part of vitality, maintaining concentration and commitment

Source: adapted from Steve Radcliffe

If we want people to take action, we have to connect with their emotions through values



Not All Emotions are Equal



And not all emotions are equal.....

Action motivators

urgency

anger

hope

solidarity

you can make
a difference

Action inhibitors

inertia

apathy

fear

isolation

Self-doubt

Overcome

CLAB ZERO



What the framing literature tells us

People are much more likely to embrace change if it is framed as something that builds positively on what they are familiar with than as something that seems far away and unachievable.

“a new idea must be at the least couched in the language of past ideas; often, it must be, at first, diluted with vestiges of the past”

Saul Alinsky *Rules for Radicals* (1971)



Three components of a great narrative (story)

- **Diagnostic** – what is the problem that we are addressing? What is the extent of the problem? What is the specific source or sources?
- **Prognostic** – what could the future look like? What is our “plan of attack” and our strategy for carrying out the plan?
- **Motivational** – why is this urgent? What is our call for action that connects with the motivational and emotional drivers of the audience?

Source: Helen Bevan, Leading Large Scale Change/NHS
Institute for Innovation and Improvement



Task

- Find a group of three people
- Spend five minutes quietly developing a “story of self”
 - The *challenge*, *choice* and *outcomes* should be explicit
- A timekeeper will make sure that everyone sticks to timings
- Share your story of self with others in your group
- Coach each other on the stories
- Time allowed
 - two minutes per person to tell story
 - two minutes per person to feedback

Source: Helen Bevan, Leading Large Scale Change/NHS
Institute for Innovation and Improvement



Creating your own call to action

Create a call to action for your own change situation, utilising the principles we have learnt today