

UNDERSTANDING HOW CHANGE IMPACTS ORGANIZATIONS, AND EFFECTIVE RESPONSES TO AN EVOLVING ENVIRONMENT

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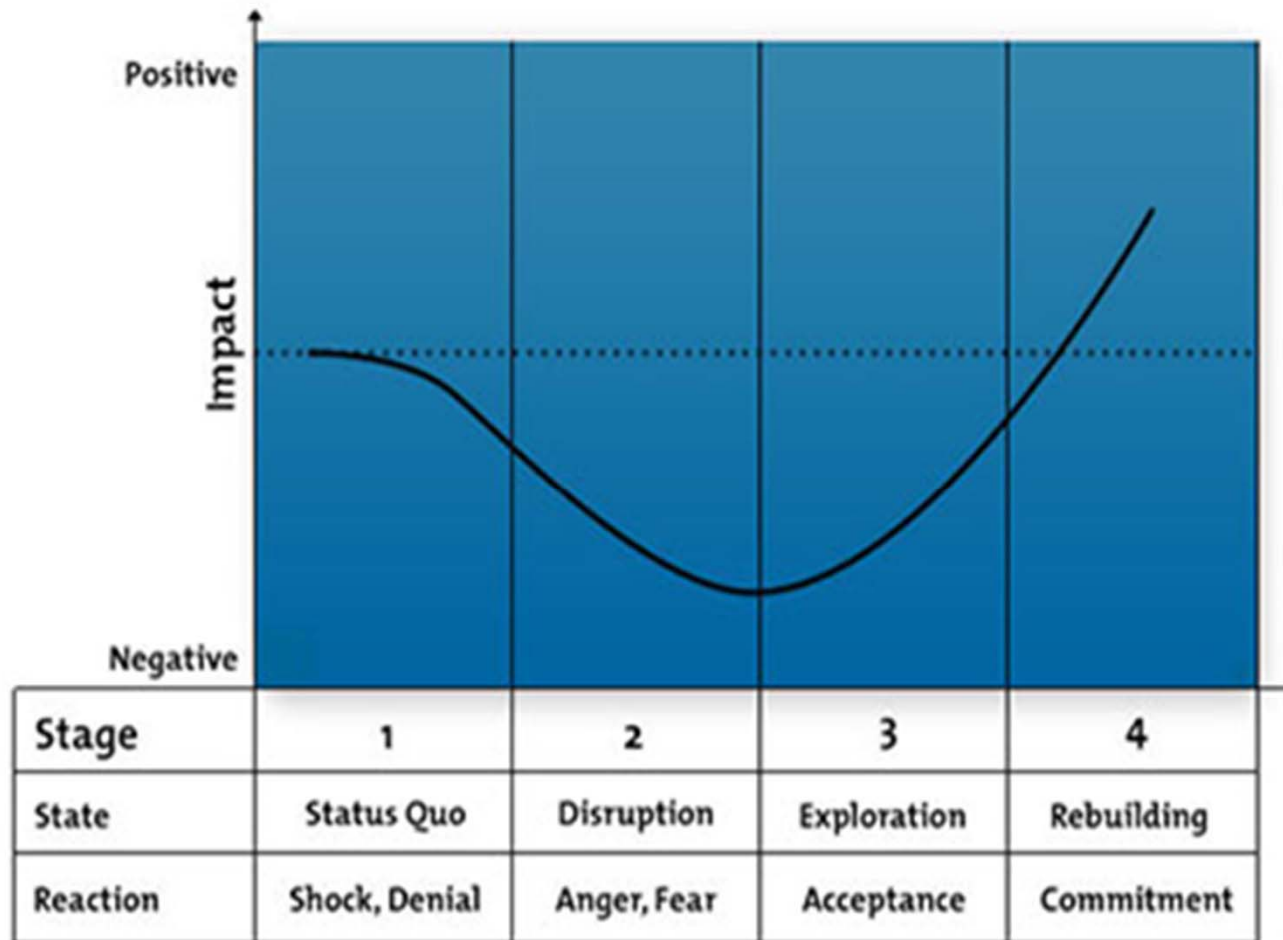
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Learning Objectives



1. Identify stages of response to change
2. Identify core components of change management strategies
3. Describe rapid cycle improvement

THE CHANGE CURVE



WHAT IS CHANGE MANAGEMENT?

“Change management is a **structured approach** for ensuring that changes are **thoroughly and smoothly implemented**, and that the **lasting benefits** of change are achieved.”

- [MindTools.com](https://www.mindtools.com)

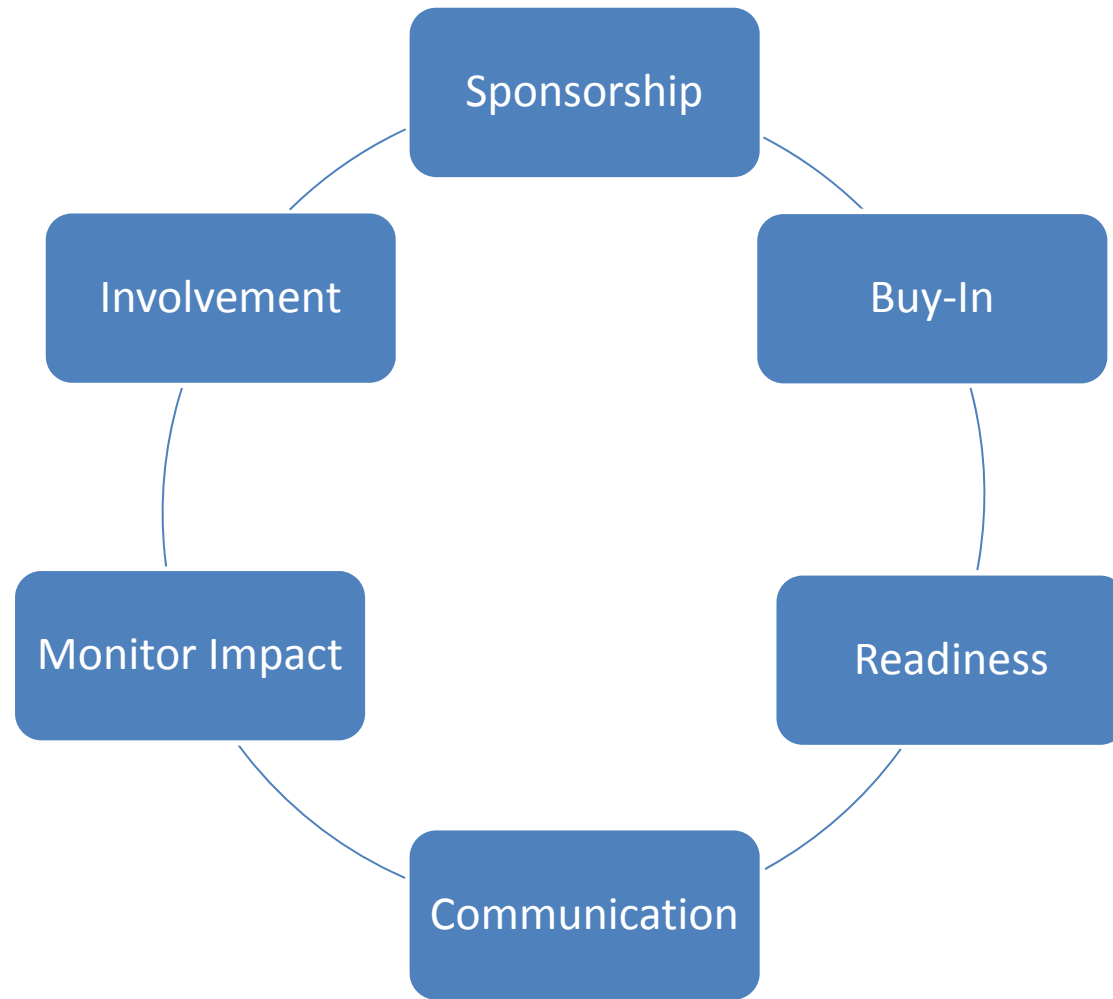
CHANGE IN YOUR WORLD?

- Community High Impact Prevention
- Outcome Evaluation
- Testing Yield
- Affordable Care Act
- Treatment as Prevention
- Funder Expectations

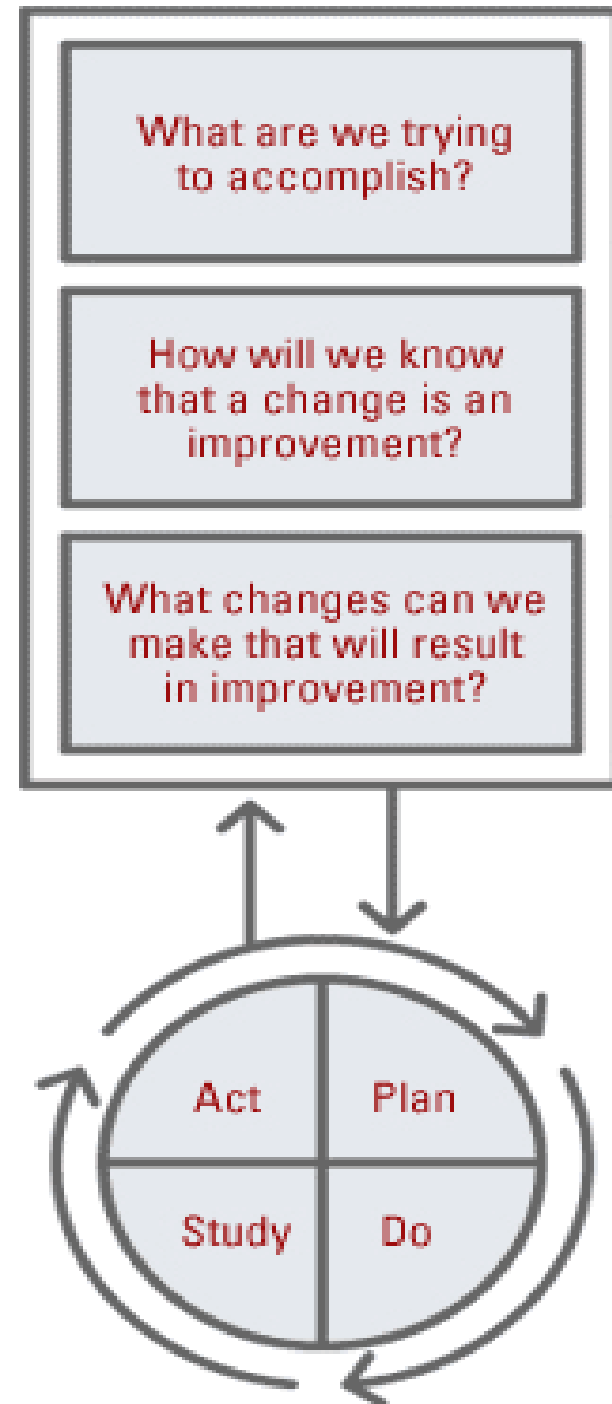
WHY CHANGE NEEDS LEADERSHIP

- 70% of all major change efforts in organizations fail. (Dr. John Kotter)
- Why do they fail? Because organizations often do not take the holistic approach required to see the change through
- Example: HIT implementation

CHANGE LEADERSHIP COMPONENTS



THE MODEL OF IMPROVEMENT (IHI)



THREE QUESTIONS

- **Setting Aims:** What are we trying to accomplish?
- **Establishing Measures:** How will we know that a change is an improvement?
- **Selecting Changes:** What changes can we make that will result in improvement?

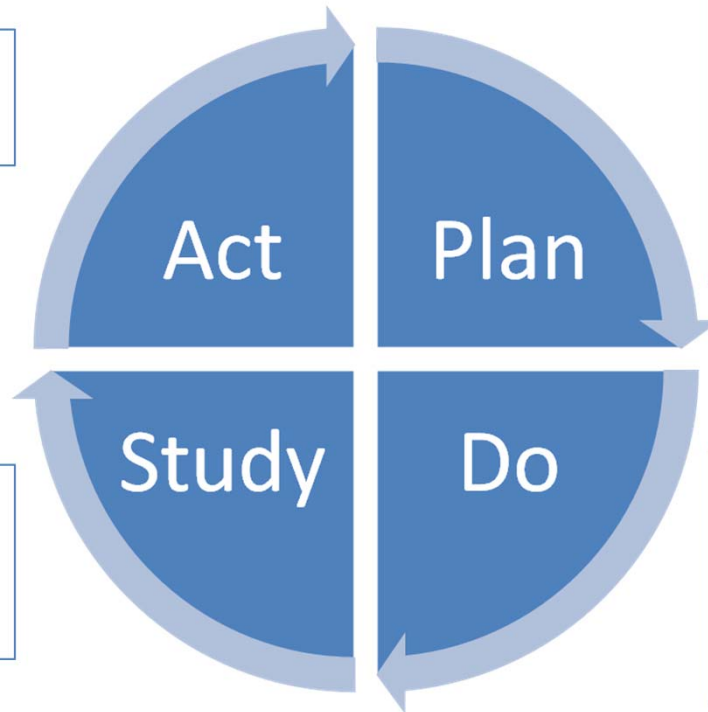
REASONS TO TEST CHANGES

- To increase belief that the change will result in improvement
- To decide which of several proposed changes will lead to the desired improvement
- To evaluate how much improvement can be expected from the change
- To decide whether the proposed change will work in the actual environment of interest
- To decide which combinations of changes will have the desired effects on the important measures of quality
- To evaluate costs, social impact, and side effects from a proposed change
- To minimize resistance upon implementation

PDSA CYCLES

- What modifications need to be made?

- Analyze results and compare to predictions



- List the tasks needed to set up the test of change
- Predict what will happen

- Carry out the test
- Document what actually happened when you ran the test

IMPLEMENTING THE CHANGE

Implement and
spread the change
accordingly

CASE STUDY

- A CBO conducts testing, does counseling, and then refers HIV+ persons to the local community health center (CHC)
- CBO is interested in establishing a formal linkage to care process with the CHC

CASE STUDY - THREE QUESTIONS

- **Setting Aims:** To link all clients that have an initial and verified HIV+ test result to care within two weeks of diagnosis.
- **Establishing Measures:** Client satisfaction, number of clients successfully linked to care, number of clients on ART, etc.
- **Selecting Changes:** Working with local CHC to establish a formal linkage to care program.

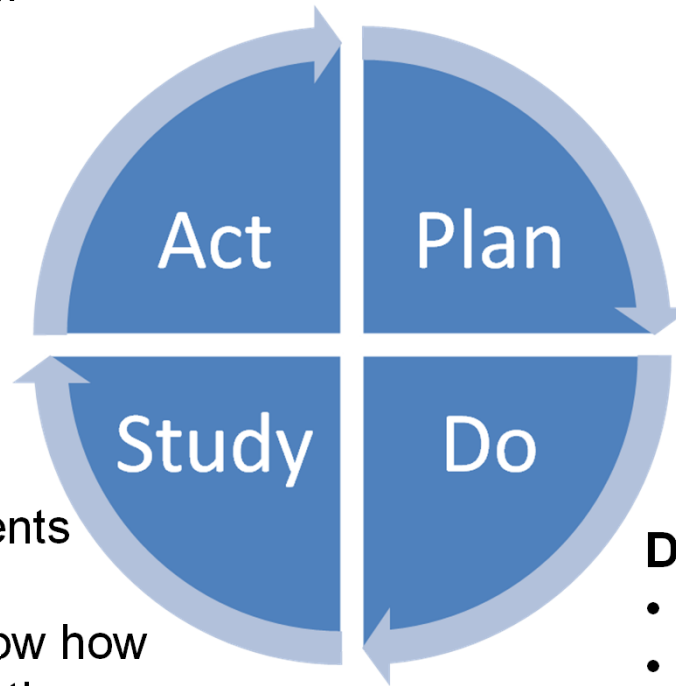
CASE STUDY - PDSA CYCLE FOR ESTABLISHING A LINKAGE TO CARE PROGRAM WITH CHC

Modifications made

- Established direct number to MA
- Gave card to client with appt. information
- Let client select PCP
- Made appt. reminder call

Analyzed results

- CM was not able to make appt. right away for all clients
- One client needed to reschedule, but didn't know how
- Another client did not like the PCP they saw



Who? When?

- 5 recently diagnosed HIV+ clients
- Next two weeks

Where? What?

- Make first appt. for client at CHC

Documented Problems

- Phone number busy
- 4 clients went to their first appt./1 missed it.
- Of these 4, 3 scheduled a second appt.

TIPS FOR SUCCESSFUL CHANGE MANAGEMENT

- Think a couple of cycles ahead
- Scale down the size of the test
- Test with volunteers
- Do not try to get consensus, "buy-in," etc.
- Be innovative
- Don't reinvent the wheel
- Pick easy changes to try
- Collect useful data during each test
- Test over a wide range of conditions

WRAP-UP

- Your observations
- Questions
- Complete evaluation using link below

<https://www.surveymonkey.com/s/68KMYCM>

RESOURCES

- Mind Tools: <http://www.mindtools.com/>
- The Improvement Model (PDSA framework):
<http://www.ihl.org/knowledge/Pages/HowtoImprove/default.aspx>
- JSI CBA: cba.jsi.com

THANK YOU FOR YOUR TIME & PARTICIPATION!

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