Leading Through Change

Shannon Studden
Program Specialist II
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Rural Health Innovations’ Purpose

Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation’s leading technical assistance and knowledge centers in rural health. In partnership with The Center, RHI connects rural health organizations with innovations that enhance the health of rural communities.
Highest Priority Topics of Interest

1. Understanding the role of networks in population health
2. Promoting success to key stakeholders
3. Data analytics & dashboards
4. Leading change
5. (Tie) Measuring collaborative relationships
   Product & service development
1. Achieve efficiencies
2. Expand access to, coordinate, and improve the quality of essential health care services
3. Strengthen the rural health care system as a whole
You Know How!

- Implemented process for physicians to refer patients to social service support resources
- Influenced diabetes patients to change their behavior patterns
- Incorporated Community Health Workers into rural clinic processes
- Rolled out a system for sharing data across network members
- Convince providers and staff to use Health Information Exchange
You Really Do Know How!

- Integrated behavioral health screening and services into primary care
- Taught care coordinators to adjust coding processes in order to be reimbursed for CCM/TCM
- Persuaded behavioral health providers to use telehealth for patient encounters
- Changed perspectives of network members to see themselves as part of a bigger Population Health picture
Upcoming Initiatives and Challenges

• Implement a patient transportation service
• Convince network members to use a common SDOH screening tool
• Persuade network members to pay dues
• Ensure that patients continue to engage with programs after enrollment
• Develop new workflows for coordinating care
• Teach members to use new technology
• Create a new mindset for thinking about health
Questions We’ll Answer

• Why do people react differently to change?
• How can we help others navigate the change process?
• How can we manage our own emotions during the change process?
Rider vs Elephant

Rider: Rational

Elephant: Emotional

Jonathan Haidt, *The Happiness Hypothesis*

Chip and Dan Heath, *Switch*
Clinical Decision Making
Providers’ clinical decisions are influenced by their own emotions, particularly anxiety, stress, fear, and denial (Kozlowski et al.)

Behavioral Economics
When we’re feeling sad, we’ll pay higher prices than when we’re feeling disgusted (Lerner et al.)

Emotional Contagion
Nurses implementing a Shared Governance initiative “caught” emotions from their colleagues, influencing perceptions of the intended change (Bartunek et al.)
Kubler-Ross, E., 1969
The Journey Through Grief: Insights from a Qualitative Study of Electronic Health Record Implementation

Denial

Anger

Bargaining

Depression

Acceptance

Trap door of despair

Scheck McAlearney et al., 2015
“It’s probably been one of the most unsettling things I’ve seen for physicians throughout our entire system.”
"By the time you’ve actually done all that, your patient encounter is halfway over."
“Why do we need a cover letter? Isn’t it enough if I add a progress note?”
“The first two weeks, I could have quit medicine.”
“I have all I need at my fingertips. I think it’s a great system.”

Scheck McAlearney et al., 2015
Why do people react differently to change?
Reasons for Different Responses to Change

1. Differences in circumstances
2. Differences in personal characteristics
Difference in Circumstances

- Input during the change process
- Understanding
- Nature of the change: Less stress if perceived as
  - Minor
  - Additive
  - Initiated by the person him/herself
- Impact of the change
Areas of Impact

Technical: Resources & knowledge
Does the organization have the technical resources I need? Do I know enough?

Political: Power & influence
How much power will I have to affect my environment?

Cultural: Values, norms, mindsets
What’s important to me? How are things normally done around here?

Tichy, 1982
Differences in Personal Characteristics

- Experience with the topic
- Openness to experience
- Comfort with ambiguity
- Anxiety
How can we help others navigate the change process?
Riders without elephants: Understanding without motivation

Elephants without riders: Passion without direction
Denial

• Manage expectations ("the party’s over")
• Make the case for quality
• Communicate the vision

“It’s never going to happen.”

Scheck McAlearney et al., 2015
Anger

• Acknowledge difficulties and affirm support
• Communicate the vision
• Form a coalition or find a champion

“This is going to make my job so much harder!”

Scheck McAlearney et al., 2015
Bargaining

- Listen to and implement suggestions
- Acknowledge competing priorities

“If you had given us more notice, we could have made it work.”

Scheck McAlearney et al., 2015
Depression

- Allow time to adapt
- Reiterate support

“I don’t see how this is ever going to work.”

Scheck McAlearney et al., 2015
Acceptance

• Reaffirm positive statements
• Continue to ask for input

“This will make a major difference for our patients.”

Scheck McAlearney et al., 2015
## Addressing T, P, and C

<table>
<thead>
<tr>
<th>Area of Impact</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical: Resources &amp; knowledge</strong></td>
<td>Provide education</td>
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<tr>
<td>Does the organization have</td>
<td>Ensure/assure that time will be allotted to learn</td>
</tr>
<tr>
<td>the technical resources I need? Do I</td>
<td>Listen to requests for resources</td>
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<tr>
<td>know enough?</td>
<td>Be patient</td>
</tr>
<tr>
<td><strong>Political: Power &amp; influence</strong></td>
<td>Honest discussions about roles, responsibilities, accountability</td>
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<tr>
<td>How much power will I have to affect</td>
<td>Identify ways that he/she will continue to bring value and influence</td>
</tr>
<tr>
<td>my environment?</td>
<td></td>
</tr>
<tr>
<td><strong>Cultural: Values, norms, mindsets</strong></td>
<td>Tie to existing values of the organization and the individual</td>
</tr>
<tr>
<td>What’s important to me? How are things</td>
<td>Clarify the misalignment between the current state and the environment</td>
</tr>
<tr>
<td>normally done around here?</td>
<td></td>
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</tbody>
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Tichy, 1982
Addressing Personal Characteristics

Less experience
- Time to absorb and adapt
- Direct support

Less comfort with ambiguity, higher anxiety
- Defined plan
- Clear end vision
- Frequent check-ins
Don’t Forget

• You may be farther along than they are
• Fundamental attribution error
How can we manage our own emotions during the change process?
Manage Your Own Elephant

- Pause
- Acknowledge feelings
- Avoid judgment
Where are you stuck?

**Technical:** Resources and knowledge

**Political:** Power and influence

**Cultural:** Values, norms, mindsets
When You’re REALLY Stuck

• What’s the story?
• What are some alternative stories?
• If a given alternative story is true, how might you respond?

What’s My 50%?
It’s all about the Elephants!
Helpful Resources

Books
Susan David, *Emotional Agility: Get Unstuck, Embrace Change, and Thrive in Work and Life*
Chip & Dan Health, *Switch*
Daniel Kahneman, *Thinking, Fast and Slow*
John Kotter, *Our Iceberg is Melting*

Podcast
Hidden Brain, March 12, 2018: Daniel Kahneman: On Misery, Memory, and Our Understanding of the Mind

Blog Post
Marshall Goldsmith: Learn to Respond, Not React!

Ruralcenter.org Website
References


Shannon Studden
Program Specialist II
218-216-7044
sstudden@ruralcenter.org

Get to know us better:
http://www.ruralcenter.org