Healthcare Transformation

Change Management Strategies to Support Healthcare Initiatives
Agenda:

- Strategies to Initiate Change
- Tools to Implement Change
- Methods to Reinforce / Sustain Change
Strategies to Initiate Change
Change Management Opportunities

Strategies to initiate change

Gain common ground across leader and stakeholder groups through collaboration.

Tools to support change efforts

Apply tools to increase readiness for change through, training, knowledge exchanges and online resources to share information and track results.

Methods to sustain results

Design strategies to review progress and reinforce initial and ongoing successes.
Strategies to Implement Change

I. Readiness Assessment
II. Leadership Alignment
III. Change Management Plan
IV. Launch and Implementation
V. Monitor and Sustain
Assess Readiness for Change

Readiness Profile: Survey / Interviews

- Leadership commitment
- Stakeholder commitment
- Communications
- Training and recognition

Time

Level of Commitment

Awareness

Understanding

Buy-in

Ownership

Implementation
Build Stakeholder Alignment

Strategies For Change

Reason for the Change

The Case for Change

Belief Change is Possible

Vision for the Change

Plan for Getting There

Clear Expectations
Use data to illustrate the relationships between employee health, workplace productivity, social and financial benefits.
Align with National Programs

- American Cancer Society
- National Quality Forum measures
- American Heart Association
- Hospital Data Bases on Performance
- Centers for Disease Control
Tools to Support Implementation
Assessment and Planning

- Benchmark against healthcare quality performance criteria
- Evaluate administrative offices for process improvement opportunities
- Meet with medical staff to recommend a course of action to improve
- Collaborate with the physicians and staff to create a change plan that:
  - defines the problem;
  - establishes baseline measures;
  - specifies action steps;
  - designates responsible team member;
  - establishes a timeline for expected outcomes; and
  - incorporates a control mechanism to ensure accountability
- Scheduled meetings to reinforce and review progress and performance
Upgrade Your Preventive Care
by Michael Madden, MD, Highmark medical director

Nothing makes the day of a frequent traveler like the words "free upgrade" when it means getting a first-class seat on a flight instead of a standard coach seat. To improve health care quality, you might consider giving your preventive care and diabetes services a "free upgrade."

Instead of just recording the date a person had a mammogram, Pap smear or dilated retinal exam, do you record whether the member was educated about the service, the test was offered, the test was performed and where or by whom the test was done? Upgrade your information. This makes the flow chart a lot more complicated but much more informative.

Why? Suppose your QualityBLUE™ score for cervical cancer screening is less than the network average. You know some women go to gynecologists for this service. If you could easily determine which of the physicians your patients use have low or high rates for your patients, what would you do? Perhaps some physicians do a better job of sending you a report of their exams and a copy of the step smear report.

If you are not getting information back from some physicians, or the Pap rate for your patients who see them is low, consider calling that physician to let him know what you are asking and are watching. Ask if the person has a system of tracking these exams, and if it is in place, is it effective.

This group checks the EOGs tool due to its simplicity, sensitivity and ease of use and scoring. The office staff were trained to provide the tool upon the patient's arrival to the office and to instruct the mother to complete the tool while waiting for her child to be seen by the doctor. Mothers with scores of greater than 12 were referred for follow-up care.

This PBP practice reported high satisfaction from the mothers receiving the screening. For more information about this Best Practice Improvement project, call your Highmark Medical Management consultant.

Best Practice Forums Held
In October, Pay-for-Performance Best Practice Forums were held in Greensburg, Pittsburgh and Erie. The primary goal of the forums was to showcase strategies that PBP providers in

Communication/Newsletters
PROMOTING PARTNERSHIPS IN QUALITY AND PROCESS IMPROVEMENT

Partners in Quality News
PROMOTING PARTNERSHIPS IN QUALITY AND PROCESS IMPROVEMENT

December 2007

Partners in Quality News
PROMOTING PARTNERSHIPS IN QUALITY AND PROCESS IMPROVEMENT

December 2007
Create Knowledge Communities

Provide an environment that enables innovation, supports the development and spread of new ideas and builds the organizational social network to save time and reduce costs.
Establish Common Measures

Measure and Promote Results:

- Quality Information
- Cost Information
- Quality Reviews
- Compliance Reviews
- Reinforce Quality through Incentive
- Publish your Results
Methods to Sustain Change
CONGRATULATIONS ON YOUR ACHIEVEMENT
Highmark, Physicians and NCQA – QUALITY AT IT’S BEST
Award Ceremony – December 5, 2007
IV. Recognition and Sustainment

Retention

2-4 Weeks Before Event

100%

Awareness Understanding

80%

Communications

Intervews

Survey

Walk-thrus

3-5%

Buy in and Ownership to Sustain Behavior

52 weeks

Ongoing Communications,

Training and Tools

Sharing Best Practices

Recognition Events

52 Weeks After Event

Review Performance

Time
Recognition and Sustainment

Increase the adoption of reliable, evidence based practices, identify organizational expertise, and recognize facilities that have achieved success.
Summary: Change Management

Strategies That Effectively Initiate Change
- Leadership and Stakeholder Alignment
- Collaborative Stakeholder Conferences
- Partnerships with Associations and Universities: Data collection and interpretation

Tools to Implement Change that Reduce “Risks”
- Knowledge sharing and social networking
- Design and implementation of change processes and tools
- Conversion of best practices into online tools

Methods to Reinforce and Sustain Change and Track Results
- Build training and incentive to support change initiatives
- Recognition strategies for early adopters, mentors and coaches