

**Change Management:
How to Achieve a Culture
of Safety**

AHRQ
Agency for Healthcare Research and Quality
Advancing Evidence in Health Care • www.aahrq.gov

DHA
Department of Health & Human Services

TeamSTEPPS[®] 2.0 for Long-Term Care

TeamSTEPPS[®] 2.0 for Long-Term Care **Change Management**

Objectives

- List the Eight Steps of Change
- Identify errors common to organizational change
- Discuss what is involved in creating a new culture
- Begin planning your nursing home's change strategy

Mod 9.LTC 2.0 Page 2 *Team Strategies & Tools to Enhance Performance & Patient Safety*

TeamSTEPPS[®] 2.0 for Long-Term Care **Change Management**

8 Steps of Change

Create a new culture
Don't let up... Be relentless
Short-term wins
Empower others
Understanding & buy-in
Develop a change vision & strategy
Build the guiding team
Create sense of urgency

John Kotter

Mod 9.LTC 2.0 Page 3 *Team Strategies & Tools to Enhance Performance & Patient Safety*

TeamSTEPPS® 2.0 for Long-Term Care Change Management

Set the Stage and Create a Sense of Urgency

- Get people's attention!
- Sell the need for change ... describe the consequences of not changing
- Immerse people in information about the change
- Discuss ways to solve the problems people identify with the change
 - Empower people to solve the "problem"



Mod 9.LTC 2.0 Page 4 Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS® 2.0 for Long-Term Care Change Management

Pull Together the Guiding Team

- Choose key players, especially staff-level managers
- Identify a Guiding Team that is multidisciplinary
- Consider the credibility and integrity of change leaders
- Choose proven leaders who can drive the change process
 - Strong position power, broad expertise, and high credibility
- Ensure the Guiding Team has both management and leadership skills
 - Management skills control the process
 - Leadership skills drive the change



Mod 9.LTC 2.0 Page 5 Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS® 2.0 for Long-Term Care Change Management

Develop the Change Vision and Strategy

Senior Leadership is responsible for:

- Establishing the definition of a "culture of safety" aligned with expectations, core values, and shared beliefs
- Informing the nursing home of these values and evaluating the culture
- Leading the process of:
 - Translating values into expected behaviors
 - Establishing trust and accountability
- Communicating a commitment to shaping the culture



Mod 9.LTC 2.0 Page 6 Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS® 2.0 for Long-Term Care

Change Management

Communicate for Understanding and Buy-In

- Provide supportive actions for fear, anger, and resistance
- Encourage discussion, dissent, disagreement, debate—keep people talking
- Tell people what you know—and what you don't know
- Acknowledge concerns, perceived losses, and anger
- Model the expected behaviors
- Value resisters
 - They clarify the problem and identify other problems that need to be solved first
 - Their tough questions can strengthen and improve the change
 - They may be right—it is a dumb idea!



Mod 9.LTC 2.0 Page 7

Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS® 2.0 for Long-Term Care

Change Management

Empower Others to Act

- Provide direction
- Allow others to find their own team-driven solutions
- Encourage others to speak up and take risks
- Share the information you know
- Encourage teamwork and collaboration
- Encourage personal reflection and learning
- Train employees so they have the desired skills and attitudes
- Track activities and progress
- Set short-term goals



Mod 9.LTC 2.0 Page 8

Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS® 2.0 for Long-Term Care

Change Management

Produce Short-Term Wins

- Show visible success; further impetus for change
- Provide positive feedback; recognize and reward contributions to wins
 - Further builds morale and motivation
- Leverage lessons learned to help plan next goal
- Create greater difficulty for resisters to block further change
- Provide leadership with evidence of success
- Build momentum
 - Helps draw in neutral or reluctant supporters



Mod 9.LTC 2.0 Page 9

Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS® 2.0 for Long-Term Care Change Management

Don't Let Up

- Acknowledge hard work
- Celebrate successes and accomplishments
- Reaffirm the vision
- Bring people together toward the vision
- Acknowledge what people have left behind
- Develop long-term goals and plans
- Provide tools and training to reinforce new behaviors
- Reinforce and reward the new behaviors
- Create systems and structures that reinforce new behaviors
- Prepare people for the next change

Mod 8.LTC 2.0 Page 10 Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS® 2.0 for Long-Term Care Change Management

Create a New Culture

- Develop action steps for stabilizing, reinforcing, and sustaining the change:
 - Give people time to mourn their actual losses
 - Provide skill and knowledge training
 - Develop new reward systems
 - Recognize and celebrate accomplishments
- Develop performance measures to continually monitor the results from the change and to identify opportunities for further improvements
- Make adjustments to the change vision and strategy to reflect new learning and insights
- Encourage people to be open to new challenges, forces, and pressures for the next change

Mod 8.LTC 2.0 Page 11 Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS® 2.0 for Long-Term Care Change Management

Errors Common to Organizational Change

- Allowing for complacency
- Failing to create a sufficiently powerful Guiding Coalition and Change Team
- Not truly integrating the vision
- Allowing obstacles to block change
- Not celebrating short-term wins
- Declaring victory too soon
- Neglecting to anchor changes firmly in the culture

Mod 8.LTC 2.0 Page 12 Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS[®] 2.0 for Long-Term Care Change Management

Culture Change Comes Last, Not First!

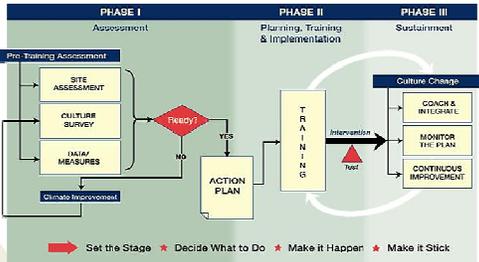
- Most alterations in norms and shared values come at the end of the transformation process
- New approaches sink in after success is shown
- Feedback and reinforcement are crucial to buy-in
- Sometimes the only way to change culture is to change key people
- Individuals in leadership positions need to be on board, or the old culture will reassert itself



Mod 8.LTC 2.0 Page 13 Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS[®] 2.0 for Long-Term Care Change Management

TeamSTEPPS Change Model



Mod 8.LTC 2.0 Page 14 Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS[®] 2.0 for Long-Term Care Change Management

Change Management Models

- **PDSA:** Plan, Do (*TeamSTEPPS*), Study, Act
- **DMAIc:** Define, Measure, Analyze, Improve (*TeamSTEPPS*), Control
- **IHI Model for Improvement:** Forming the Team, Setting Aims, Establishing Measures, Selecting Changes, Testing Changes, Implementing Changes (*TeamSTEPPS*), Spreading Changes
- **CUSP:** Assemble the Team, Engage the Senior Executive, Understand the Science of Safety, Identify Defects through Sensemaking, Implement Teamwork and Communication (*TeamSTEPPS*)
- <https://www.ahrq.gov/professionals/education/curriculum-tools/cusptoolkit/index.html>



Mod 8.LTC 2.0 Page 15 Team Strategies & Tools to Enhance Performance & Patient Safety

TeamSTEPPS® 2.0 for Long-Term Care Change Management

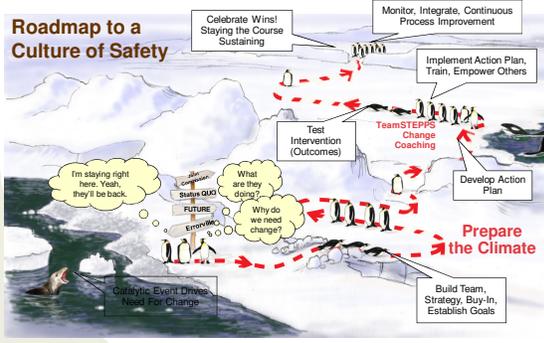
On-Time Quality Improvement Model



Mod 8.LTC 2.0 Page 16 *Team Strategies & Tools to Enhance Performance & Patient Safety*

TeamSTEPPS® 2.0 for Long-Term Care Change Management

Roadmap to a Culture of Safety



Key stages in the roadmap include:
- Prepare the Climate
- Build Team, Strategy, Buy-in, Establish Goals
- Develop Action Plan
- TeamSTEPPS Change Coaching
- Test Intervention (Outcomes)
- Implement Action Plan, Train, Empower Others
- Monitor, Integrate, Continuous Process Improvement
- Celebrate Wins! Staying the Course Sustaining

Thought bubbles include: "I'm staying right here. Yeah, they'll be back.", "What are they doing?", "Why do we need change?", "Status OK?", "Future", "Catalytic Event Drives Need For Change".

Mod 8.LTC 2.0 Page 17 *Team Strategies & Tools to Enhance Performance & Patient Safety*
