Analytics, Big Data, and Partnerships

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Afternoon BUZZ 3:00-3:30

How to put your great ideas into action – a simple change model
Session Objectives

By the conclusion of this session the participants will be able to:
- Describe one model of change
- Describe leadership actions related to change
- Apply this model to a real world situation
- Action plan future uses of a change model

Change

Change is inevitable in health care.

Organizational change can be a response to external pressure.

Change is complex.

Planned and emergent change models.

Definition of change, innovation, transition, transformation, and change agent.
Lewin’s Force Field Analysis

One successful change involves three elements:

- Unfreezing – motivation or readiness for change (Assessment, problem identification and definition)
- Freezing – new level of behavior (Planning and implementation, seek new alternatives)
- Refreezing – integration and stabilization (Evaluation, Implementation and evaluation)

Leaders as Change Agents

Articulate a clear need for change

Get group participation by leaving the details to the people who must implement the change

Get reliable information to the implementers

Motivate through rewards and benefits

Do not promise things that cannot be delivered.
Resistance to Change

Resistance to change should be expected as integral to the whole change process.

Resistance may be rooted in anxiety or fear.

Not all resistance is bad; it may be a warning that something needs readjusting or clarity.

Viewing the nurse or resistor as the solution versus the problem helps reframe the issue.

Increasing the Probability for Change

Explain the rationale for a change so individuals understand it.

Allow emotions to be worked out.

Give participants all the information they need.

Help individuals cope with change.
Actions to Avoid When Implementing Change

Simply announce a change without laying the foundation.

Ignore or offend powerful people.

Violate the authority and communication lines in an organization.

Rely only on formal authority.

Overestimate your formal authority.

Actions to Avoid When Implementing Change (cont’d)

Make a poor decision about what change is needed and do not be open to criticism.

Communicate ineffectively.

Put people on the defense.

Underestimate the perceived magnitude of the change.

Do not deal with the people’s fears about insecurity or change of status.
During Change
Focus on the People
and Consider:

- Time and effort it takes to adjust
- Possibility of less desirable outcomes
- Fear of the unknown
- Tolerance for change capacity
- Trust levels
- Need for security

During Change
Focus on the People
and Consider: (cont’d)

- Leadership skills
- Vested interests
- Opposing group values
- How coalitions form
- Strongly held views
- Existing relationship dynamics disruptions
Features of Cultures that Foster Creativity

- Promote conversation and dialogue
- Provide access to information
- Build relationships
- Teach rethinking, questioning, and innovation
- Create a culture of innovation
- Orchestrate and execute

Change - How to put your good ideas into action

Vision and Values
- Past history
- Trust

People
- Skills (Competency)
- Incentive (Motivation)
- Resources (Time, Priority)

Action Plan
- SMART goals
  - Specific
  - Measurable
  - Attainable
  - Realistic
  - Timely
## Change - How to put your good ideas into action

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<thead>
<tr>
<th>Vision</th>
<th>Skills</th>
<th>Incentives</th>
<th>Resources</th>
<th>Action Plan</th>
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<tr>
<td>Confusion</td>
<td>Skills</td>
<td>Incentives</td>
<td>Resources</td>
<td>Action Plan</td>
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<td>Action Plan</td>
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<td>Frustration</td>
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<td>Vision</td>
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<td>False starts</td>
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## Successful Change in a Customer Satisfaction

<table>
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<tr>
<th>Vision</th>
<th>Skills</th>
<th>Motivation</th>
<th>Resources</th>
<th>Action Plan</th>
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</thead>
<tbody>
<tr>
<td>Excellence In Customer Satisfaction</td>
<td>Skills</td>
<td>Motivation</td>
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<tr>
<td>Vision</td>
<td>Nurse Leader Rounding</td>
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<td>Vision</td>
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<td>LMS Director Support</td>
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<tr>
<td>Vision</td>
<td>Skills</td>
<td>Motivation</td>
<td>Resources</td>
<td>Tactics to achieve SMART goals</td>
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List the report out comments into themes – which step is most often missed?

Large Group Exercise

What leadership learning?

What will be different next time?

Small Group Exercise

Describe the last change you have lead or participated in – what happened?

Using the Change grid identify each step – did it occur?

What would you do differently next time?

Report out your thoughts

Do you have the vision?

Do you have the skills?

What are the consequences if I do/don’t?

Who helps me make this happen?

What will is my plan, what are the metrics of success?
The best way to start is to plan the work and work the plan
START!

Group Exercise

Discuss your last quality initiative

Using the change Grid:
1. What went well?
2. Did you skip any steps?
3. How does this inform your leadership for the future?
4. Report out
Resources