

Insights on Change: Implications for Irish Health Service

Breakfast briefing
Dublin, Ireland
May 23, 2018

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Overall Goals

How change insights will advance Irish HS agenda

Ideas:

About new thinking on how to make change happen

with

Impact:

How lessons and tools of change can positively impact Irish Health Service

WHY: Why does change matter?

WHAT: What are some of the insights on making change happen with implications for Irish Health Services?

Insight 1: Understand emerging environmental context:

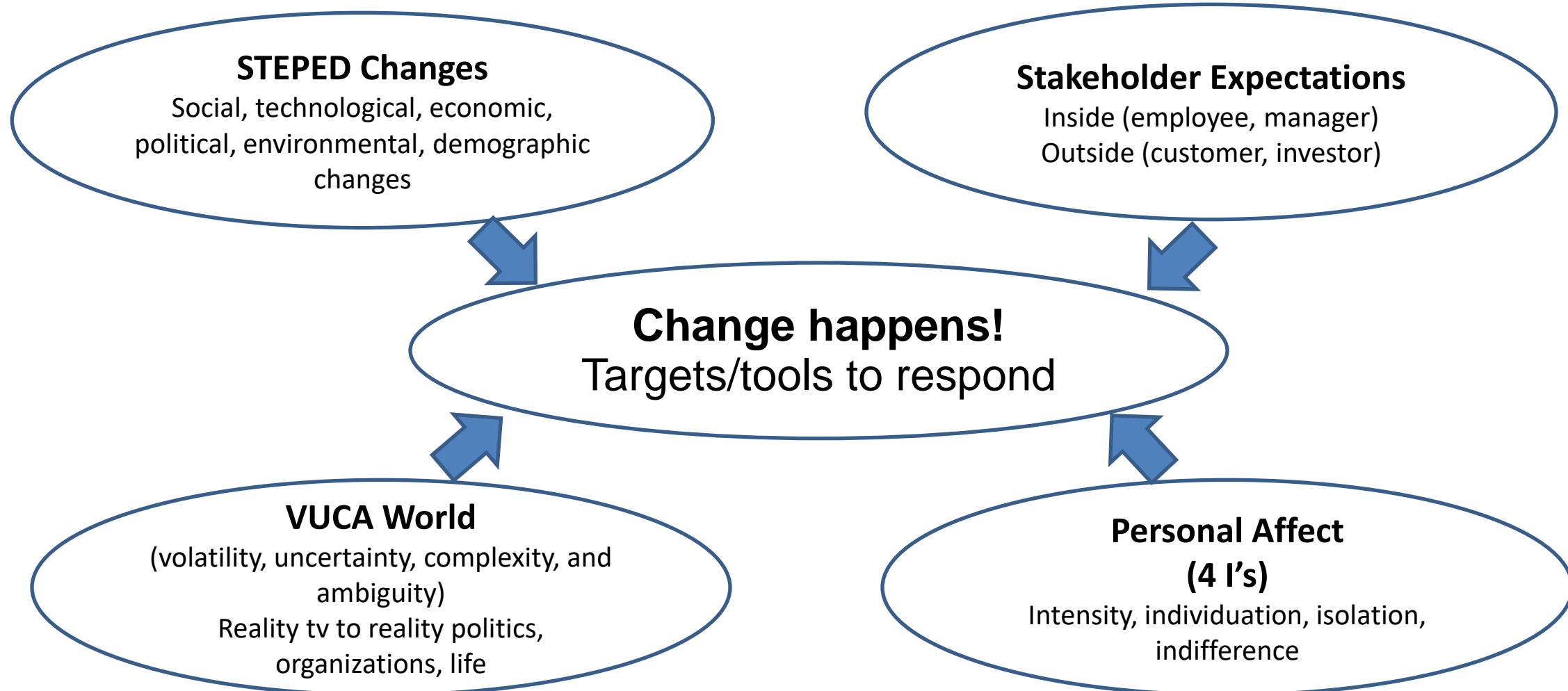
Which is the best cell to be in?

Which is the worst cell to be in?

	Right	Wrong
Well	1	2
Poorly	3	4

Environment

Insight 1: Why: Four Forces Set the Context for Change



Insight 1: Change Is Hard

Vital Smarts Study

- 73 percent of employees have been in circumstances where they knew they needed to change to keep their job or to get ahead, yet struggled to successfully change their habits.

Knowledge Advisors Study

- 76 percent of all survey respondents indicated that training is a key organization tool.
- 9 percent of learners actually apply what they learn with positive results;
- 76 percent indicate that learners apply 50 percent or less of what they learn.

McKinsey Study

- 30 percent of major initiatives have success.
- 19 percent of culture change initiatives are successful.
- The crucial issue is how the change is accomplished,

Other

- 98 percent of us fail at keeping New Year's resolutions to change bad habits.
- 85 percent of us have had bosses who tried—but failed—to get us to improve performance.
- 70 percent of Americans who pay off credit card debt with a home equity loan end up with the same or higher debt in two years.

Insight 2: WHY: Key Drivers for Change

Irish Health Services

What are the drivers for change for Irish Health Services?

0 to 10: How much change is required?

0 to 10: How confident am I in our ability to make the change happen?

Why?

Why not?

Insight 2: WHY: Key Drivers for Change?

Irish Health Services

The drivers for change in Irish Health Services come from many pressures:

- Changing role of state: from welfare to enabling state
- Moving to needs drive services
- Increasing policy and reform agenda
- Increasing standards and regulation
- Applying evidence and knowledge
- Leveraging digital technology
- Managing resource pressures or constraints
- Dealing with multi-generational work force
- Increasing social movement
- Etc.

Overall Goals

How change insights will advance Irish HS agenda

WHY: Why does change matter?

1. Understand why we should change more than what
2. Define the drivers for change and share them widely

WHAT: What are some of the insights on making change happen?

Insights on Change

Insight	Definition	Irish Health Service Implications
1 Understand why we should change more than what	What people understand the “why” of change; they more readily accept the “what”	How well have we understood why change matters?
2 Define the drivers for change and share them	Make sure that people recognize and internalize the drivers for change	How well have we defined and shared the drivers for change to key stakeholders
3 Turn what we know into what we do	We often know more about change than we actually apply	How do we create a discipline for turning what we know into what we do (making change happen)?
4 Have ideas and frameworks that have IMPACT	Change evolves from a shared goal to explore options, then focus options into actions	How can we use the guidebook and framework to deliver action?
5 Follow disciplined process for change	Recognize that change has a predictable process	How can we help people follow the process for change?
6 Focus on Acceptance	Effective change required Q*A (Quality * Acceptance)	How can we build stronger Acceptance for change through people and culture
7 Ensure sustainability	Turn events into sustainable patterns	How can we make sure that the changes are sustainable?

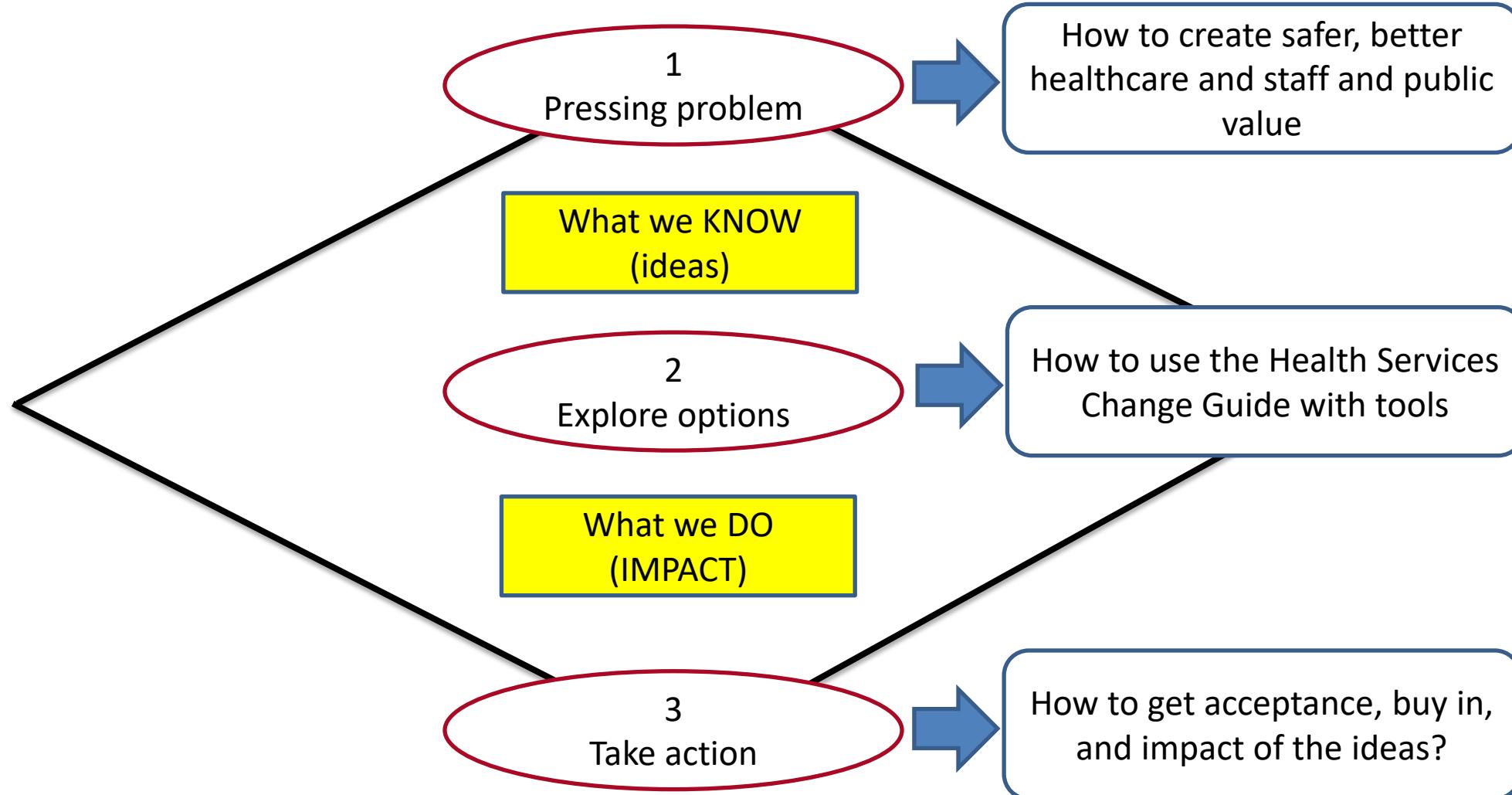
Insight 3: Close The Know / Do Gap

1. What percent of people reach their target weight in Weight Watchers?
2. What percent of people maintain their target weight forever?
3. What percent of people stop smoking and never start again?
4. What percent of people stop smoking after a major physical crisis (e.g., heart attack)?
5. What percent of change efforts (TQM, Reengineering, etc.) are judged “successful”?

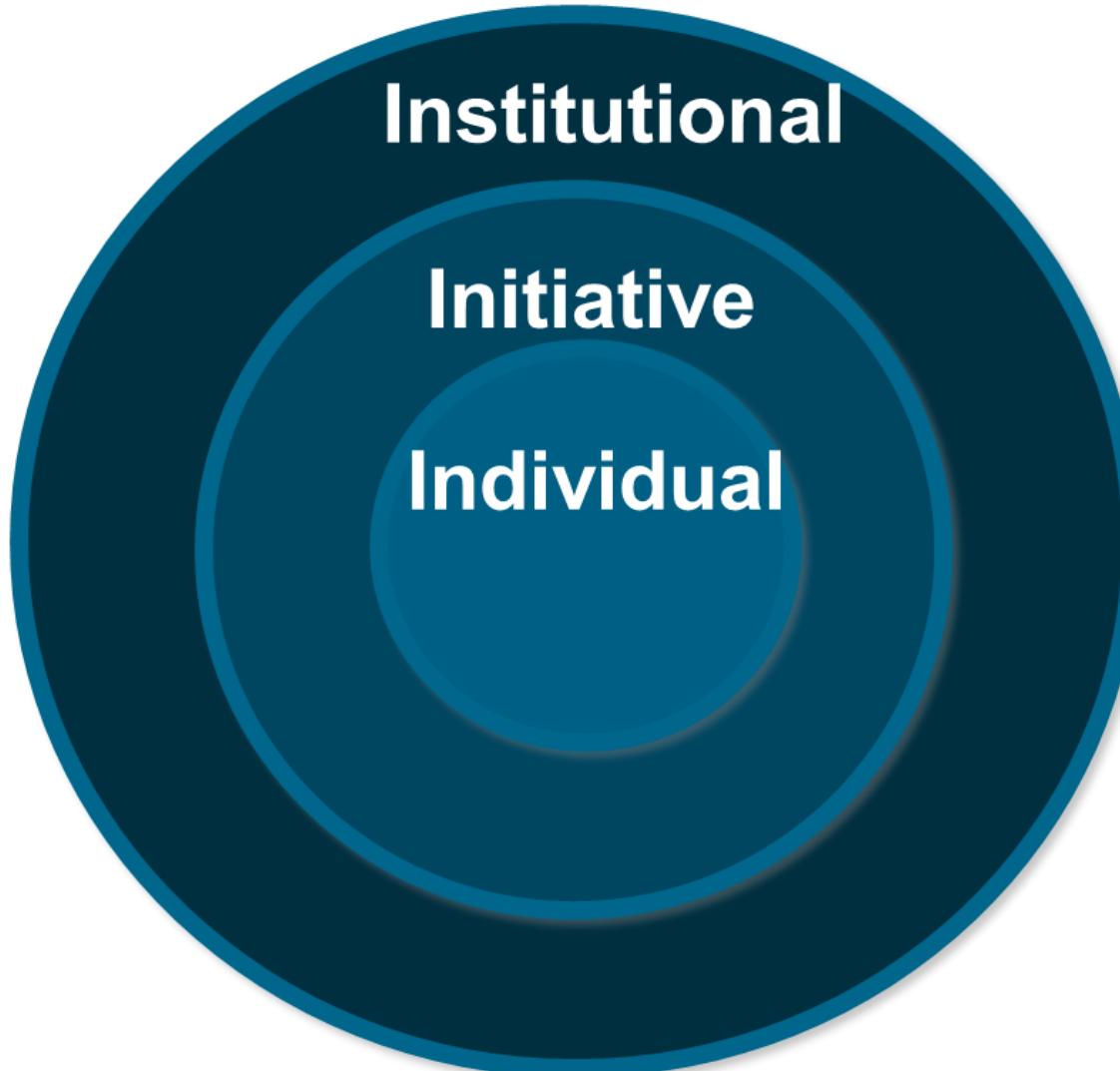


Insight 4: Logic for Turning What We Know into What We Do

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Insight 4: Change Targets



- One of the reasons that change can be difficult to achieve is that it requires multilayer focus.
- Many companies make the mistake on focusing solely on behavior change on one level. That change is rarely successful let alone sustainable.

Insight 4: Change Target Tools

Institutional

Is the change supported by the company culture?

Virus Detector:
Identifies the underling assumptions or paradigms within a culture....if you can talk about it, you may be successful in removing roadblocks to change.

Workout:
Engage employees in identifying opportunities to take work out of a system to gain more efficiency...gains buy-in to change if supported by leadership

Initiative

Turn what we know into what we do.

Pilot's Checklist:

Defines the 7 disciplines of change and what is required at each step. You can then measure where your organization needs to expend more focus to ensure the success of the change. It gives direction on launching the change, transitioning through the change and sustaining the change.

Individual

Help Individuals turn aspirations into actions.

Leader Brand:

Help employees clarify what their Leadership Point of View is and turn it into a brand that will serve as a tool when needing to lead change and engage others in the process.

Sustainability Disciplines:

How do we ensure that the change is sustainable over time? It starts with individuals in the organization. There are 7 practices of leadership that lead to sustainability

Health Services Change Guide (2018)

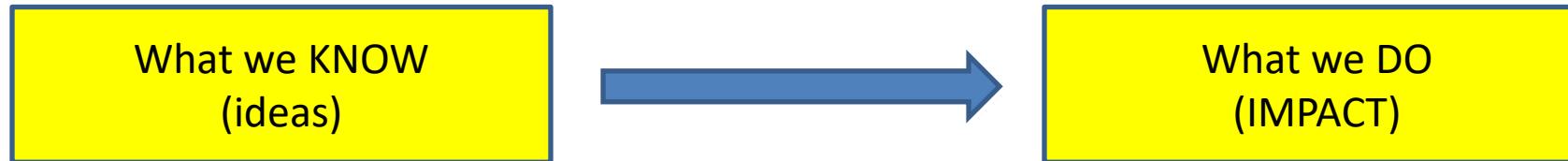
Foreword

People's Needs Defining Change – Health Services Change Guide (2018)

People's Needs Defining Change – Health Services Change Guide (2018) presents the overarching Change Framework that connects and enables a whole system approach to delivering change across the system. It gathers the collective learning from practitioners, leaders, service users and staff combined with evidence into a coherent and integrated approach to guide and support staff to become change leaders in health and social care services. It strengthens the people and culture focus and complements all of the other service, quality and culture change programmes that are currently making progress toward the delivery of person-centred care. It provides an opportunity to align our existing initiatives in order to benefit from the energy created through an integrated approach.

People are at the centre of all of these initiatives – the Change Guide prioritises *people's needs defining change* and is a resource that can be applied at all levels to support managers and staff, and to enable the power of our collective capacity to mobilise change. The Change Guide also provides practical assistance to define, design and deliver change through the use of guidance, templates and resources that can be adapted and applied to a local context.

Insight 5: Create a shared process for change



Checklists, when used properly help turn what we know into what we do

- Construction contractors deal with extreme levels of complexity in the building process. From fireproofing steel, city codes, and ground composition, to weight support in framing. Everything including installing elevators has its own checklist to ensure the right people, right materials, and right construction.
- Take elevator installation for example. Contractors, installers, and elevator engineers have to meet to review the elevators' condition in traveling to the top most floors. Just because the elevator was constructed and tested in a factory, they aren't failsafe. Construction managers know they have to test elevators for the safety of those who will ride in them. They discuss the fire protection, the condition of the core wall and flooring on the upper floors, and any other safety issues before the elevators can even be installed.



Insight 5: Doing what we know

1. Leading	establishing a <i>leadership brand</i> throughout the organization consistent with the change
2. Creating a Felt Need	knowing why vs. what
3. Defining a direction	having a clear sense of where we are going and seeing small first steps to getting there (tipping point)
4. Engaging stakeholders	getting buy-in from everyone – personal ownership (it is “my” change)
5. Making decisions	translating visions into decisions
6. Dedicating resources	making change a natural act; a pattern not an event; a part of the organization not an individual initiative
7. Learning, adapting, monitoring	tracking the right stuff and learning from it

Insight 5: Pilot's Checklist Change Disciplines

Initiating Change

Leading Change

Enrolling public and legitimate leadership inside and outside the organization to champion the transformation

Creating a Shared Need

Articulating a line of sight to new business realities that require the change in order to deliver value..by knowing why vs. what

Defining a Future Direction

Having a clear sense of where we are going and seeing small first steps to getting there (tipping point)

Transitioning Change

Engaging Stakeholders

Mobilizing commitment from key individuals who will have to implement it – personal ownership (it is “my” change)

Sustaining Change

Making Decisions

Keeping the transformation moving forward by making the tough decisions that keep things moving

Dedicating Resources

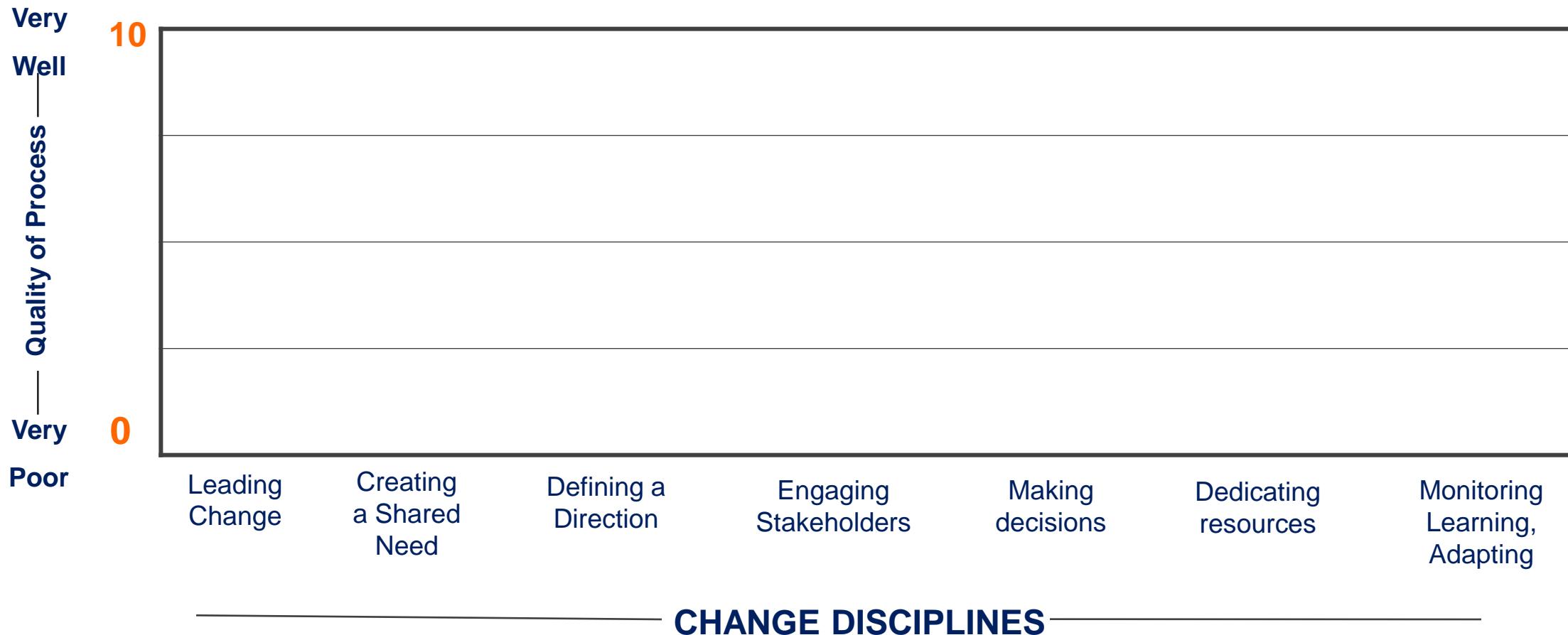
Making change a natural act; a pattern not an event; a part of the organization not an individual initiative

Monitoring, Learning, Adapting

Tracking the right stuff and learning from it

Insight 5: Create capacity for change

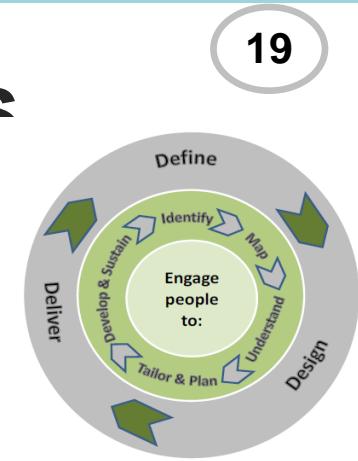
Applying change disciplines to a project or initiative



Insight 5: Irish Health Services Change Process

➤ Define, Design, Deliver: the change activities

Define	<ol style="list-style-type: none"> 1. Initiate change by defining the shared purpose and need. 2. Understand the current context, levels of readiness and scale of the change. 3. Agree better outcomes and future vision. 4. Design measurement plan. 5. Develop the Business Case for Change.
Design	<ol style="list-style-type: none"> 1. Progress co-design with key stakeholders. 2. Determine the detailed design of the Service Operational Model. 3. Test and refine the model for feasibility. 4. Agree Action Plan including required resources. 5. Communicate Action Plan.
Deliver	<ol style="list-style-type: none"> 1. Implement actions and go live with the change. 2. Support all involved with implementation. 3. Measure progress in line with agreed outcomes. 4. Celebrate success. 5. Sustain improvements and share learning



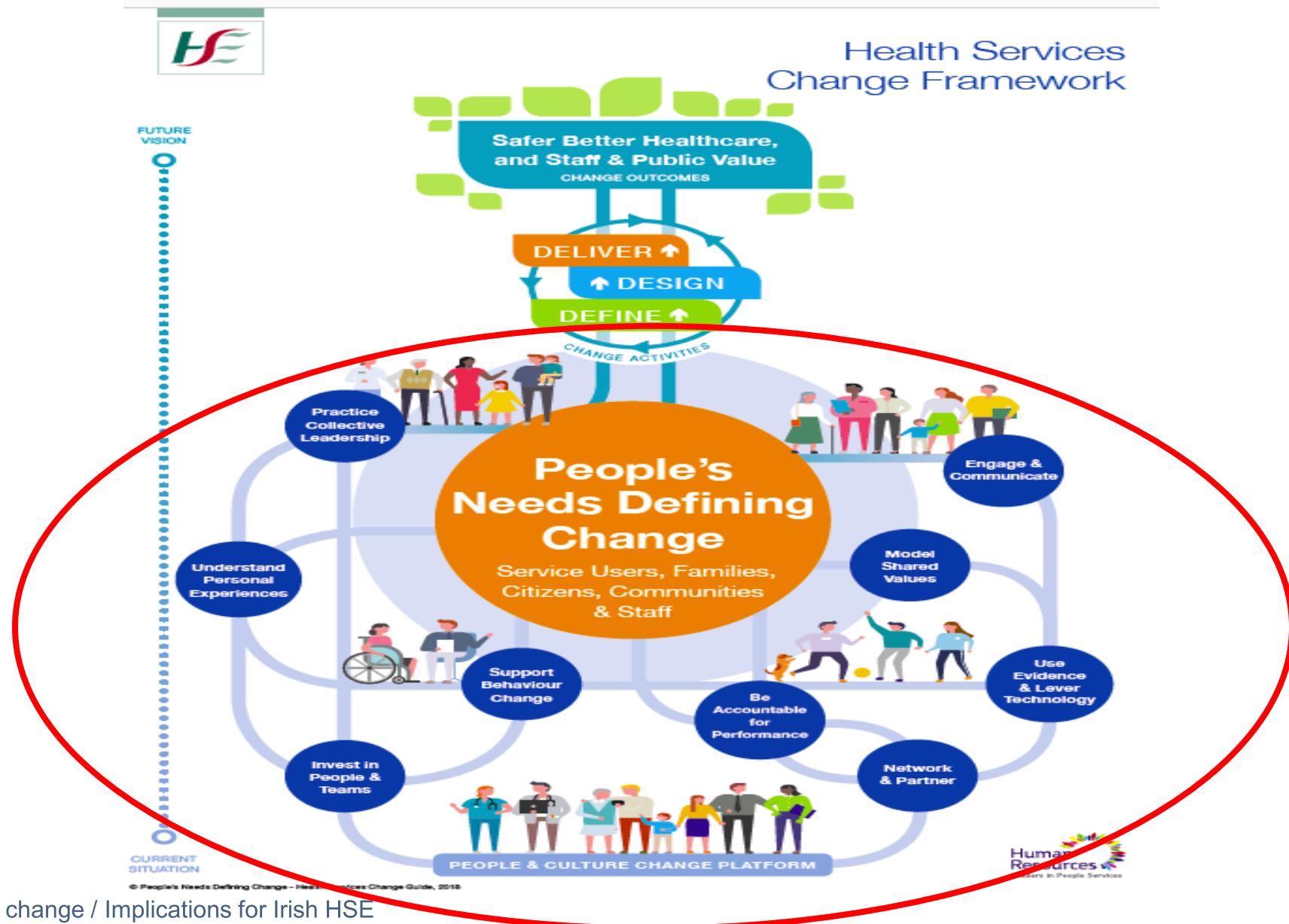
Insight 6: Focus on Acceptance

Effectiveness = Quality * Acceptance

Quality: technical solution, right answer

Acceptance: buy in, support (culture and people)

Insight 6: Focus on Acceptance Framework



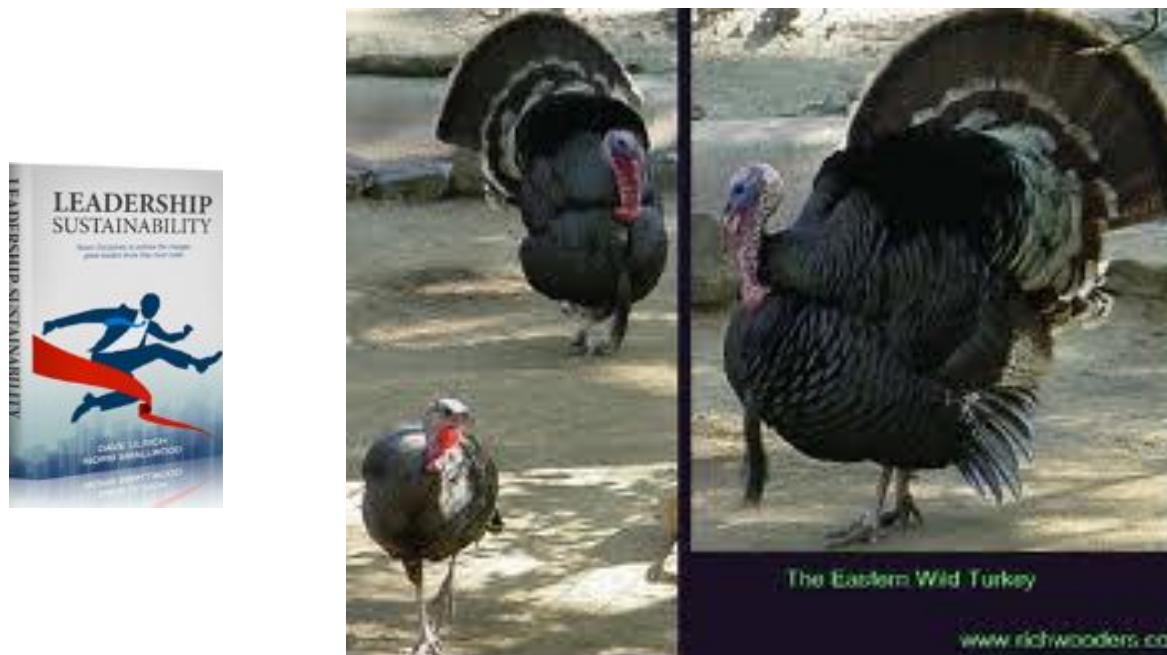
Some trends in key people and culture

Domain	Trends
Practice collective leadership	<ul style="list-style-type: none"> Define effective leadership competencies from the outside in (customer value) Move from leader (one person) to leadership (shared capability)
Engage and communicate	<ul style="list-style-type: none"> Involve many people in the process of making decisions; manage decision rights Communicate 10:1 ... 10 times of sharing for 1 unit of understanding
Understand personal experience	<ul style="list-style-type: none"> Create meaning from the activity and customize meaning to the individual Make the individual accountable for finding meaning “did I do my best to ...”
Model shared values	<ul style="list-style-type: none"> Articulate and turn the key values into daily actions; make the values real Ensure that you have the right culture from the outside in
Support behavior change	<ul style="list-style-type: none"> Teach people correct principles; let them govern themselves Be clear about more/less or start/stop/continue behavior
Be accountable for performance	<ul style="list-style-type: none"> Have positive conversations about performance (help me understand, the data, to fix the problem)
Use evidence and lever technology	<ul style="list-style-type: none"> Use data to gain insight, but even more to show business impact of key interventions Use technology to go beyond efficiency to information and connection
Invest in people and teams	<ul style="list-style-type: none"> Invest in personal development (in training courses, on the job, and way from the job) Create high performing teams (purpose, governance, relationship, learning)
Network and partner	<ul style="list-style-type: none"> Share credit with others Partner with internal and external stakeholders

Insight 7: How to transfer to learning to work: learning sustainability

STORY

A group of turkeys attend a 2 day training program to learn how to fly. They learn the principles of aerodynamics and they practice flying in the morning, afternoon and evening. They learn to fly with the wind and against it, over mountains and plains, and together and by themselves. At the end of the two days, they all walk home.



7: Practices of learning sustainability

Sustainable practices (based on research)	Key insight
Simplicity	Focus on a few key behaviors that have high impact
Time	Put their desired behaviors into their calendar and they show up in how they spend their time
Accountable	Are personally and publicly accountable for making change happen
Resources	Support their desired changes with coaching and infrastructure
Tracking	Measure their behavior and results in specific ways
Meliorate	Constantly improve by learning from mistakes and failures and demonstrate resilience
Emotion	Have a personal passion and emotion for the changes they need to make

Health Services Commitment to Sustainability

From Health Services Change Guide...

Figure 59: Sustain Improvement

- Explicitly **reinforce responsibility** for ongoing leadership, monitoring and reporting.
- Remain alert to **changing contexts** and emerging data that require you to agree 'course correction' to keep the change on track. Remain connected to frontline service delivery to be in tune with implementation challenges and new drivers for change.
- Build in '**review/learning points**' during implementation or when scaling-up, where key partners can review the roles and resources needed at different phases, and consider changes.
- Monitor how well the changes have been **integrated and embedded** into the broader continuum of services or practices within the service. Are key leaders reinforcing this alignment – if not, what action is needed?
- Clear and consistent means of **monitoring** need to be incorporated into the delivery process, with agreed outcome measures and indicators.
- Support the use of **new skills and practices** in everyday activities to enable real behaviour change.
- Use **feedback loops** to inform what is needed (e.g. people, infrastructure) for sustainability, and proactively address these factors.
- Consider if improvements are dependent on individuals or groups, on technology or finance. Could it keep going if these were removed? **Succession planning** may need to be reviewed so that the change is not dependent on any one individual or group of individuals.
- Scan for any remaining dual systems and **decommission** appropriately.
- Attend to the **end stage of projects**. When a dedicated change project is finished, steering groups or other governance arrangements may need to be 'stood down', contracts ended, etc

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WHAT: What are some of the insights on making change happen and implications for Irish Health Services?

1. Understand why we should change more than what
2. Define the drivers for change and share them widely
3. Turn what we know into what we do
4. Have ideas and frameworks that have IMPACT
5. Follow disciplined process for change
6. Focus on acceptance
7. Ensure sustainability

Let's stay connected!!!

For more information or follow up, contact Dave Ulrich at dou@umich.edu



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