

# Change Management

Sam Porter, MD

Division of Hospital Medicine

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# AGENDA

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**Introduction  
+  
Change  
Lessons**



**Kotter's 8-Steps**



**Questions**

# Change Lessons


1. People (generally) dislike change.
2. Change is hard.
3. “Good enough” is the enemy of great.

# **Change Lesson 1**

People (generally) dislike change.

# Change Lesson 2

Change is hard.

A photograph of the University of Colorado Hospital, a large, multi-story building with a curved facade. The building is primarily light beige with red brick accents. It has many windows and a modern architectural style. The sky is blue with some clouds. In the foreground, there are some trees and a street lamp.

UNIVERSITY OF COLORADO HOSPITAL

A Local Story, ~2008

# Vancomycin Use in the ICU

**Problem:** Only 50% of 1<sup>st</sup> vancomycin troughs within desired range of 10-20 mcg/mL

**Solution:** QI project to develop simple weight- and creatinine-based guide to dosing

- ICU and Pharmacy leadership buy-in
- Rolled out nomogram for the ICU
- Email sent to residents/faculty every month

Send

Paste

Calibri (Bo... 11 A<sup>^</sup> A<sub>v</sub> A<sub>u</sub> B I U  $x_2$   $x^2$   $\frac{1}{2}$   $\frac{3}{4}$   $\frac{1}{3}$   $\frac{2}{3}$   $\frac{1}{4}$   $\frac{3}{5}$   $\frac{2}{5}$   $\frac{1}{5}$   $\frac{4}{5}$   $\frac{1}{6}$   $\frac{5}{6}$   $\frac{2}{6}$   $\frac{5}{7}$   $\frac{2}{7}$   $\frac{1}{7}$   $\frac{6}{7}$   $\frac{3}{7}$   $\frac{4}{7}$   $\frac{5}{8}$   $\frac{3}{8}$   $\frac{1}{8}$   $\frac{7}{8}$   $\frac{4}{8}$   $\frac{6}{8}$   $\frac{5}{9}$   $\frac{4}{9}$   $\frac{7}{9}$   $\frac{2}{9}$   $\frac{8}{9}$   $\frac{1}{9}$   $\frac{8}{10}$   $\frac{3}{10}$   $\frac{9}{10}$   $\frac{1}{10}$   $\frac{9}{11}$   $\frac{2}{11}$   $\frac{10}{11}$   $\frac{1}{11}$   $\frac{10}{12}$   $\frac{3}{12}$   $\frac{9}{12}$   $\frac{1}{12}$   $\frac{11}{12}$   $\frac{2}{12}$   $\frac{10}{13}$   $\frac{3}{13}$   $\frac{9}{13}$   $\frac{1}{13}$   $\frac{12}{13}$   $\frac{2}{13}$   $\frac{11}{14}$   $\frac{3}{14}$   $\frac{9}{14}$   $\frac{1}{14}$   $\frac{13}{14}$   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The nomogram requires only the patient's actual body weight and MDRD-estimated GFR with age, gender, race, and serum creatinine (online at [www.mdrd.com](http://www.mdrd.com)).

Thank you in advance for your help and your hard work. We welcome all questions and feedback on this quality improvement initiative.



# Vancomycin use in the ICU: Outcomes

Pre-intervention trough (10-20) 50%

Post-intervention trough (10-20) **50%**

Protocol adherence rate **20%!**



*Why didn't the providers change their behavior?*

*What was wrong with this approach to leading change?*



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Calibri (Bo... 11 A<sup>^</sup> A<sub>v</sub> A<sub>u</sub> B I U  $x_2$   $x^2$   $\frac{1}{2}$   $\frac{3}{4}$   $\frac{1}{3}$   $\frac{2}{3}$   $\frac{1}{4}$   $\frac{3}{5}$   $\frac{2}{5}$   $\frac{1}{5}$   $\frac{4}{5}$   $\frac{1}{6}$   $\frac{5}{6}$   $\frac{2}{6}$   $\frac{5}{7}$   $\frac{2}{7}$   $\frac{1}{7}$   $\frac{6}{7}$   $\frac{3}{7}$   $\frac{4}{7}$   $\frac{5}{8}$   $\frac{3}{8}$   $\frac{1}{8}$   $\frac{7}{8}$   $\frac{4}{8}$   $\frac{6}{8}$   $\frac{5}{9}$   $\frac{4}{9}$   $\frac{3}{9}$   $\frac{2}{9}$   $\frac{1}{9}$   $\frac{8}{9}$   $\frac{7}{9}$   $\frac{6}{9}$   $\frac{5}{10}$   $\frac{4}{10}$   $\frac{3}{10}$   $\frac{2}{10}$   $\frac{1}{10}$   $\frac{9}{10}$   $\frac{8}{10}$   $\frac{7}{10}$   $\frac{6}{11}$   $\frac{5}{11}$   $\frac{4}{11}$   $\frac{3}{11}$   $\frac{2}{11}$   $\frac{1}{11}$   $\frac{10}{11}$   $\frac{9}{11}$   $\frac{8}{11}$   $\frac{7}{12}$   $\frac{6}{12}$   $\frac{5}{12}$   $\frac{4}{12}$   $\frac{3}{12}$   $\frac{2}{12}$   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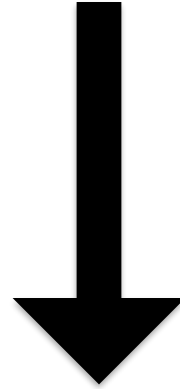
The nomogram requires only the patient's actual body weight and MDRD-estimated GFR with age, gender, race, and serum creatinine (online at [www.mdrd.com](http://www.mdrd.com)).

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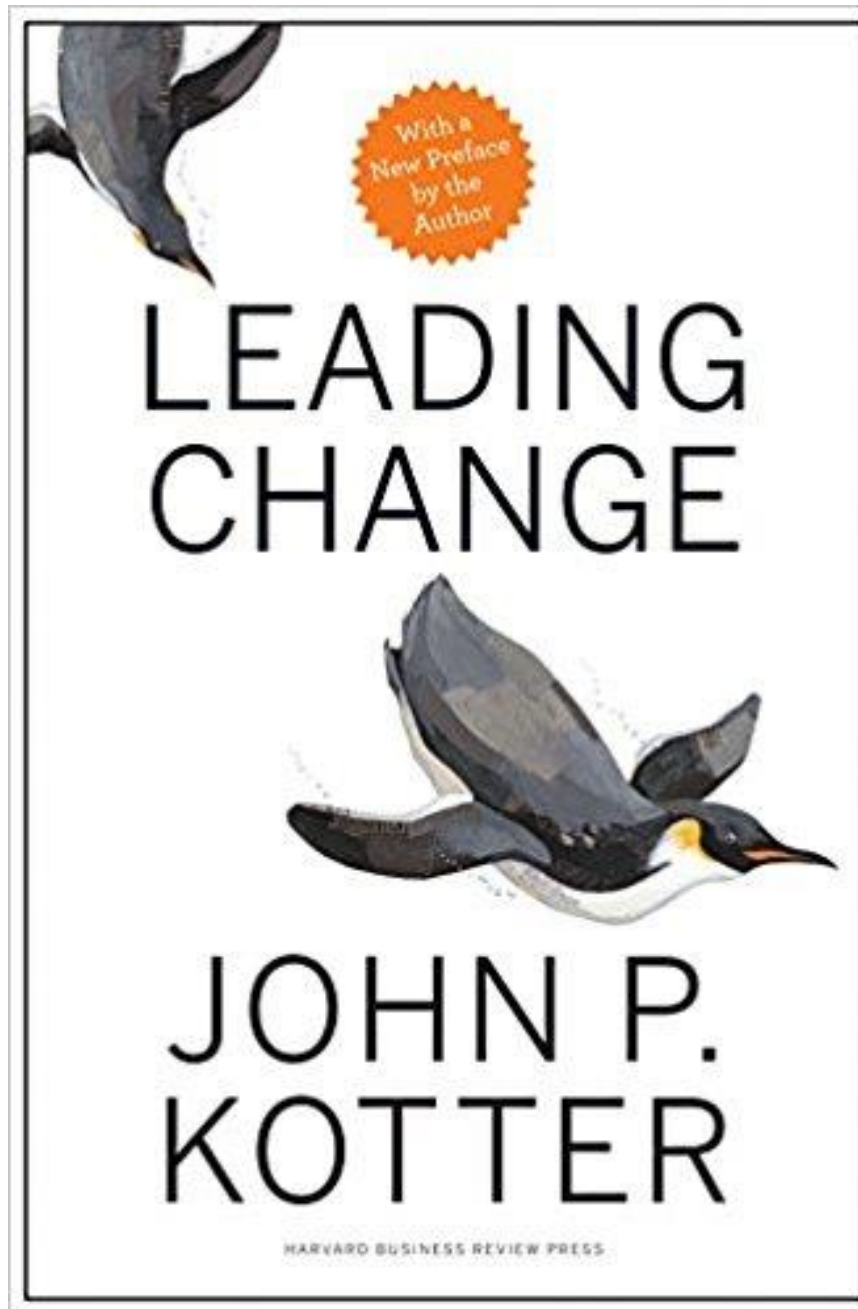
# Change Lesson 2

Change is hard.

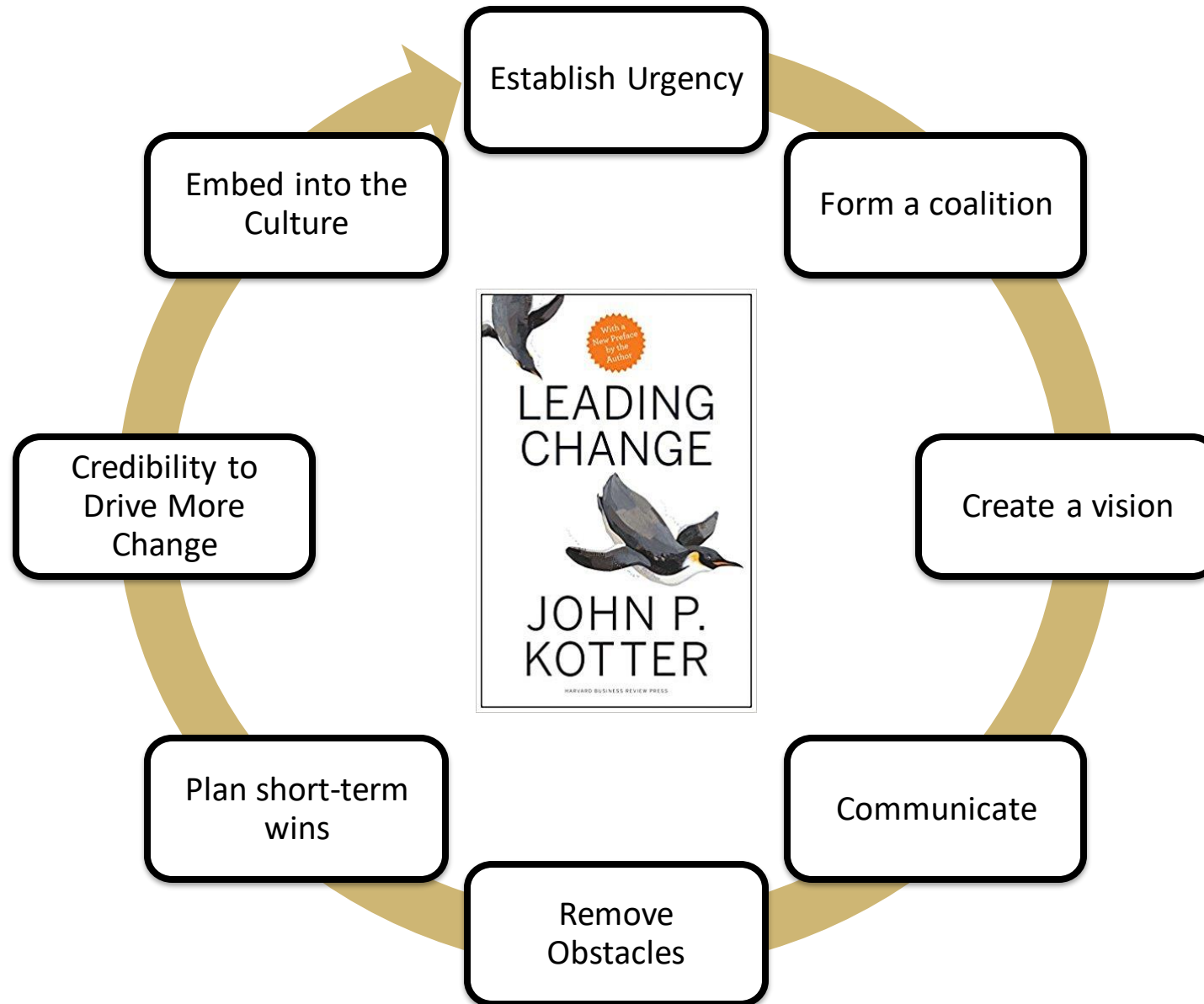
**People (generally) dislike change. + Change is hard. + “Good enough” is the enemy of great**



**NO CHANGE**







Establish Urgency

Establish  
Urgency





Establish  
Urgency





Establish  
Urgency

NEW YORK TIMES BESTSELLER

"Provocative and fascinating." —MALCOLM GLADWELL

Daniel H. Pink

**AUTONOMY**

**MASTERY**

**PURPOSE**

The Surprising Truth  
About What Motivates Us

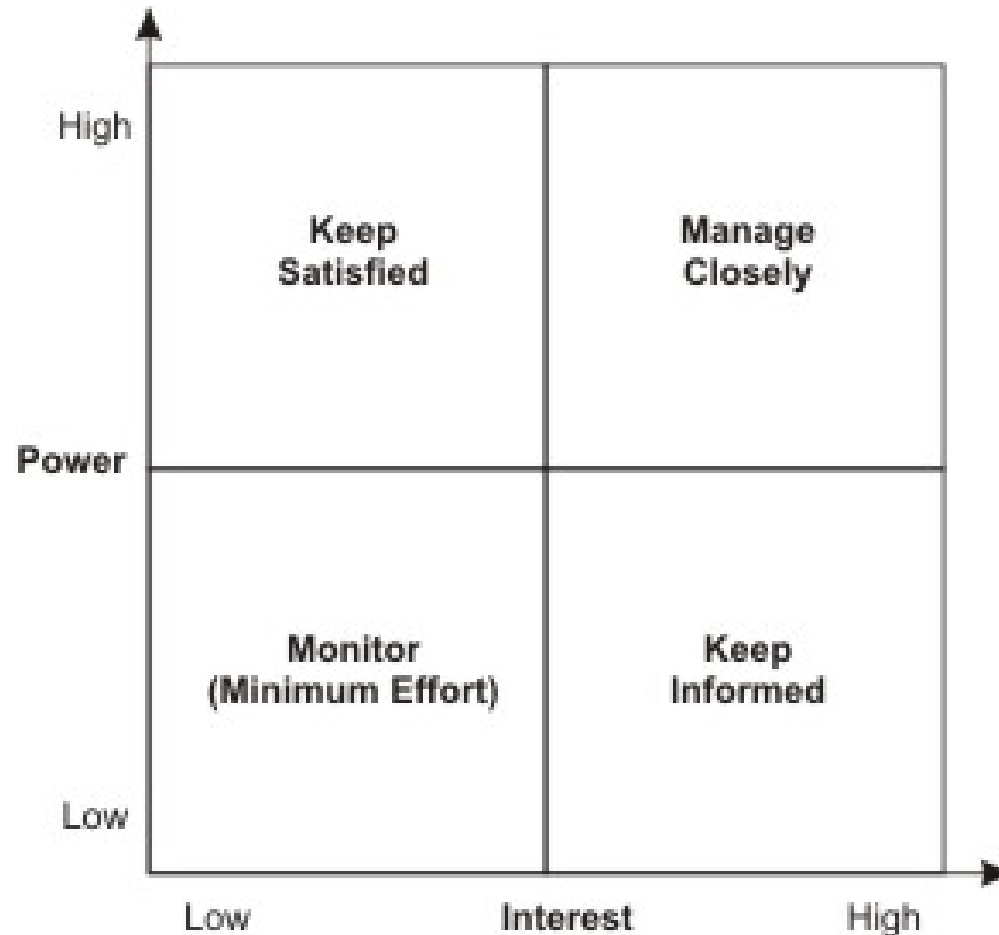
# Form a Guiding Coalition

## Guiding Coalition

**Step 1:** Identify

**Step 2:** Prioritize

**Step 3:** Understand





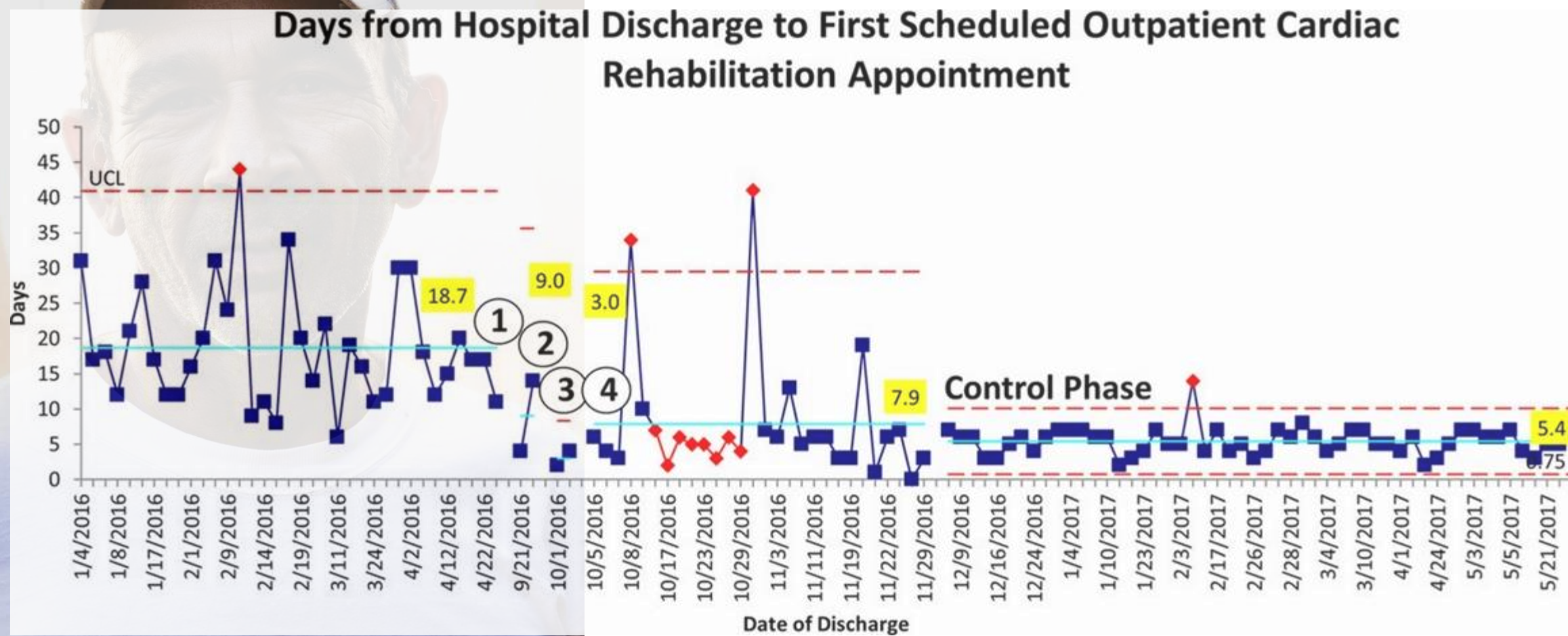
69-Year-old man presents with acute onset chest pain.

Establish Urgency

Form a Guiding Coalition



69-Year-old man presents with acute onset chest pain.



# Create a Vision

Create a  
Vision



**Earth's most customer  
centric company.**



**A world without  
Alzheimer's disease.**



**Eliminate all  
preventable harm.**

# Communicate

# CHANGE

WE CAN BELIEVE IN

Communicate





The background of the slide is a close-up photograph of an elevator control panel. It features several circular buttons with different symbols: a star, a red dot, and a diamond. A large, faint number '2' is visible in the background.

Communicate

# The Elevator Pitch

An introduction: Who are you?

Hook: What is the problem or opportunity?

Solution: What are you doing about it?

Value proposition: How does this create value for him/her?

Call to action: What next?

69-Year-old man presents with acute onset chest pain.



Create a Vision

Communicate

# Remove Obstacles

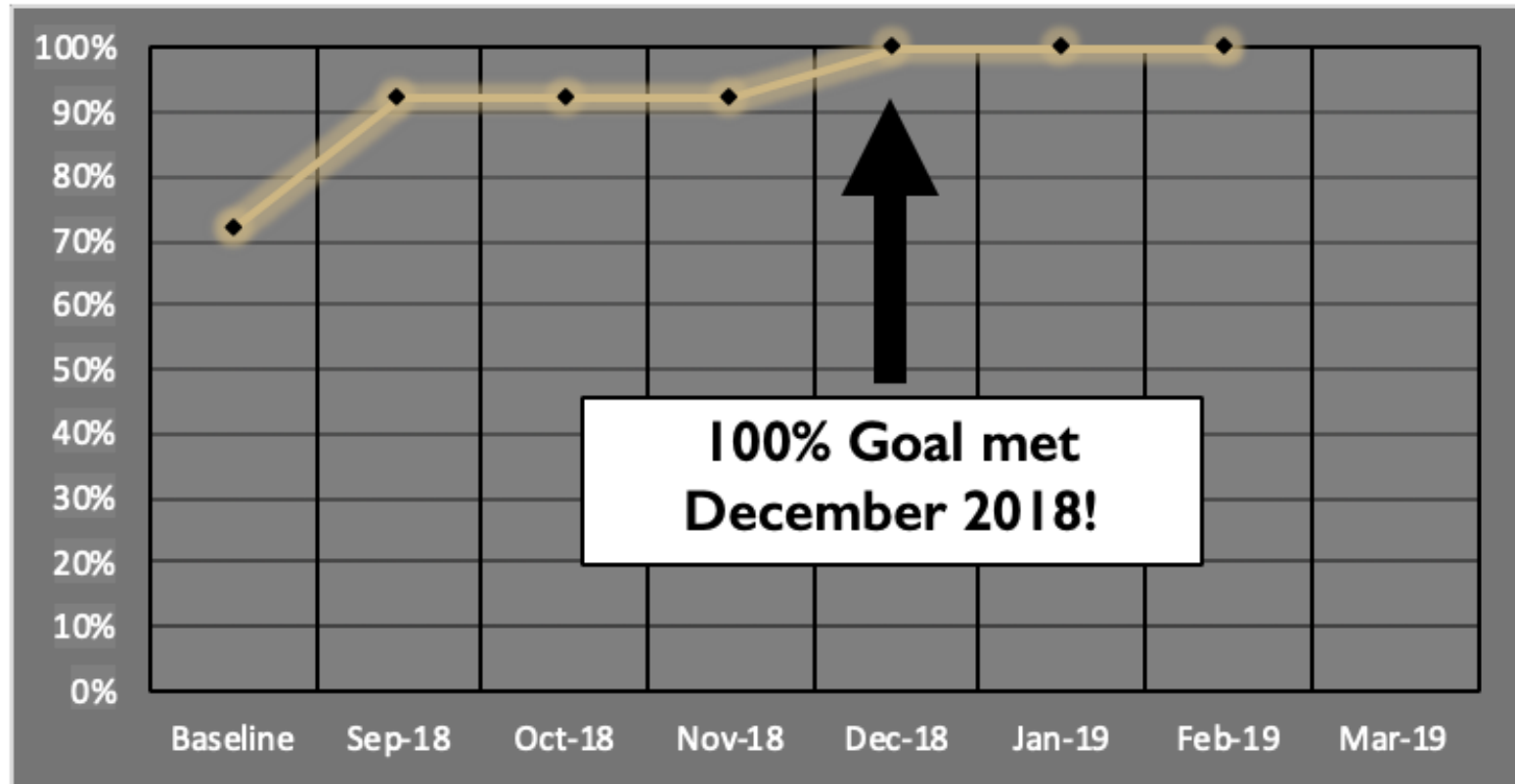


Remove  
Obstacles



Remove  
Obstacles

### AY 18-19 Opioid Prescription for 7 days or less



Generate Short-Term  
Wins

ORTHO

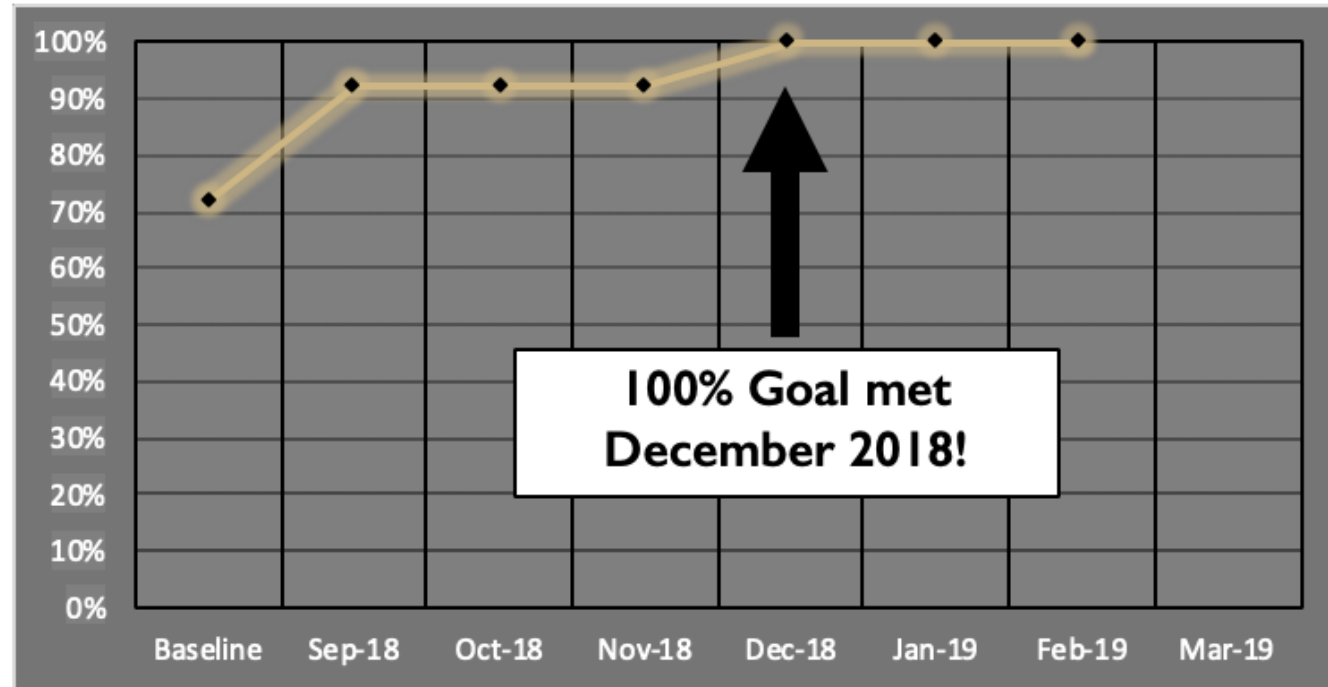
Short-Term  
Wins



Use Credibility to  
Drive More Change

## Credibility Momentum

**AY 18-19 Opioid Prescription for 7 days or less**



Embed it in the  
Culture



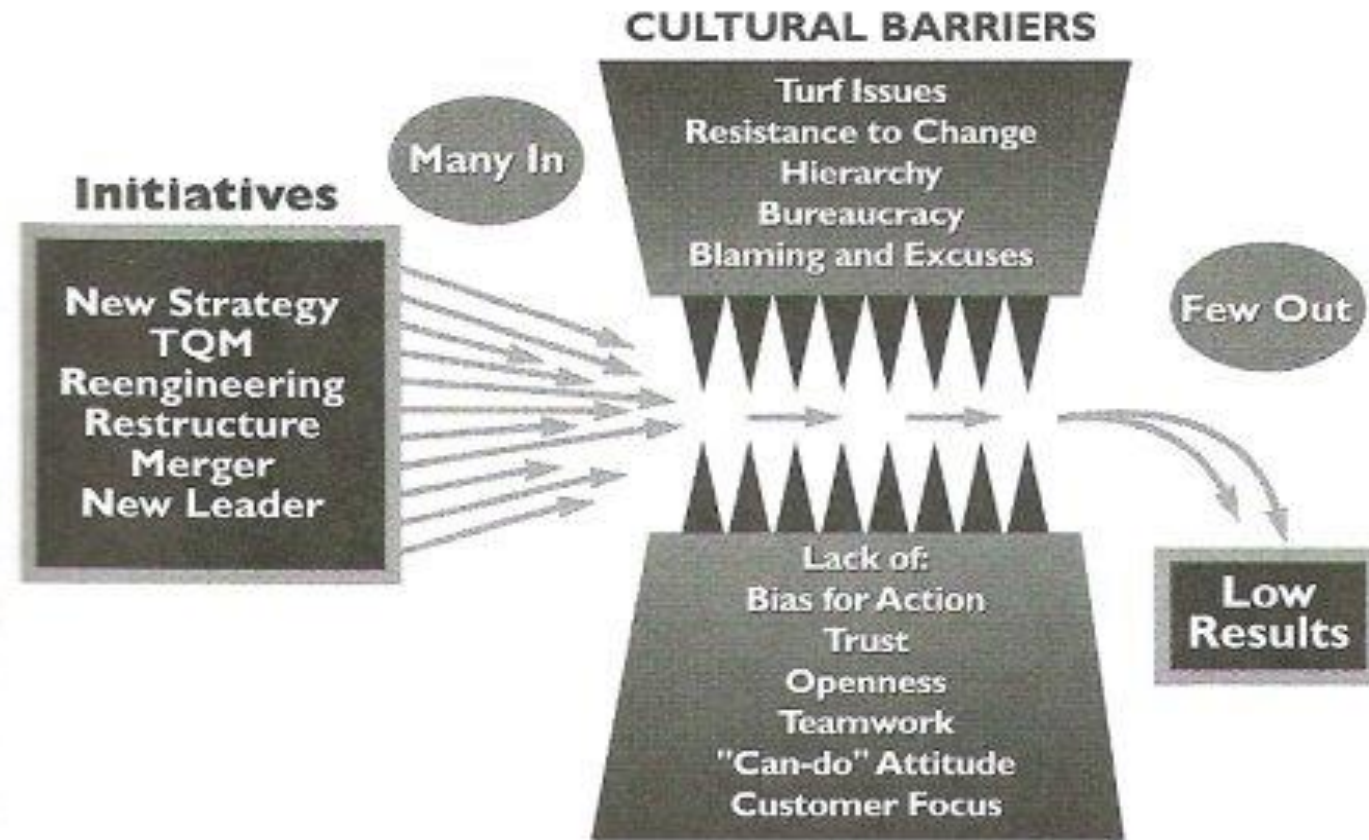
Culture  
Change

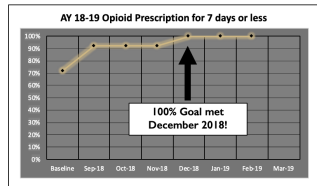
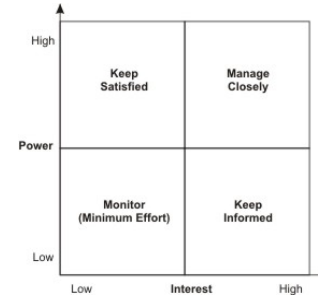
ORTHO



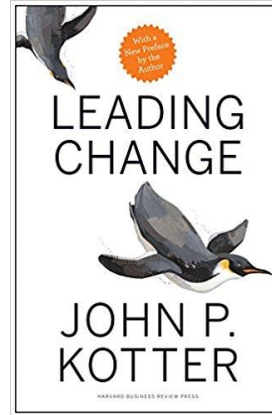


# Culture Change





Credibility to Drive More Change



Form a coalition

Create a vision



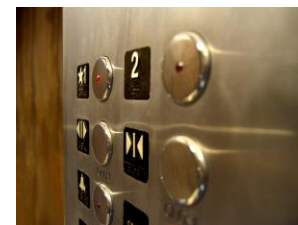
Communicate



Remove Obstacles



Generate short-term wins





# Quality and Safety Academy

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**



SCHOOL OF MEDICINE

Graduate Medical Education

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**



**“Survival is optional.  
No one has to change.”**



W. Edwards Deming