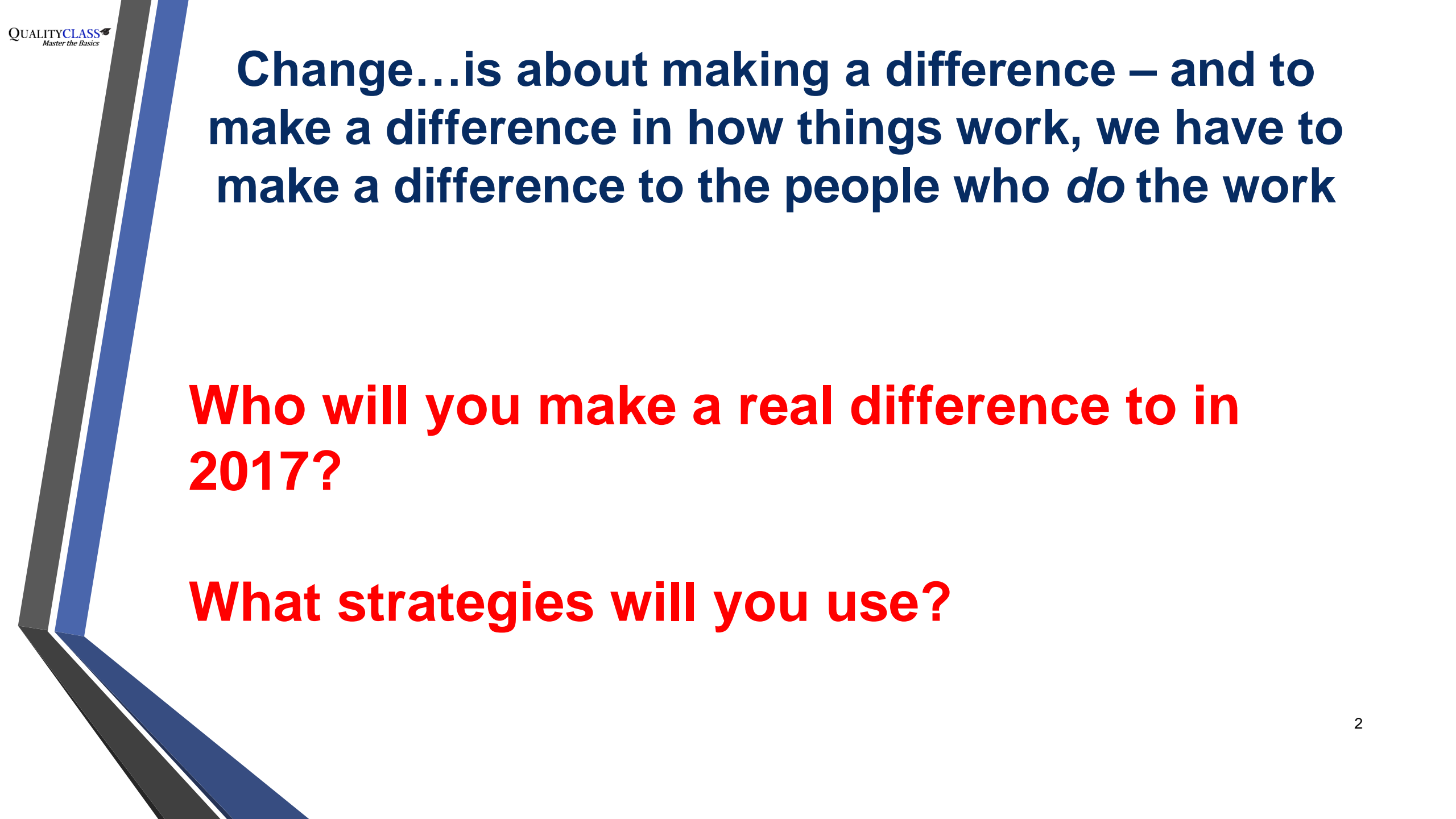


Making change – to make a difference!

Dr Cathy Balding
2016.



Change...is about making a difference – and to make a difference in how things work, we have to make a difference to the people who *do* the work

Who will you make a real difference to in 2017?

What strategies will you use?

Want to make a difference to care? Help people to do things differently!

Accreditation doesn't create quality care

Audits don't create quality care

Measures don't create quality care

P&P don't create quality care

Incident reports don't create quality care...

PEOPLE create great care.

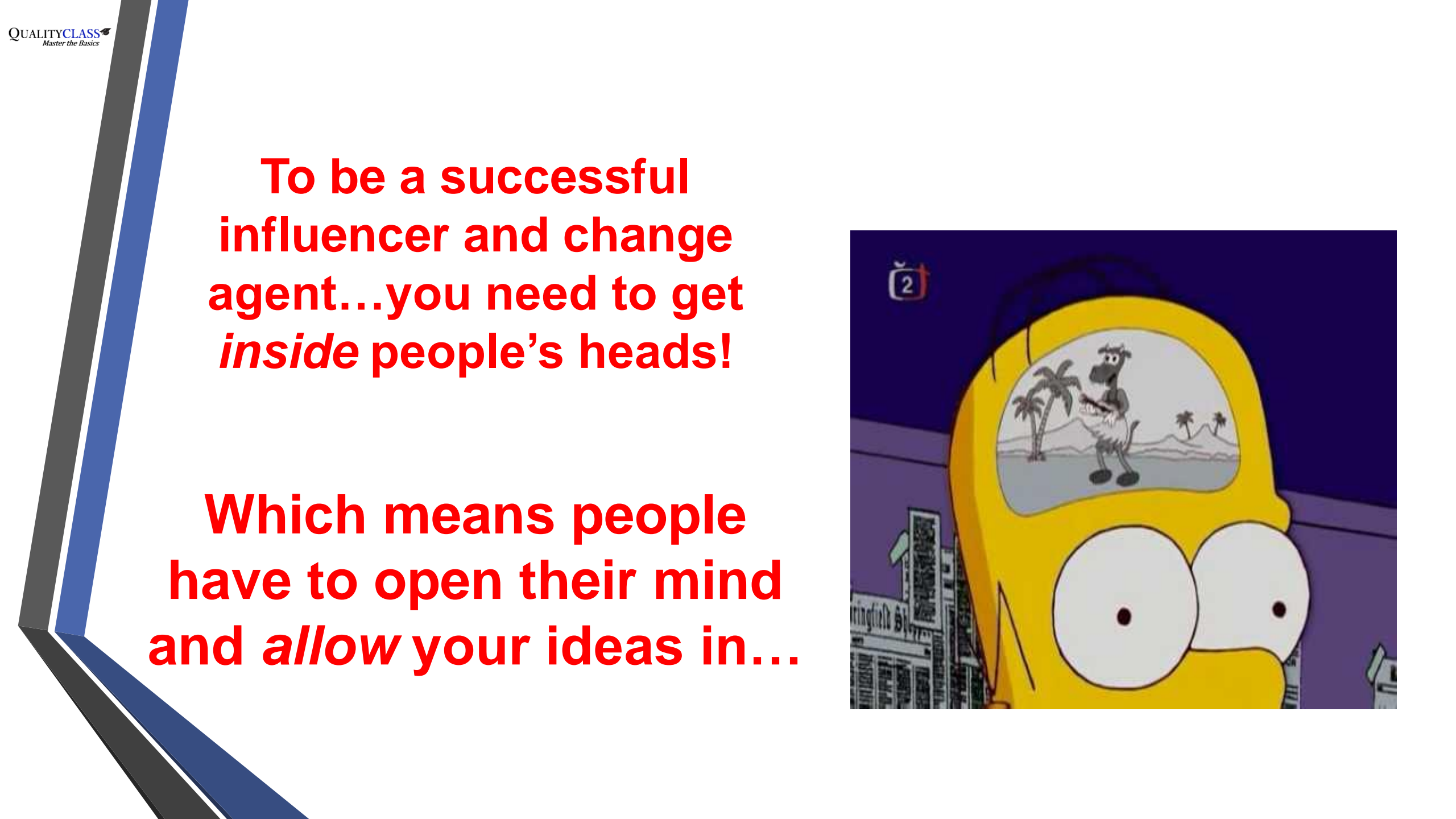
And to do that, they must change their *practice*...

Which means they must change the way they *behave*...

Which means they must change their *beliefs* about
what works – and about *what's good for them*

So – approach change as wanting to make a **positive difference** for the people you
need to come along with you





To be a successful
influencer and change
agent...you need to get
inside people's heads!

Which means people
have to open their mind
and *allow* your ideas in...





Finding the key...

Project management(process change)

Focused on delivering things: getting the tasks done and the processes changed

Setting a plan to get project tasks done

Managing scope and tasks

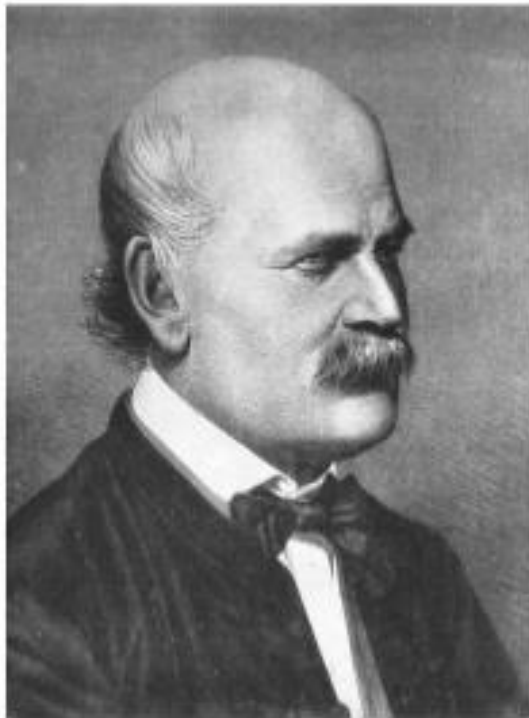
Changing systems and processes

Celebrating implementation

Task focused

Wearing a system hat

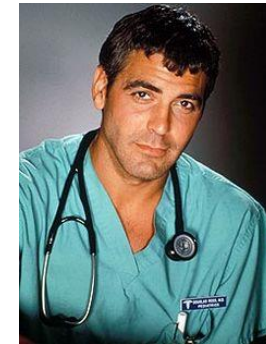
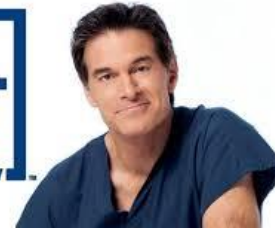
Human services provide their own brand of challenge to unlocking the door



Dr. Ignaz Semmelweis

- 19th century Hungarian physician
- Drastically cut childbed fever mortality rates by introducing hand sanitization to the childbirth process
- The medical community rejected his claims, offended by his suggestion that *they* were responsible for their patients' high mortality rates
- Was admitted into an insane asylum at 47, died two weeks later
- Germ theory discovered by Louis Pasteur just years after his death, validated his claims posthumously

Super humans...



Tips for leaders on unlocking the mind door...



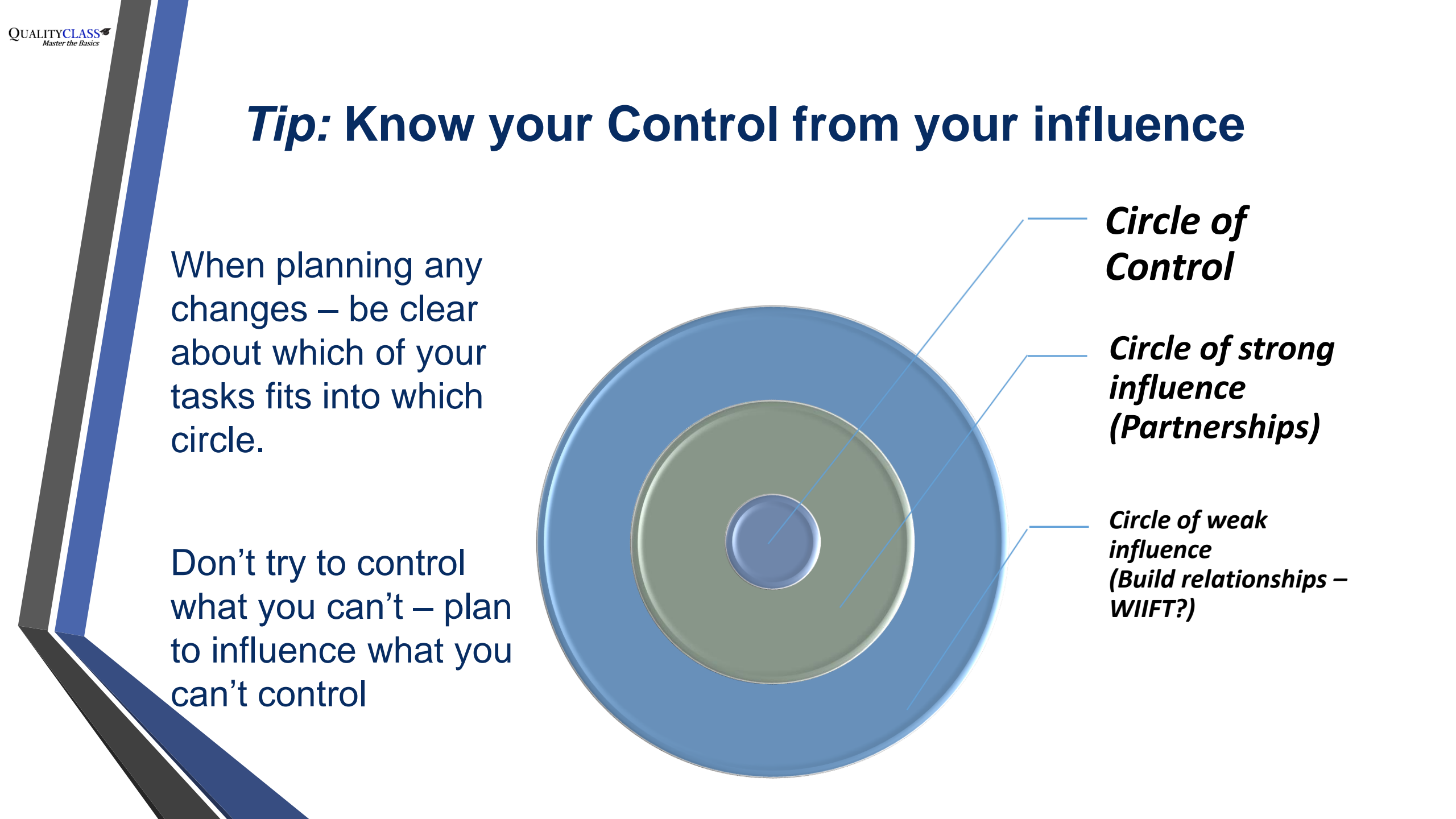
www.alamy.com - 50sk58



Tip: A failsafe way to get people interested in your idea...

MAKE IT **INTERESTING!**

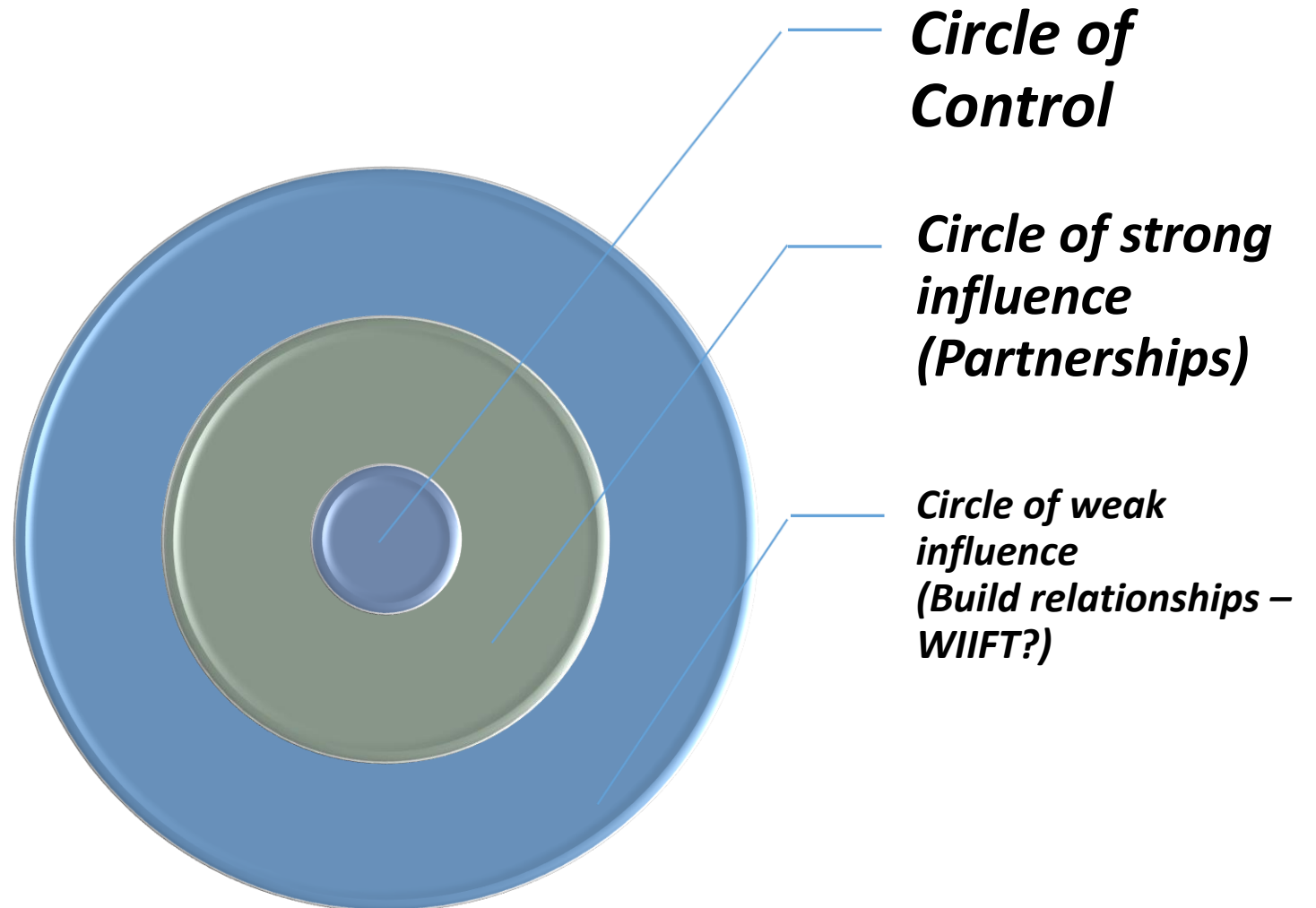




Tip: Know your Control from your influence

When planning any changes – be clear about which of your tasks fits into which circle.

Don't try to control what you can't – plan to influence what you can't control



Tip: Start Where They Are

Tappers and Listeners...



"She told us again and again that those shoes were killing her, but we didn't listen."

Tip: use a model for unlocking the door...
Bringing people along with a new way of doing things is like trying to get a rider on an elephant to go down a new path:

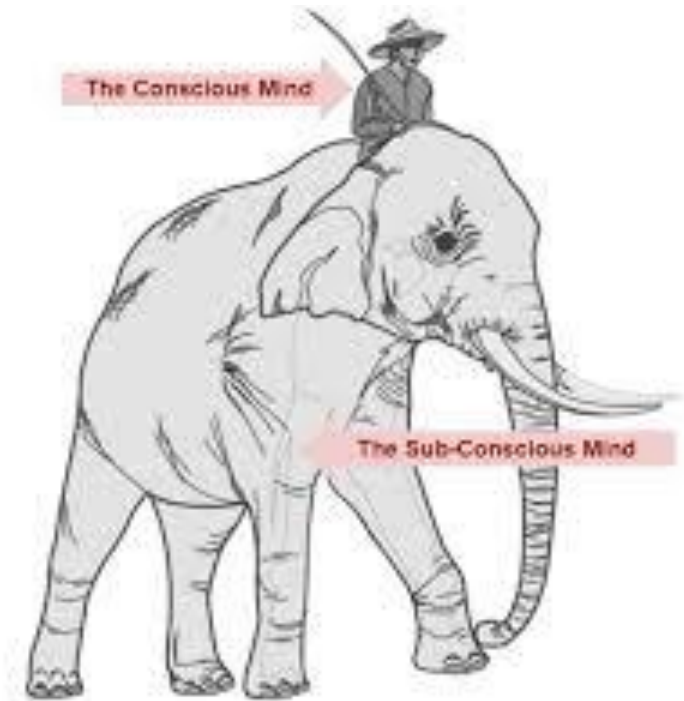
You must:

Direct the rider (rational)

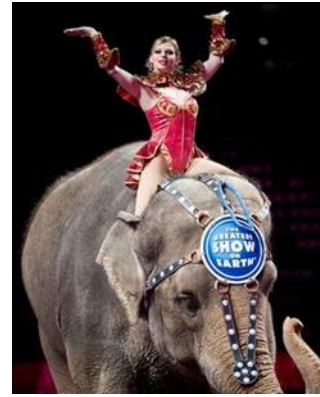
Motivate the elephant (emotional)

Clear the path (doable)

(Rider, Elephant, Path Model)



REP Change Strategy 1



1. Direct the Rider – Rational, logical reasons, actions and information. *Concrete and Specific.*

Point to the destination - where are we going and why? How will we know if we get there?

Follow the bright spots - what are we already doing, or what can we borrow from others?

Script the critical moves - exactly what will have to change day to day?

Develop the Rider story

– the *facts about why the change is important, and how they impact on consumers and staff*

E.g.: We noticed in the first half of this year that in the XXX resident population constipation rose from 50% residents to 75% residents.

When we looked into it, we saw that staff are spent on average 30/60 more per day attending to residents with constipation issues in June than they did in January.

We looked at the at the research on constipation, and saw that the average % of residents with constipation in residential aged care is 30%, and in some facilities in Sweden they have reduced it to zero. New research from America says that constipation affects residents in three main ways: A, B and C.

And we can see that our falls have risen by 20% over the same period – we're not sure but it could be because residents are uncomfortable and constantly visiting the toilet.

All together, we think that constipation and associated falls are costing staff 1 hour more per day to look after than 6 months ago – if we keep going like this it we will be doing the equivalent of ***two weeks extra work over the next 6 months.***



Point to the destination: Get the project purpose *core message* right – and rightly targeted

You're a new journalist with the Orbost Times Local newspaper. The editor asks you to read this press release and write the headline for the article:

'The principal of Orbost College has announced an exciting new teaching initiative. The innovative 'New York' learning method will be introduced at the school starting next year. The entire teaching staff will attend a whole day seminar on this method in Melbourne next Thursday. Guest speakers at the seminar include the Victorian Education Minister; the founder of the New York method, Dr Frances Brown; and the mother of a boy with a severe learning disability who made significant progress when taught with the New York method.'

NO SCHOOL ON THURSDAY AT ORBOST COLLEGE.

POINT TO THE DESTINATION

Messages about **purpose and goals** must be clear and consistent: not faddy, fancy or jargony!

Imagine if JFK had said in 1962:

‘Our mission is to become the international leader in the space industry through maximum team-centred innovation and strategically targeted aerospace initiatives.’

Fortunately - he didn't!

“By the end of this decade we will land a man on the moon... and return him safely to the earth.”



REP Change Strategy 2



2. Motivate the Elephant: Appeal to emotions, change the beliefs.

Find the feeling

*Help people to **feel** the case for change, not just understand it.*

Shrink the change

*Break down the change into **small steps**, with feedback and rewards along the way - and show that they're **not starting from scratch***

Grow the people

*Help them to **look good**.*

The elephant (emotion) controls the speed and direction of people's commitment and engagement...

➤ *Information* drives ***understanding***...



...but ***feelings*** drive **action**.



FIND THE FEELING

The effects of constipation are very noticeable in Alice Aitken, who has become very sad and has dropped out of her usual activities . We want to help Alice and others like her get their mojo back! **And** - save the staff time spent on dealing with constipation for things that are more enjoyable for staff and residents.

We want to go from this...



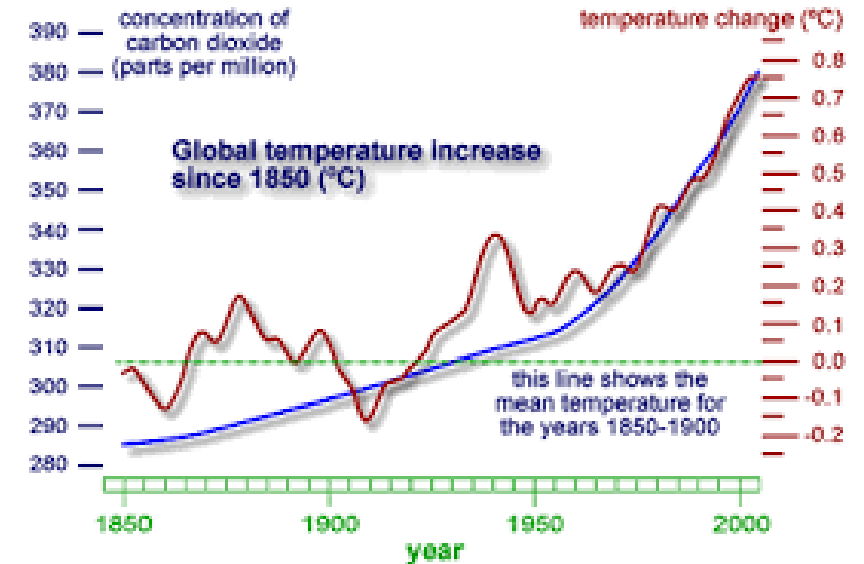
**...to
this!**



Find the feeling: Make the case for change *resonate*...

You can give people more and more facts about climate change...

...or, make it a little closer to home... (eg: quality and quantity of coffee beans may be a casualty of global warming...)



Find the feeling...with examples people can relate to

There's 37 grams of saturated fat in a medium size box of movie popcorn cooked in coconut oil.



That's like having bacon and eggs for breakfast, a Big Mac and fries for lunch and steak and chips for dinner!

SHRINK THE CHANGE

Small steps...reduce stress – and a head start does its part!



GROW YOUR PEOPLE: “DKRS”

Each of the following quadrants must be available to equip people to engage with and drive change

Direction

- **the ‘why’ and story** – what's the purpose and advantage of making the change?
- **leadership** – someone showing the way
- **goals** - clear and concrete, that achieve the PURPOSE
- **a plan** for making the change - small doable steps
- measures – **before and after data**
- **clear roles**, decision making boundaries and clearly defined authority and autonomy to make the change
- quick wins

Knowledge

- value and use of local knowledge, experience and intuition to make the change
- technical, interpersonal and decision-making skills
- organisational information required to understand, implement and track the change
- effective meeting skills
- data collection and analysis skills
- mastery of skills required to do things the ‘new way’

Resources

- tools and materials to make the change
- right physical environment and equipment
- streamlined systems and processes
- guidelines and standardisation
- funding, and people
- time (eg remove redundant tasks when introducing new tasks)
- technical input to help make the change if required

Support

- peer input and support
- relationship development between teams
- change embedded in social structures
- coaching and feedback
- acknowledgement and celebration
- reinforcement through reminders and regular discussion
- recognition of progress and learning from mistakes
- encouragement of decision making autonomy where possible, based on knowledge and experience



REP Change Strategy 3

3. Shape and smooth the Path: Make it as easy as possible for people to participate and be successful



Tweak the environment

Get rid of the boulders in the way of change.

Build habits

Look for ways to encourage new habits

Rally the herd

Behaviour is contagious, get a few people going on the new way and others will follow

WARNING: '*PACEM*' is *not* a path smoothing strategy!

Policy and Procedure change
Awareness raising
Communication of the change
Education if skills are required
Meetings to discuss the change

How will we BUILD NEW HABITS? – use ‘sticky strategies’

| Action Strength | Sticky strategies |
|--------------------------------|--|
| Strongest actions | <ul style="list-style-type: none"> Physical changes New equipment Forcing functions Streamlining workflow Removal of unnecessary steps in a process Models of care Leaders modelling desired behaviour Removing the old way |
| Medium strength actions | <ul style="list-style-type: none"> Back up systems Increased staffing New software (unless it streamlines workflow) Checklists/reminders Eliminating/reducing distractions Elimination of ‘look alikes’ Enhanced documentation Buddy Systems and peer review |
| Weaker actions | <ul style="list-style-type: none"> Double checks Warnings and labels Changed policies and procedures Training Information in posters, emails, minutes etc |

Rally the herd

20/60/20 rule



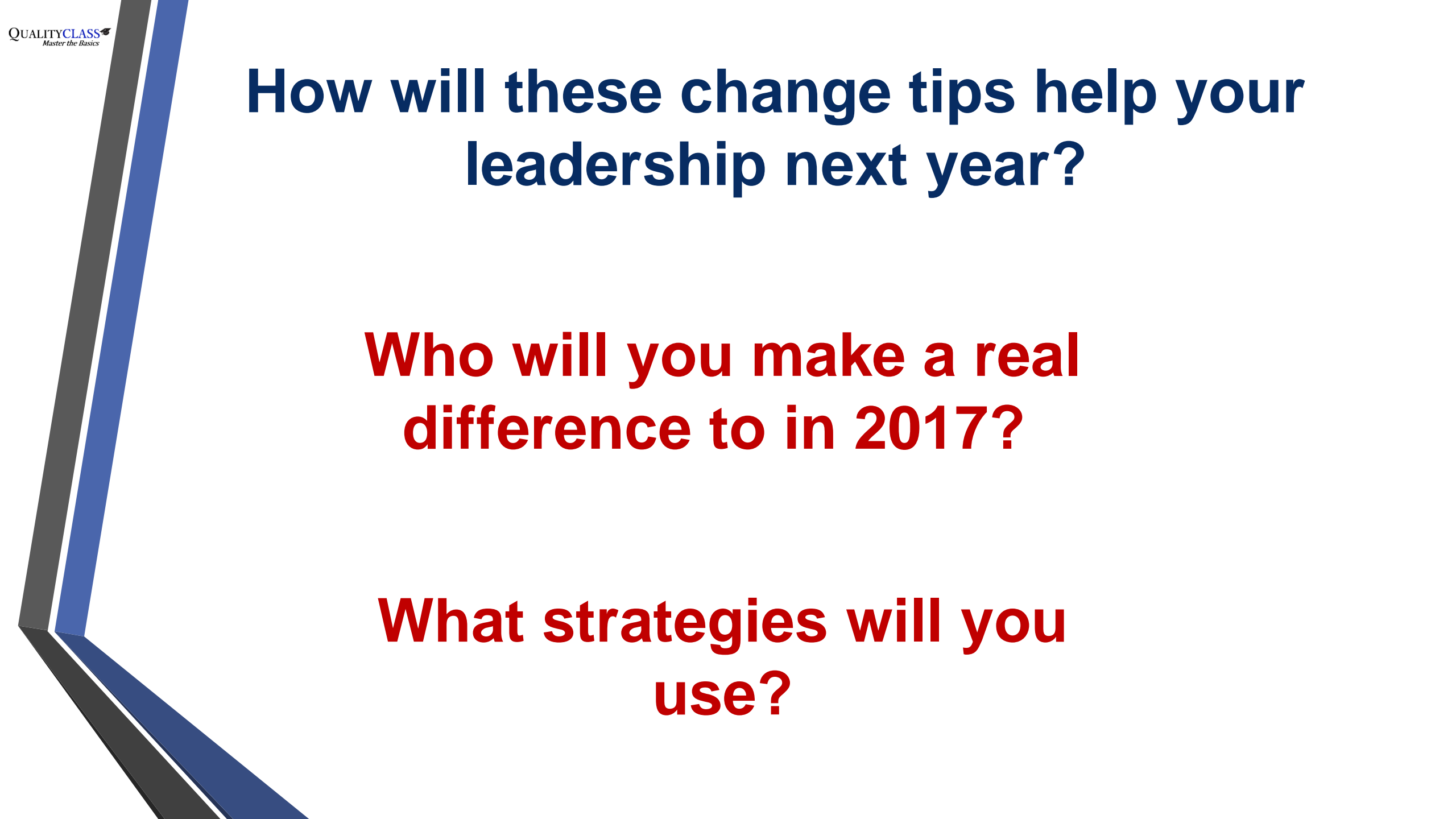
Final tip... and question...

Best tip for unlocking the door...

ALWAYS: Leave those you are persuading to change just a little better than you found them.

...and even those you're not trying to persuade...not now, anyway...





How will these change tips help your leadership next year?

Who will you make a real difference to in 2017?

What strategies will you use?



Remember...one man in a thousand is a leader of men...

– the other 999 follow women! (Groucho Marx)

THANK YOU!



Dr Cathy Balding
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