Make the Change or Be Forced to Change: Change Management Principles for Clinical Leaders

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Disclosures
The program chair and presenters for this continuing pharmacy education activity report no relevant financial relationships.

Objectives
 Explain the role of change management in pharmacy
 Identify three potential pitfalls to change management
 Describe strategies for overcoming resistance to change

Change management: role of the clinical leader in pharmacy

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Mandate for change
 There is a public mandate for improvements in medication availability, affordability, safety, and effectiveness.
 This mandate has important implications for pharmacy, particularly for clinical leaders in pharmacy.

The nature of change
 Two categories of change:
   That which is externally imposed on us
   That which we create
 How we react to change:
   We resist change that is imposed on us
   We embrace change that we helped create
 Change can be managed
The clinical leader as change agent

- Vision
- Direction
- Encouragement
- Staying power

An “active learning” moment:

- What do you think is the most compelling need for change in your organization, related to change in the way pharmacists practice?
- What can you do to gain agreement among those in your practice setting with the need that you have identified?

Steps in the change process*

- Determine what to change and when to change it; create urgency.
- Form a powerful coalition.
- Create a vision for change and communicate that vision.
- Develop a plan.

Steps, continued

- Identify potential obstacles and remove them (or minimize their impact).
- Create short-term wins; celebrate those wins.
- Measure the results; use a plan-do-study-act quality improvement process
- Anchor changes in the organizational culture.

Practical suggestions from IHI*

- Form a project team with the necessary expertise.
- Set goals (“What are we trying to accomplish?”)
- Establish metrics for success (“How will we know that a change is an improvement?”)

IHI suggestions, continued

- Select specific changes (“What changes can we make that will result in improvement?”)
- Test changes, using a PDSA cycle.
- Implement changes on a broader scale.

* Steps presented here are based on the individual works by Kotter, Sutevski and Deming cited in the reference list.

* Adapted from the work by the Institute for Healthcare Improvement (IHI) cited in the reference list.
Another “active learning” moment:

- Whose support and cooperation, outside the pharmacy department, will you need to bring about the change that you have identified?
- What strategies can you use to build a powerful coalition for change?

Additional suggestions*

- Gather the right data
  - Internal
  - External
- Select the right consultants
- Choose the right tools

* These suggestions are adapted from a health-care redesign toolkit developed by the Denver (Colorado) Health and Hospital Authority with funding from the Agency for Healthcare Research and Quality. A citation of this work is included in the reference list.

Special challenges

- Alignment of pharmacy’s goals with those of health-system executives
- Building interprofessional support
- Creating acceptance of new professional paradigms in pharmacy (responsibility and accountability)
- Staff development

References

- Sutevski D. 8 simple steps to implement organizational changes. www.entrepreneurshipinabox.com/4878-simple-steps-to- implement-organizational-changes (accessed 2011 Sep 5)

Additional resources

- See reference list and resources appendix in the following paper:

Identify potential pitfalls to change management

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Potential Pitfalls
- Potential pitfalls identified by you previously in change management
- Previous issues that caused change to *not* occur as expected
- Reflect on issues
- Pair and discuss (2 minutes)

Timing
- One major pitfall of change
- Need to make sure the timing of the change is right
- Exhibit patience and opportunistic nature at the same time
  - Know which characteristic to exhibit when

Lack of Measurement
- It’s great to change, but if it’s *not* measured, was it successful?
- Pharmacy departments are usually weak at choosing and demonstrating effects of change
- Spend time on this
- Develop good metrics

Believing you have all the answers
- Collective you – Read management or the guiding coalition in Kotter’s terms
- It’s OK to incorporate learning as you go into your change management strategy
- Rigidity and resistance to change can occur if there is not flexibility

Other Pitfalls
- Underestimating difficulty of the change
  - Lack of due diligence
  - Poor communication
    - Mixed messages
    - No messages
  - Unclear rationale for change
  - Lack of risk-taking
  - Too many initiatives at one time

Other Pitfalls
- *Managing* instead of *Leading* change
- Complacency
  - “We already do everything well”
- Team composition
- What’s in it for me?
Describe strategies for overcoming resistance to change

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How to Overcome Pitfalls

- Understand human factors regarding change
- Engage individuals in change
- Address & remove barriers
- Clearly communicate, communicate, communicate

Human Factors & Change

- External vs. internal change forces
- Motivation for change
  - Recognize differences in manager vs. employee motivators
  - Address impacts (on society, customer, organization, working team, and individual employees)
  - Consider recognition & sense of ownership

Employee Engagement

- Managers (or “Change Agents”) must remember to count themselves among those who may need to change
  - “What should I do differently?”
- More committed to outcomes when we have some choice

Employee Engagement

- Build consensus & shared leadership
  - Include key members in the “guiding coalition”
  - Empower employees to create change focused message and also change strategies
  - Determine which measurements & timing
  - Consider individual factors (e.g. readiness, personalities) in staff development & assignments

Actively Remove Barriers

- Build support within the institution & promote value of change
- Anticipate & address barriers to change
- Evaluate & implement organizational changes needed that may be barriers otherwise
  - Examples: Coordinating resources and responsibilities, Changing evaluation and appraisal measures
Clearly Communicate, Communicate, Communicate

- Perception of “change vision” is fair, just & desirable
- Balanced picture positives & negatives in a clear vision
- Appropriate sense of urgency for change

Overcoming Resistance

- Avoiding potential pitfalls and overcoming resistance to change includes multiple steps
- Understanding human factors, engaging individuals, removing barriers, and effectively communicating are some of these strategies

Change Management Resources


Summary

- Change management strategies play a role in every clinical pharmacist’s practice
- Identifying barriers is an important step in understanding how to avoid or minimize their impact
- Strategies to overcome pitfalls are multifactorial in nature

Communication includes words & actions

Communication includes words & actions
“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

Charles Darwin