Using Organizational Change Tools to Meet the Challenges of the Changing GME World

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❖ SPEAKERS - Ann Dohn & Nancy Piro

Neither of the above speakers have any conflicts of interest to report.
AGENDA

This session focuses on:

- Expanding your current toolbox to include Competitive Analysis and Organizational Change Management Tools

- Participant discussion/Q&A and practice to address change management and addressing barriers to implementation
Session Objectives – Building Resiliency

• Understand change management essential theory, tools and application to enhance program change and resiliency.

• Understand the key components of *Force Field Analysis* and identify how "facilitators" and "inhibitors" can be differentially applied to address barriers to change and enhance program resiliency.

• Understand and learn how to apply and build a competitive analytic tool.
Where Do We Begin?

Use change and competitive analysis tools to build resilient programs and health care institutions ...
Nobody Wants Change.....

...... Except in Vending Machines !!
Expanding your Current Toolbox with Organization Change Management Tools

1. Gleicher’s Equation for Successful Change
2. Current State …Transition State …Future State
3. Lewin’s Force Field Analysis
4. Organizational Analysis Fishbone (Ishikawa Diagram)
1. Equation for a Successful Change (Gleicher)

Change = (ABD) > X

Three components need to be present for sustainable change to take place.

1. A shared vision of what is possible – “The Change”
2. Concrete steps that can be taken toward the change – Stakeholders/Leadership
3. Dissatisfaction with the Current State

If the product of these three factors is greater than the cost of change or the resistance to it – then change is possible.
Equation for a Successful Change

• To ensure a successful change, it is necessary to use influence and strategic thinking in order to create a powerful vision and identify those crucial, early steps towards it.

• Programs and organizations must recognize and accept the dissatisfaction that exists by listening to the voice of the residents and faculty while sharing:
  
  ▶ Trends
  ▶ Leadership ideas
  ▶ Best practices and
  ▶ SWOT analyses to identify the necessity for change and the cost/risk of maintaining the status quo.
Equation for a Successful Change

- Because A, B, and D are multiplied, if any one is zero or very low then the product will be zero or close to it and therefore not capable of overcoming the resistance and then change is not probable.
If No Clear vision... No Practical First Steps Identified.....CONFUSION
<table>
<thead>
<tr>
<th>DISSATISFACTION WITH THE STATUS QUO</th>
<th>CLEAR VISION OF THE DESIRED STATE</th>
<th>PRACTICAL FIRST STEPS IDENTIFIED</th>
<th>RESISTANCE TO CHANGE OR COST OF THE CHANGE</th>
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</thead>
<tbody>
<tr>
<td>No Standard RMS</td>
<td>Single Database to be used by: Residents, Program Directors, Coordinators, GME &amp; Finance</td>
<td>Obtain C-Suite Approval</td>
<td>Faculty resistance to GME seeing all evals</td>
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<tr>
<td>Cost Report Issues</td>
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<td>RFP</td>
<td>Admins wanted to keep their old systems</td>
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<td>Issues – Duty Hours Reporting</td>
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<td>Selected Vendor</td>
<td>PDs didn’t want admin training</td>
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<td>Accreditation Tracking Issues</td>
<td></td>
<td>Implementation Team Named</td>
<td>Conversion would take to long</td>
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<tr>
<td>Contracts</td>
<td></td>
<td>Pilot studies (4)</td>
<td>Data would be lost</td>
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<tr>
<td>Evaluations</td>
<td></td>
<td>Roll- out / Tracking</td>
<td>Too time consuming to implement</td>
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</table>
Present – Transition – Future State
Lewin Force Field Analysis
2. Current State - Transition State - Future State Lewin Force Field Analysis

Current State of Affairs (Problem or Issue)

Equilibrium Disturbed

Facilitating Forces

Disequilibrium During Change

Desired State of Affairs (Goal)

Equilibrium Restored

Restraining Forces
Is All Change Bad? – Building on Change

Facilitators

Not if there is positive benefit to the individual(s) involved
Building on Change Drivers and Reducing Restraining Forces
Exercise #3

Facilitating Forces

Restraining Forces

Future State
Reducing Resistance (Barriers) to Change –

People Help Support that Which They Create ..
Expanding your Toolbox with Analytic Tools

- SWOT Analyses
- 4M Analysis
- 5P Analysis
- A3 Analysis
3. “SWOT” Analysis Tool Fishbone
Cause - Effect SWOT Analysis for Current & Future State

Current State

- Strengths
  - Strength #1
  - Strength #2
  - Strength #3
  - Strength #4
  - Strength #5

- Weaknesses
  - Weakness #1
  - Weakness #2
  - Weakness #3
  - Weakness #4
  - Weakness #5

- Opportunities
  - Opportunities #1
  - Opportunities #2
  - Opportunities #3
  - Opportunities #4
  - Opportunities #5

- Threats
  - Threat #1
  - Threat #2
  - Threat #3
  - Threat #4
  - Threat #5

Future State “AIM / Vision”
Fishbone – Ishikawa Diagram
SWOT Analysis Completed Example

**Strengths**
- Resident Scholarly Productivity
- Strong Match for 10+ Years
- 100% Board Pass Rate for 10 Years
- Strong & Growing Alumni Association
- More Opportunities for Federal NIH Grants
- Institution Focusing on Program Area
- T32 Training Grant Awarded
- Outstanding Lab Facilities
- Strong Program Coordinator

**Weaknesses**
- Service Over Education
- High Turnover Rate of Program Directors
- Lack of Effective Mentoring
- Lack of Faculty Engagement
- Insufficient Brachytherapy Cases
- Budget Deficits - Sponsoring Institution
- Lack of Trainee Placement Positions
- High and Rising Cost of Living for Recruits
- Faculty Being Pulled to Another University

**Opportunities**

**Threats**

**AIM**
To Train the Academic Leaders of Tomorrow
Program “A”

AIM - Future State

Strengths
- Supervision - 100%
- Instruction - 82%
- Climate of Inquiry - 82%
- Overall Sat - 86%
- Encouraged to ask questions - 80%
- National Referral Center
- NIH Funding
- Latest Technology
- New Facilities
- Institutional Focus on Program

Weaknesses
- Satisfied for process for problems and concerns - 73%
- Climate where residents can raise concerns - 73%
- Board Pass Rates - 67%
- Organized to meet educational needs - 43%
- Service Over Education - 43%
- High cost of living/lack of housing
- Faculty being recruited away
- Transition in local economic climate
- Uncertain GME funding
- Lack of local available positions

Opportunities

Threats
Ishikawa Diagram Exercise

Materials  Methods

Manpower  Machines

Future State
Using the “4 Ms”

- Manpower
- Method
- Machines
- Materials
Using the “4 Ps”

- People
- Policies
- Processes
- Principles
**Issue/Problem Statement:**

Multiple requests for program funding, not based on program quality metrics with variable documentation of programmatic need(s).

**Background and Importance:**

Stanford sponsors 99 ACGME-accredited programs and 40 non-standard fellowships with 1200 trainees. Since we are over our Medicare Cap, the institution is funding 100% of these requested positions. In the era of healthcare cost consciousness, we need to be cognizant of prudent allocation of scarce resources.

**Goals/Dashboard Metrics:**

Need to utilize existing GME developed program quality metrics and dashboards.

**Problem Analysis:**

Decisions were often made without GME input. Program quality was not consistently used in decision-making. Power base of the constituents was unequal.

**Future State and Counter Measures:**

A single Institutional Policy and Process for all programs requesting expansion and funding. Counter ad hoc “special deals” with committee meeting with all constituents on equal footing. Data submitted and reviewed before meetings. Public minutes distributed to GME community. GMEC reviews, discusses and renders final decision (approved/not approved).

**Implementation Plan:**

Discussion with C-Suite, Dean, Chairs, DFAs (Department Business Managers), GMEC, Program Directors and Program Coordinators.

Preliminary Process designed, tweaked and retweaked.

New process tested in February, 2017

**Follow Up:**

Feedback obtained from constituent parties

**Sustain Results:**

GME and GMEC continuously monitor the process. Continued updating and buy-in from C-Suite.
1. What is the problem or gap? (What are we trying to improve?)

2. What causes are preventing us from meeting our target(s)? What are the “root” causes?

3. Based on data, what are the causes in order of importance?

4. Which actions will address the most important causes?
### 4 Steps of A3 Thinking: The Simple A3

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<thead>
<tr>
<th>Goal (Cause)</th>
<th>Actions</th>
<th>By When/ By Who</th>
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4. Which actions will address the most important causes?
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| Sustain Results: | |
|------------------| |
From Experience…

And every once in awhile
Facebook makes all 500 million of those people switch to a new layout.

15 minutes later...

Oh hey, you’re using the new Facebook layout! Do you like it better than the old one?

Oh...
Using Mnemonics to Facilitate Change

- Magical Number 7+-2
Change is the Only Constant

Times change, people change, situations change, relationships change. The only thing constant is change.
George Harrison .....

“If you don’t know where you’re going any road...
Successful Change Takes Teamwork!

Everyone who has a ‘stake’ in the change holds a piece of the puzzle.
Change can not only build resilient programs – it can help build more resilient individuals!
It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.

Anonymous quote...
"Do not judge me by my successes, judge me by how many times I fell down and got back up again."
- Nelson Mandela
The Toolbox
http://med.stanford.edu/gme/GME_Community.html
Questions?

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