

8 Steps for Sustainable Change

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Learning Objectives

- Embrace your role as a change agent and story teller
- Explore the benefits of a structured change management model
- Learn how the model was used in healthcare systems both in the U.S. and Singapore

I will become
a better leader of
change

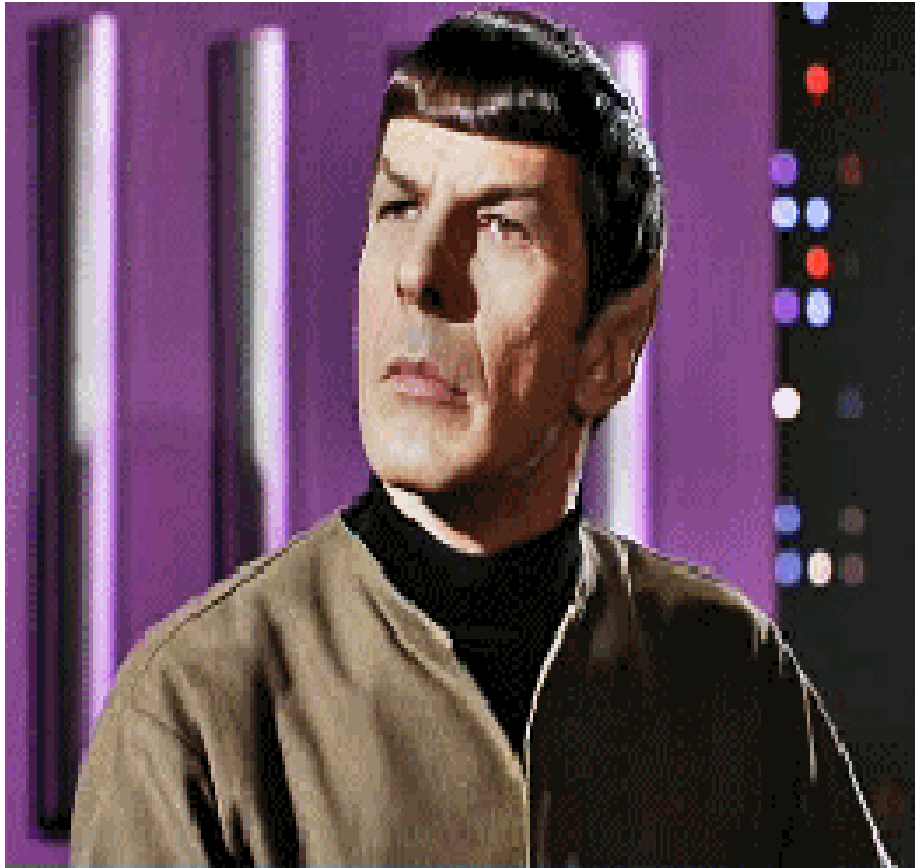


A medium shot of Spock from the chest up, wearing his blue Starfleet uniform. He is making the Vulcan salute with his right hand, palm facing forward, fingers spread. He has a serious expression. The background is a dark, solid blue.

“Live long and prosper.”

A still from the Star Trek franchise featuring the character Spock. He is shown from the chest up, wearing his iconic blue Starfleet uniform with a black turtleneck and a gold Starfleet delta insignia on the left chest. He has his characteristic dark hair with a flat-top and a serious expression, looking slightly to his right. The background is a blurred interior of a spaceship, with a window on the left showing a view of space with some colorful nebulae. Overlaid on the right side of the image is a quote in white, bold, sans-serif text.

**Change is the
essential process
of all
existence.**



“May I say that I have not thoroughly enjoyed serving with humans? I find their illogic and foolish emotions a constant irritant.”

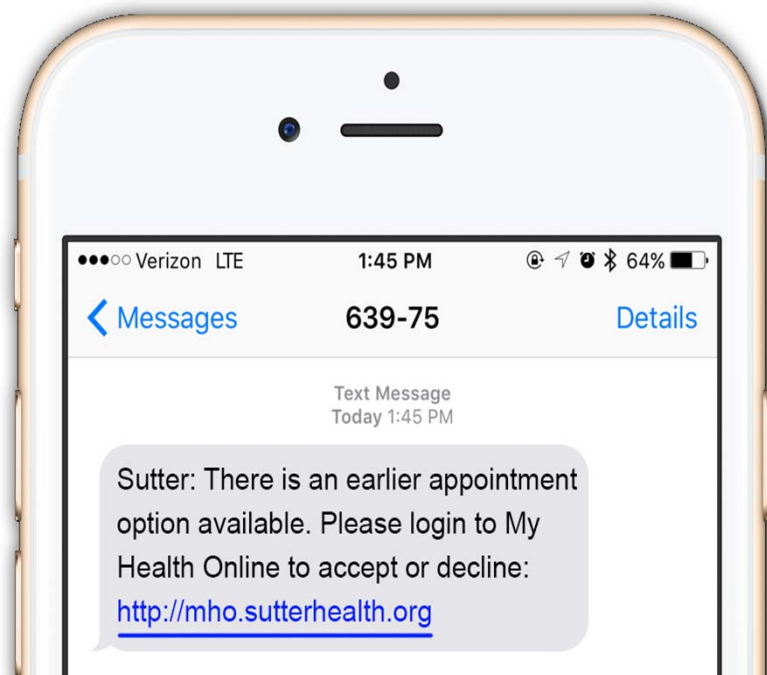
Star Trek, season 3, episode 7 (“Day of the Dove,” 1968)



Kotter's 8 Steps



Case Study



SCHEDULED	NOW AVAILABLE
JUN 26 2018 Tuesday 8:00 AM	JUN 14 2018 Thursday 9:20 AM
Return Office Visit Welby, Marcus... Alhambra Suite...	Return Office Visit Welby, Marcus... Alhambra Suite...
KEEP	ACCEPT



- 24 hospitals over a 700 km geography
- 12000 physicians
- 53000 employees
- 3.3 million patients / yr
- Annual revenue US\$ 12 Billion



STEP 1

ESTABLISH OUR SENSE OF URGENCY





10 Million

Number of
Visits
Annually

10%

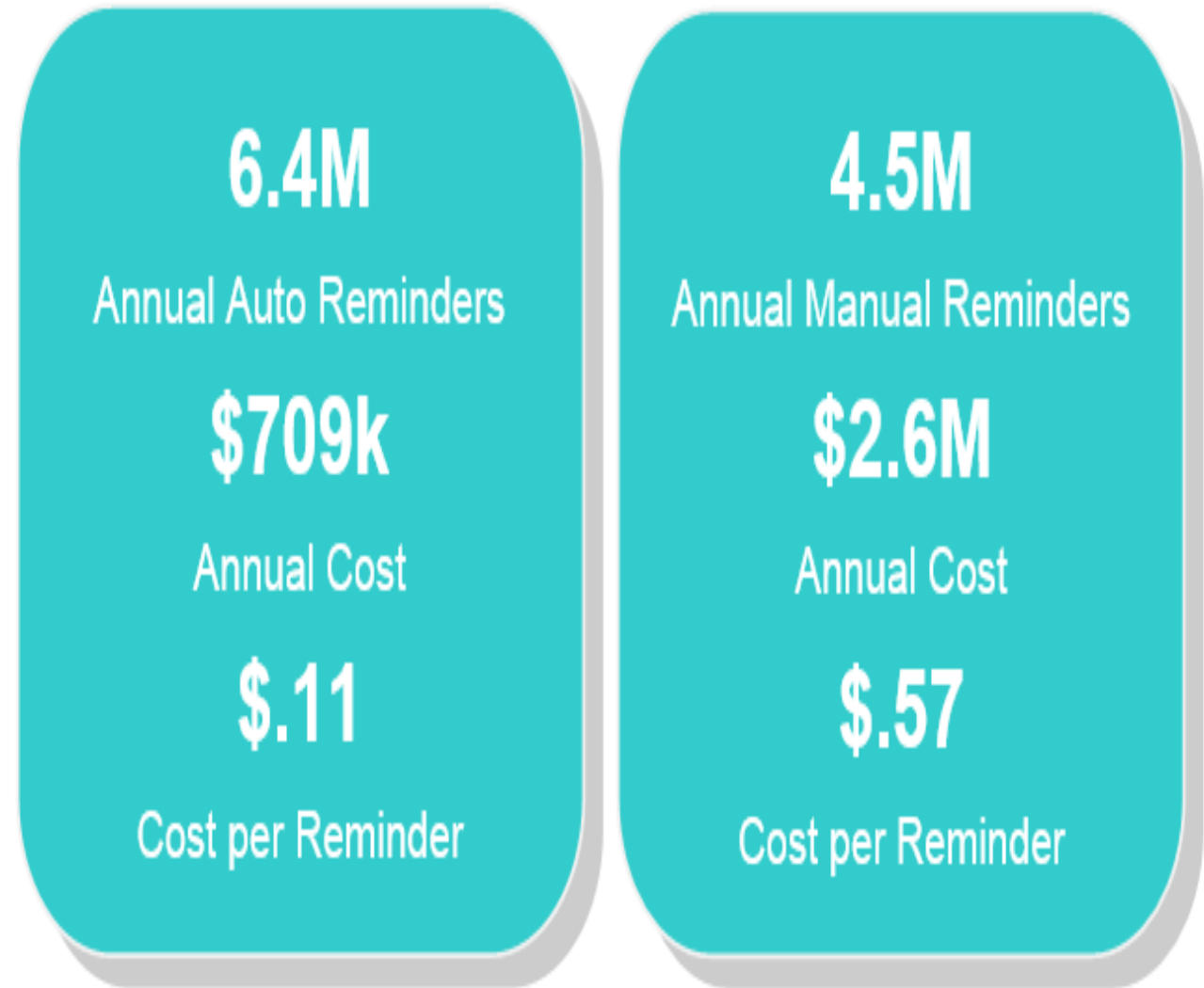
Percentage
Unfilled Slots

60%

Percentage
Time
Care Provided
Right Away

Automated vs. Manual Reminder Comparison

A comparison of the actual cost of automated telephone and SMS/text reminders vs. cost of manual telephone reminders, shows a potential **cost savings of \$ \$6.3M over 3 years** based on a 50% transition rate.



Actual Automated Reminders & Cost

Estimated Cost of Manual Reminders

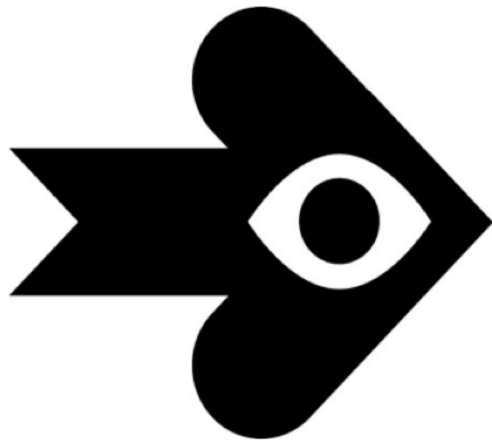
(Based on March 2017 data)





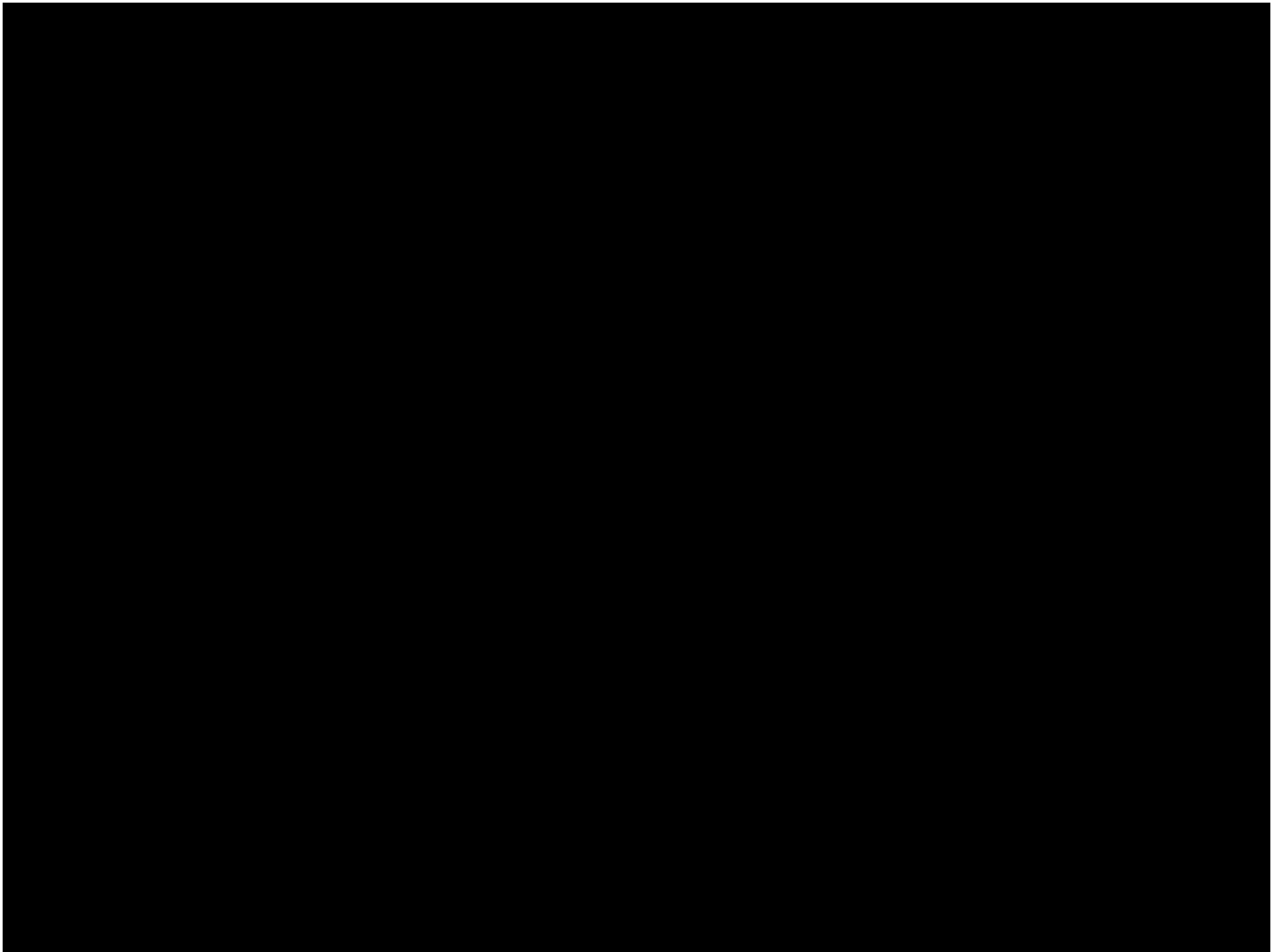
STEP 3

DEVELOP OUR CHANGE VISION



Six things that make a vision effective

- Bold but achievable
- Paints a vivid picture of the future
- Appeals to employees' hearts (and minds)
- Specific enough to help individuals make decisions and trade-offs
- Flexible enough to adapt to changing conditions
- Easy to communicate quickly—in 60 secs



SMART Objectives

✓ Specific

✓ Measurable

✓ Action-Oriented

✓ Realistic

✓ Time-Bound

By March 28, 2018 (3 months), we will implement an automated reminder system for all ambulatory clinics throughout Sutter Health

SMART Objectives

- Specific
 - Your goal should address one or more of the five W's: who, what, when, where and why. The purpose of your goal is to be specific about the future state you want to reach.
- Measurable
 - This means it's possible to know when your goal has been achieved, and the level at which you achieved it
- Action-Oriented
 - This means that you can identify actions to be taken that will contribute to the achievement of your goal.
- Realistic
 - This means you have the capability to accomplish the goal, even if you are not fully competent in that area yet. Also, your goal is realistic if it can be met even with your other commitments. And even if your goal is a stretch for you, it is still feasible one step at a time.
- Time-Bound
 - This means there is a specific time frame to achieve your goal with beginning and end dates. Your plan may include interim milestones and a plan to monitor progress as well.



STEP 4

COMMUNICATE OUR VISION FOR BUY-IN



Storytellers



- Create a message with higher sense of purpose
- (e.g. patient story)
- Clearly state problem to solve
- Express data that resonates with audience
- Articulate the solution



1-800-PROGRESSIVE

PROGRESSIVE.COM

Practice, Practice, Practice

Subject: Systemwide Automated Appointment Reminders and Sutter Video Visits Launch
March 28



*This message is sent on behalf of Albert S. Chan, M.D., M.S.
Sutter Health vice president and chief of Digital Patient Experience*

To: Medical group, medical foundation leaders

Today, we are announcing investments in our clinicians and their care teams that you support and lead.

Beginning March 28, we are launching automated appointment reminders and Sutter Video Visits across the Sutter Health network. This continues our efforts to leverage digital technologies to transform our delivery system—expanding patients' access to the care they need, saving clinicians and their care teams time, and improving our affordability.

Automated Voice and Text Appointment Reminders

Currently, just under half of our medical offices use automated appointment reminders. Implementing automated reminders across our system will have a powerful impact:

- Reliable automated systems can reduce unused appointment slots by up to 10 percent.
- That could mean a reduction of up to 100,000 unused appointment slots for Sutter Health, which now has about 1 million unused appointment slots per year.
- Addition of text reminders enterprise-wide are particularly effective in reducing no-shows: the response to automated text messages is 50 percent higher than to voice or email reminders.
- In practices without automated reminders, staff make 4.5 million calls a year at a labor cost of \$2.5 million. Automated reminders cost just 11 cents per reminder, a potential cost savings of about \$2 million, and free up staff to support clinical care needs.

- You cannot over-communicate
- Develop a detailed communication plan (dates, stakeholders)

Engaging an opposing voice



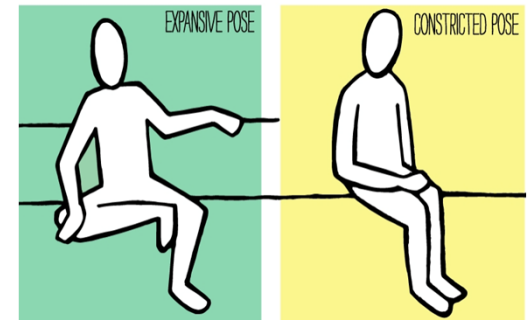
- Check your own pulse
- Listen respectfully and respond directly
- Prepare for questions in advance

Negotiation is about finding a solution to your counterpart's problem that makes you better off than you would have been had you not negotiated.

-Margaret Neale

Five Steps of Negotiation

- Assess:
 - Can I change the outcome in a way that makes me better off?"
- Prepare
 - Understand both sides
- Ask
 - Who should make the first offer?
- Package
 - "How can we talk about crafting an outcome to make it work for us?"
- Adopt a Powerful Mindset
 - Recalling a time when you felt physically attractive influences your ability to claim value in the negotiation.
 - Sitting or standing in an expansive pose can influence your levels of cortisol and testosterone as well as your willingness to take risks.



<https://www.gsb.stanford.edu/insights/margaret-neale-five-steps-better-negotiating>



STEP 5

EMPOWER BROAD-BASED ACTION





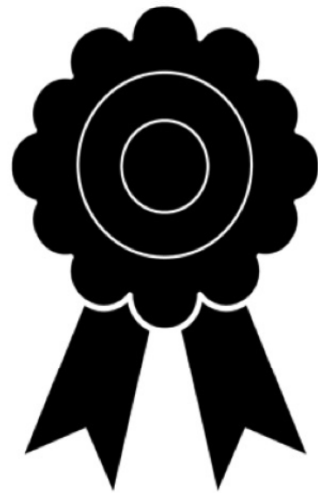
What Can Leaders Do to Empower

- Mindset - *Change is possible*
- Systems - *Change processes that prevent change*
- Bosses – *Change leaders that prevent change*



STEP 6

GENERATE SHORT-TERM WINS

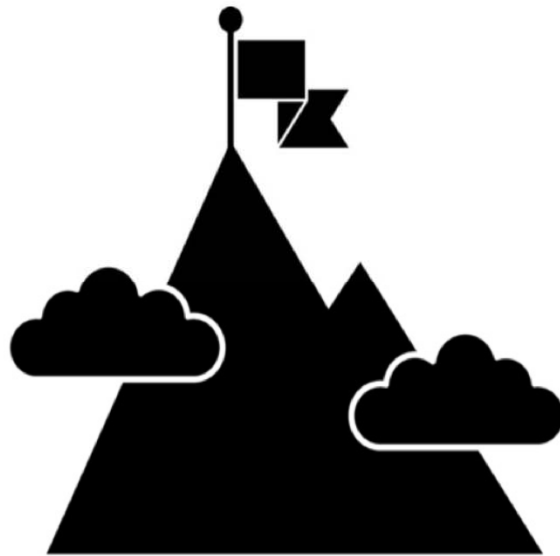






STEP 7

NEVER LET UP





- Don't declare victory prematurely
- Keep urgency up
- Eliminate unnecessary, demoralizing work
- Cancel unnecessary meetings.
- Continue learning from experience

SMS FastPass / Appointment Alerts

- Over 52,439 Fast Pass offers have been sent to patients, with SMS nearly double the success rate of Email offers (11.2% vs 7%)

44,591

E-mail Fast Pass Offers

7,848

SMS Fast Pass Offers

Patients get in

20.3 Days

earlier using Fast Pass
(Average)



STEP 8

INCORPORATE CHANGE INTO OUR CULTURE



A case study for SingHealth

IMPROVING ACCESS TO APPOINTMENTS AT NDCS



STEP 1

ESTABLISH OUR SENSE OF URGENCY



Long wait time
for 1st appt



The Straits Times – 30 Mar 17

Abandoned
call rates
17.1% (Jan 16)



Note: Dates for baseline data were chosen as they were immediately prior to interventions

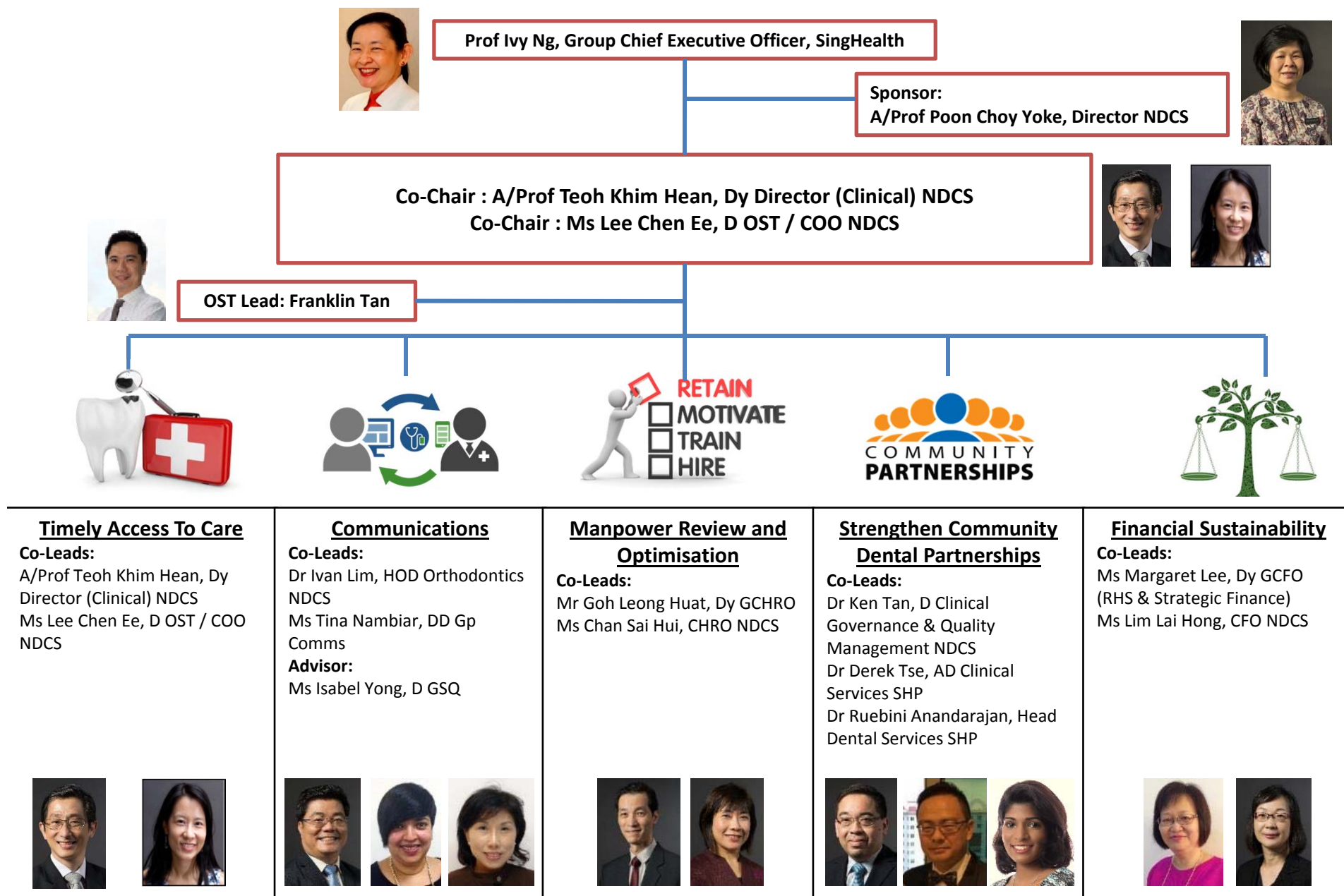


STEP 2

CREATE OUR GUIDING COALITION



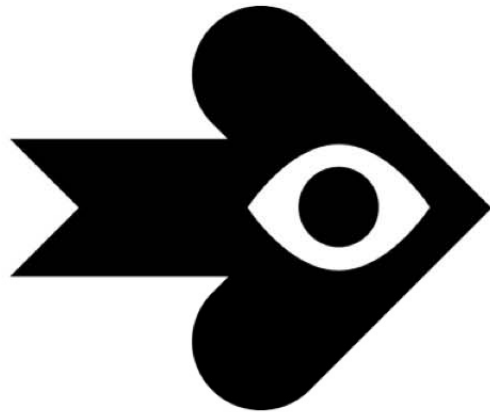
NDCS Service Transformation Task Force





STEP 3

DEVELOP OUR CHANGE VISION



Our Change Vision:

Improve Access to Care in 24 months

Shorter wait time
to appointment
(WTA)

Reach
appointment
platforms easily



Appointments





STEP 4

COMMUNICATE OUR VISION FOR BUY-IN





ACTION PLAN

Shorter wait time to appointment (WTA)

- Make the best use of clinicians' time
- Redesign clinicians' appointment calendars
- Reduce no-shows
- Make sure we start on time, use our dental chairs well.

Reach appointment platforms easily

- Electronic and mobile appts
- Allow pts to get through hotlines more easily



Dashboard for Dental Chair Utilisation



Timeliness

Allocation

Utilisation

Scheduling
Accuracy

Redesign clinicians' appointment calendars

- Optimize calendars
- Regularise appointment slots
- Standardise rules for booking

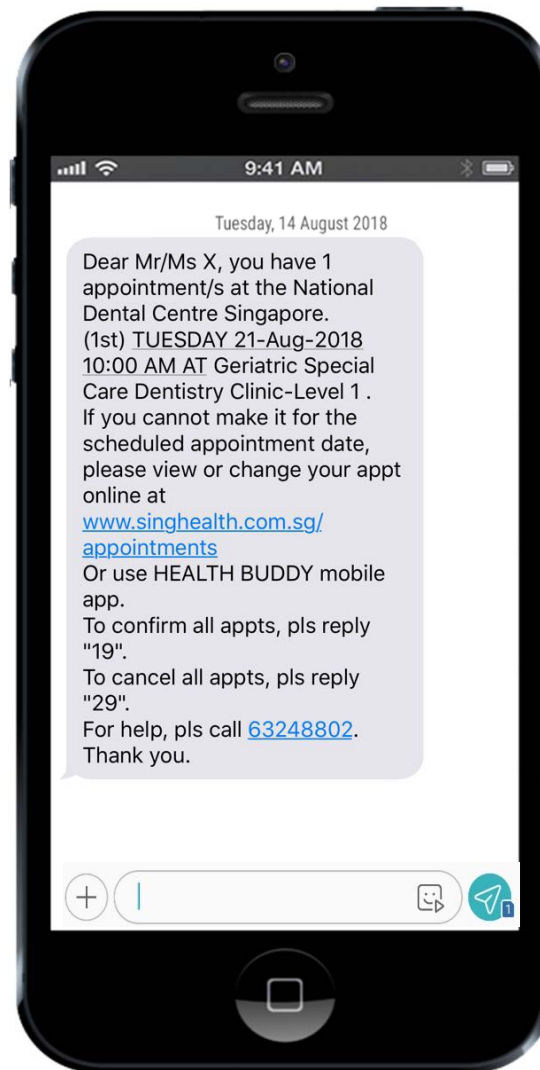
Fit in more patients in the same hours, without compromising safety, patient experience or staff morale

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0830	<input type="checkbox"/> [1 FP] DCL3-DR REQUEST ONLY [FP]	
0845	<input type="checkbox"/> [1 FP] DCL3-DR REQUEST ONLY [FP]	<input type="checkbox"/> [1 NC] DCL3-PROSTHO-NEW CASE [NC]
0900	<input type="checkbox"/> [1 FP] DCL3-DR REQUEST ONLY [FP]	
0915	<input type="checkbox"/> [1 FP] DCL3-DR REQUEST ONLY [FP]	
0930	<input type="checkbox"/> [1 FP] DCL3-DR REQUEST ONLY [FP]	<input type="checkbox"/> [1 FP]
0945	<input type="checkbox"/> [1 FP] DCL3-DR REQUEST ONLY [FP]	
1000		
1015		
1030	<input type="checkbox"/> [1 FP]	<input type="checkbox"/> [1 FP]
1045		
1100		
1115		
1130	<input type="checkbox"/> [1 FP]	<input type="checkbox"/> [1 FP]
1145		
1200	<input type="checkbox"/> [1 FP] DCL3-DR REQUEST ONLY [FP]	
1215	<input type="checkbox"/> [1 FP] DCL3-DR REQUEST ONLY [FP]	<input type="checkbox"/> [1 FP] DCL3-PROSTHO-CONSULT/TREA [FP]
1230		
1245	DR'S REQUEST/INSTRUCTIONS	DR'S REQUEST/INSTRUCTIONS
1300		
1315		

In partnership with Department Heads

Reduce “no-show”

Despite interactive SMS reminders... ..



No-Show rate was still 16.2% in Jun 2016

Can we “overbook”?

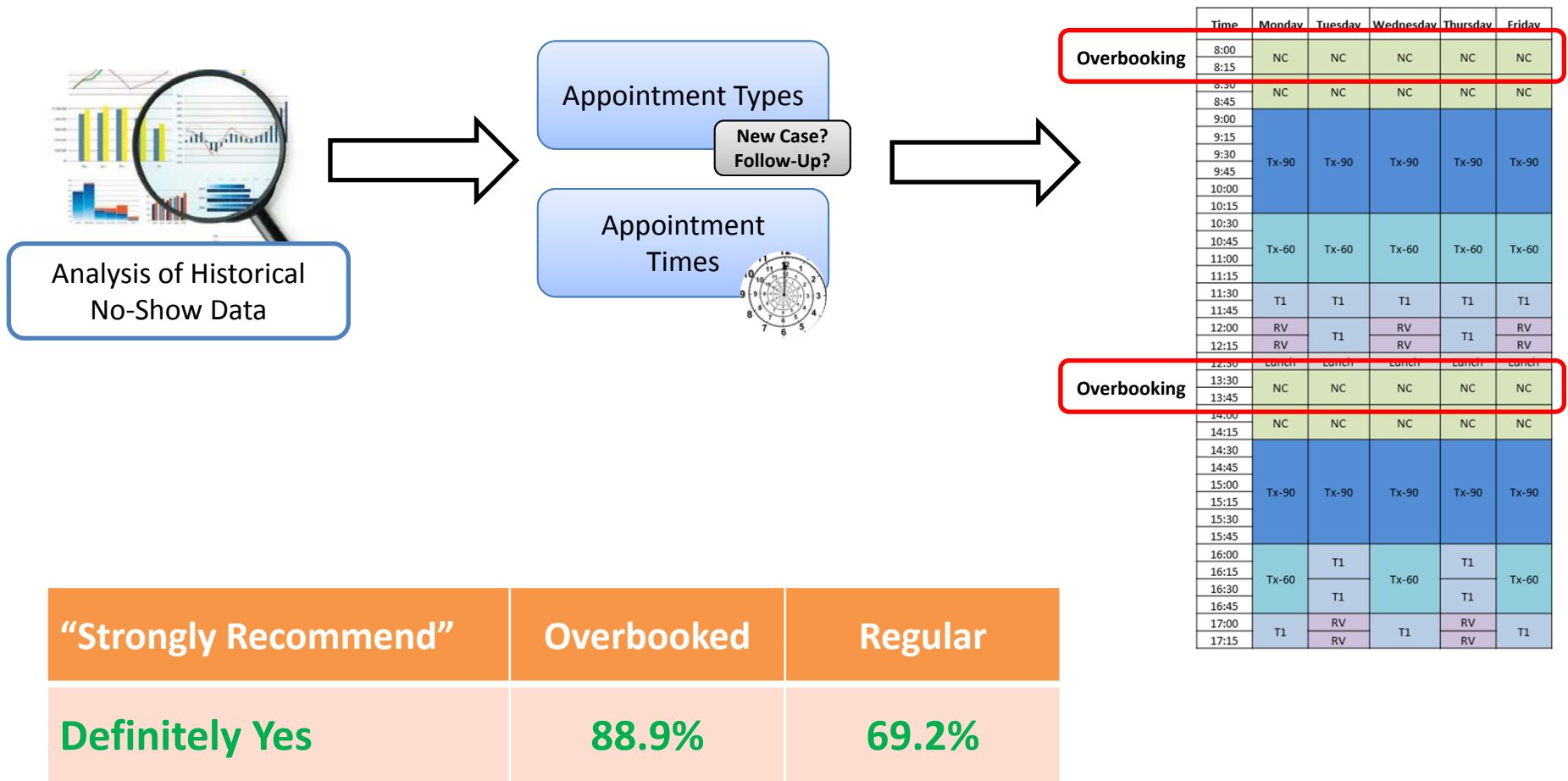


Access issues...



But what if everyone turns up?

Data-driven Overbooking



First appointment for periodontics is 5 weeks away with an "overbooked" slot, or 8 weeks away with a normal slot.



STEP 5

EMPOWER BROAD-BASED ACTION



- Ensuring organisational processes and structure are in place
- **Appointment Resource Unit**
- **Operations Data Unit**



STEP 6

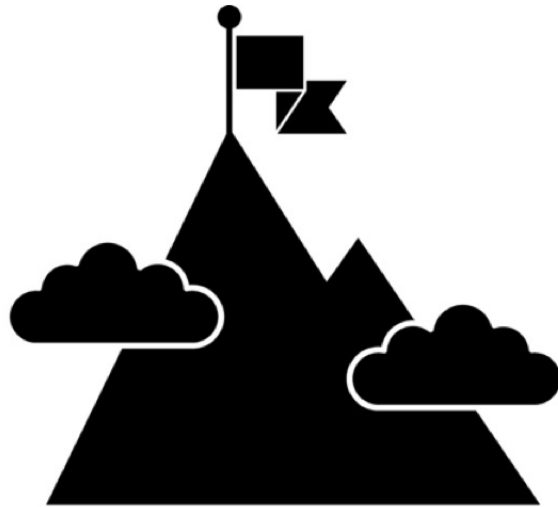
GENERATE SHORT-TERM WINS





STEP 7

NEVER LET UP



- * Quarterly dashboards for access to care
- * Reporting of key indicators and progress at management fora

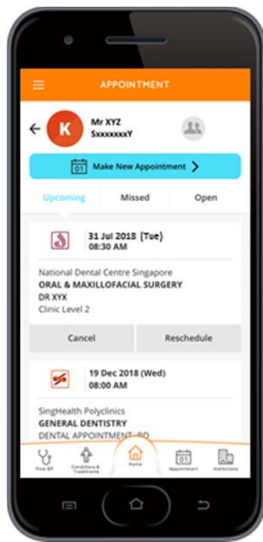


STEP 8

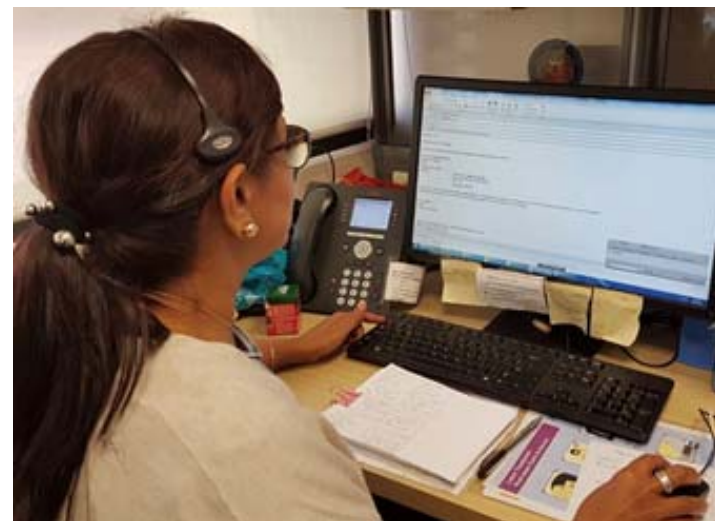
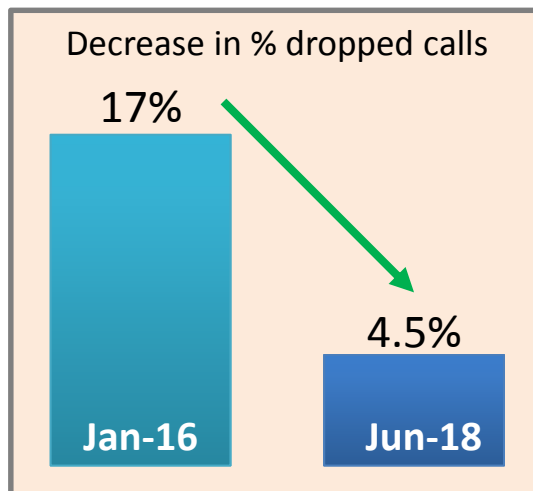
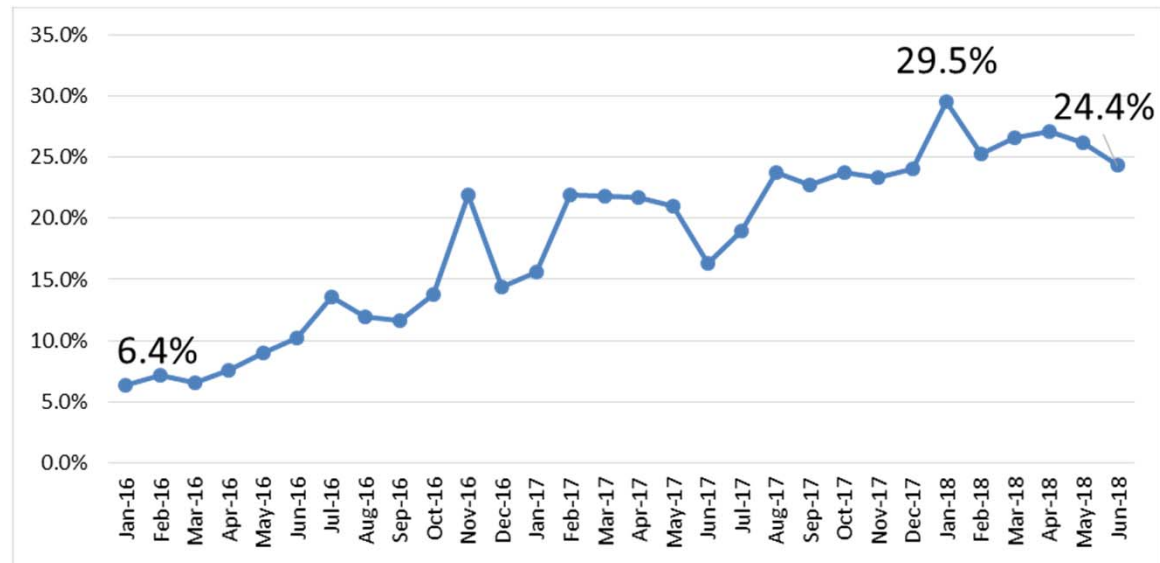
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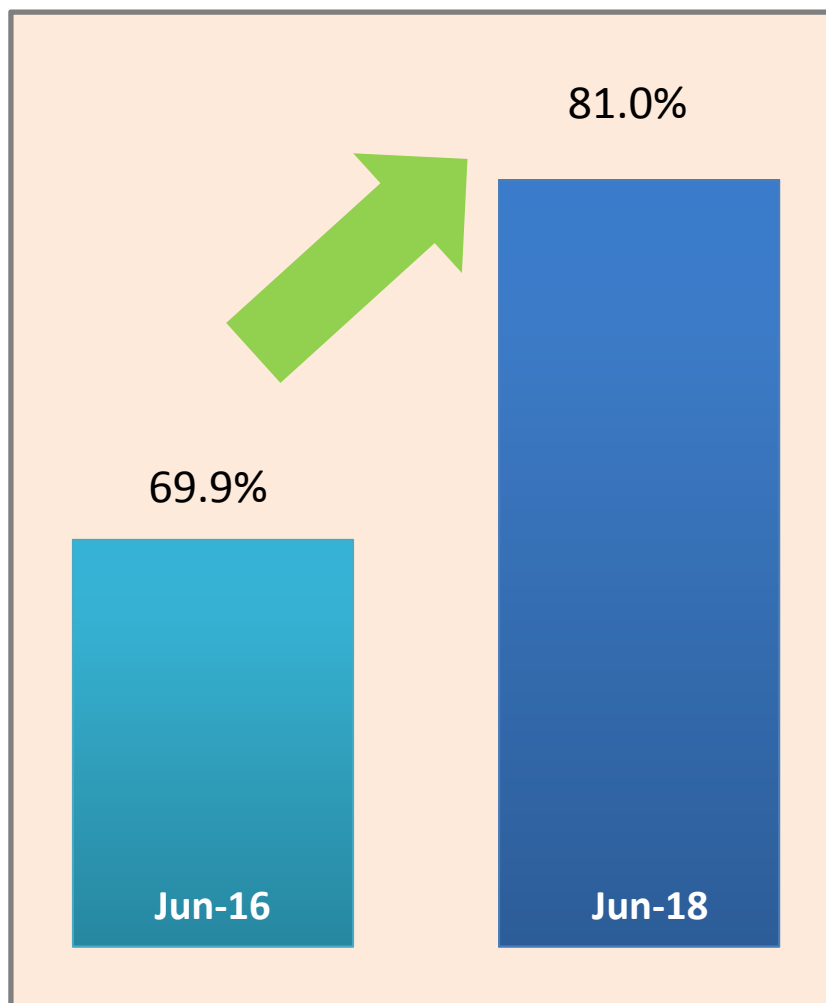
Results



Increased take-up rate for e- and m- platforms



% of Patients Strongly Recommending NDCS has improved



Questions?