

Checklist for Change Management

Help ensure your project's success; use this checklist to determine if you've taken the actions necessary to overcome the two main reasons for change management failure.

Change Management Principle	Do you have the skills and tools to accomplish this principle?	If not, what needs to be done?
<p>1. Have we set a clear and high target or Key Result? Is our Key Result one that will motivate us to change our behavior?</p> <p>We find that setting achievable, stretch targets and celebrating wins along the way is a successful method.</p>		
<p>2. Do we have an education and communication plan, and are we trained to use it, to over-communicate the “why” (e.g. the benefit to the patient, the unit, and the hospital) behind this implementation?</p> <p>Research shows that when changing behavior, we under-communicate the why by a factor of ten!</p>		
<p>3. Has leadership made it clear through the policies set that effective teamwork behaviors and approved new processes (e.g. protocols, algorithms, checklists, etc.) are mandatory, not optional?</p> <p>This is important; the words used to indicate mandatory-ness matter. Research by the Studer Group indicates that when we use the word MANDATORY, 98% of staff understands that this means they MUST do the behavior. When we use the word REQUIRED, only 68% of staff recognizes that they MUST do the desired behavior. Amazingly, when we use the word EXPECTED, only 26% of staff understands that they MUST do the desired behavior.</p>		

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<p>4. Are you, as a leader, equipped to role model the teamwork and communication behaviors needed to make this change initiative a success?</p> <p>We know that your staff is really watching everything you do. If the leader does not do the desired behavior, he or she may be giving permission for others to ignore the behavior as well.</p>		
<p>5. Have we practiced, by using role-play, the new teamwork and communication behavior we should model?</p> <p>Practice makes permanent! Be sure to practice to the point of competence.</p>		
<p>6. Have we set up a system, through Rounding or other measurement process, to check to see if we are really using the desired behaviors, and/or using the new processes?</p>		
<p>7. Did we set up a method/system to transparently share our Key Result metrics?</p> <p>In healthcare, we know that results that are publicly reported, like core measures and HCAHPS, tend to get our attention. Reporting results transparently helps point out who is succeeding and who needs to improve. This takes away our ability to hide behind averages.</p>		
<p>8. Did we create a system to give positive feedback when we see the behaviors or processes done correctly?</p> <p>This is critical. Research shows that recognized behavior gets repeated.</p>		

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9. Are we trained to correct and coach poor performance quickly?

"What you permit, you promote."

10. Are there consequences for non-compliance, up to and including termination or loss of privileges?

We all hate it when it comes to this, but we know that some staff members will not change their behavior unless you tell them the consequences and they know you mean it

About LifeWings

LifeWings is a team of physicians, nurses, Toyota-trained Lean experts, health risk managers, astronauts, military surgeons, and flight crews. The team was the first in the U.S. to study the best practices of organizations with high reliability, and successfully adapt their strategies for use in health care. They have distilled the methodology used in commercial aviation, military aircraft carriers, nuclear submarines, and cutting-edge manufacturing to help health care organizations create safe, efficient, high-quality hospitals and clinics.