Approach to Change Leadership

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Key Components of Change

1. Awareness of the need for change
2. Desire to participate and support the change
3. Knowledge on how to change
4. Ability to implement required skills and behaviors
5. Reinforcement to sustain the change
Defining Our Terms

**Change management** refers to a set of basic tools or structures intended to keep any change effort under control.

**Change leadership** concerns the driving forces, visions and processes that fuel large-scale transformation.

- *John Kotter*
“Opportunity is missed by most people because it is dressed in overalls and looks like work.”

“Vision without execution is hallucination.”
Change Requires Leadership \textit{and} Management

- Establishing Direction
- Aligning People
- Motivating & Inspiring
- Planning & Budgeting
- Organizing & Staffing
- Controlling & Problem Solving

Produces Predicatability & Order

The larger the change, the more leadership is required.
Kotter’s 8 Steps

1. Establish a sense of urgency
2. Create the guiding coalition
3. Develop a change vision
4. Communicate the vision for buy-in
5. Explore broad-based action
6. Generate short-term wins
7. Never let up
8. Incorporate change into the culture

Create a climate for change
Engage and enable the whole organization
Implement and sustain change
Establish a Sense of Urgency

True urgency is a prerequisite to change.
Create a Guiding Coalition

- A shared objective.
- Trust.
- The right people—power, expertise, credibility.
Develop a Change Vision

- 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
Communicate the Vision for Buy-In

Target Stakeholders:

*Everyone* who needs to make adjustments in what they do, how they do it, and with whom they do it.
Empower Broad-Based Action

Address Common Barriers:

**Mindset:** People don’t believe change is possible.

**Systems:** Formal structures (e.g., information sharing, performance management) make it difficult to act.

**Bosses:** Key players discourage employees from behaving differently.
Generate Short-Term Wins

- Visible
- Unambiguous
- Relevant
- Celebrated
- Make sacrifices worth it
- Undermine resisters
- Build momentum
Never Let Up

Mountain Momentum:

- Don’t declare victory prematurely
- Keep urgency up
- Eliminate unnecessary, demoralizing work
- Cancel unnecessary meetings
- Continue learning from experience
Incorporate Change Into the Culture

It’s OK if resisters leave. It’s imperative that the right people are promoted. The change becomes “the way we do things around here.”
Favorite Resources from the CHIME CIO Healthcare Boot Camp™ Faculty

- Switch: How to Change Things When Change Is Hard
  - Chip Heath & Dan Heath

- Managing Transitions: 3rd edition
  - William Bridges, PhD

- Leading Change
  - John P. Kotter
Thank you!

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