Large Scale Healthcare Transformation: Change Leadership

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Skepticism

A recent Harvard Business Review article points out the high degree of skepticism that exists with large-scale transformation.

While more than 80% of executives at large enterprises recognize the need for transformation, only 33% are confident that they can get the job done in five to 10 years. Facing such a daunting challenge can stall the kick-off of any change initiative.
Skepticism

• 80%+ of executives at large enterprises recognize the need for transformation
• 33% are confident that they can get the job done in five to 10 years

Facing such a daunting challenge can stall the kick-off of any change initiative.
You cannot do it alone.
One Key Reminder:
Focus on the people side of change

To be successful, leaders need to:

• **Engage** and retain talented, committed people

• **Create** and lead highly engaged, committed teams

• **Build** and cultivate a rich network of people who can contribute to getting things done
Employee Engagement Groups

Engaged
Loyal and psychologically committed to the organization. More productive and more likely to stay with their company for at least a year.

Not Engaged
May be productive, but not psychologically connected to their company. More likely to miss workdays and more likely to leave.

Actively Disengaged
Physically present, but psychologically absent. Unhappy with their work situation and insist on sharing this unhappiness with their colleagues.
Retaining Talent: Leaders Train Leaders

GOOD LEADER

- focus on team needs and interests
- stimulating work
- recognition
- encouragement
- support
- expects the best
- clear communication
- good example
- clear goals
- vision
- integrity
- inspiration
Put Your Leadership Team First

- Ask and listen (not tell)
- Invite them to engage
- Create development plans
- Celebrate your leaders and their work
### EY: Key Team Attributes

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear, achievable goals</td>
<td>44.0%</td>
</tr>
<tr>
<td>A shared commitment</td>
<td>40.9%</td>
</tr>
<tr>
<td>Clarity of roles and responsibilities</td>
<td>39.1%</td>
</tr>
<tr>
<td>A sense of purpose</td>
<td>33.0%</td>
</tr>
<tr>
<td>Clear processes and procedures</td>
<td>27.2%</td>
</tr>
<tr>
<td>Joint accountability</td>
<td>25.7%</td>
</tr>
<tr>
<td>Focus on delivering results</td>
<td>18.4%</td>
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Attributes of High Performing Teams

- High trust
- Shared goals and processes
- Effective response to friction
- Relaxed; informal atmosphere
- Extensive, inclusive discussion
- Constructive disagreement
- Focus on problem solving and removing obstacles

Source: Teamwork - What Must Go Right/What Can Go Wrong “Carl Larson, Frank M. J. LaFasto
Key HIT Leader Relationships
Three Types of Networks

• **Operational**: helps you manage current internal responsibilities

• **Personal**: promotes your personal development

• **Strategic**: alerts you to new business directions and identifies stakeholders you need to enlist
Meet Our Panelists

Charles Christian
*Indiana Health*

Tim Stettheimer
*Ascension Health*

Patty Lavely
*Gwinnett Medical Center*
Panel Members Discuss

Tell the group about an important change initiative you have led or participated in:

• What were the key success factors?
• What challenges did you encounter and how did you overcome them?
• What are the change leadership skills you think are needed for CIOs to be successful in leading transformational change?
Group Discussion: Transformation Ahead

What are the key transformational changes facing today’s leaders and their executive peers?
Group Discussion: Future State Vision

• What are the opportunities?
• What will success look like?
• What challenges must be overcome?
Group Discussion: Change Leadership Qualities

What change leadership skills will you need to be successful to lead these transformational initiatives?
What will you do differently to be a better change leader?
Develop a Leadership Action Plan

Think of one change you can make in each area we’ve discussed:

• Developing your leaders
• Engaging with a team
• Developing your network

Identify three leadership behaviors you want to focus on or develop
Favorite Resources from the CHIME CIO Healthcare Boot Camp™ Faculty

- The New CIO Leader
  Marianne Broadbent
  Ellen S. Kitzis
  Gartner, Inc.
  Harvard Business Press

- The Five Dysfunctions of a Team
  Patrick Lencioni
  Author of the National Bestseller The Advantage

- Leading Change
  John P. Kotter
  Harvard Business School Press
Thank you!

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Evaluations

We appreciate your feedback!