Change Acceleration Process
Memory Jogger
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GE a Global Company

Operations in over 100+ countries

300,000+ employees worldwide

Manufacturing facilities in 40+ countries

GE is a family of businesses aligned with our customers’ needs and acting as one company to drive growth.
GE Healthcare

GE Healthcare brings the world medical science and technologies that are helping to transform healthcare. We are working with our partners in healthcare to help them predict, diagnose, inform, and treat disease earlier than ever.

90+ years in Healthcare

By inventing the high vacuum x-ray tube in 1913, we enabled the first modern x-ray tube. Throughout the past century we've led medical breakthroughs, such as the recent creation of the first all-digital hospital, with real-time electronic patient records and medical images accessible to doctors worldwide.

Continuing Innovation

MOLECULAR MEDICINE

Combining today's sophisticated diagnostic imaging with an increasing understanding of both the human genome and the body's chemistry, GE is helping to transform after-the-fact treatment to before-onset care.

Diagnostic Imaging  •  Interventional Cardiology & Surgery  •  Clinical Systems
Healthcare Information Technologies  •  Services  •  Life Sciences  •  Medical Diagnostics
Performance Solutions - Formula for Success

Our Team

Success Factors
Based on our extensive experience of delivering programmes of transformational change in the NHS, we know there are three things critical for success:

1. Solid and deep methodology, tailored to the NHS and needs of particular trusts
2. Clinical engagement and acceptance of change
3. Accountability supported by strong leadership

Formula for Success

Quality & Acceptance & Accountability

Lean Six Sigma & Change Acceptance Process & Work-Out™ & Performance Management & Effective Leadership

Sustainable Impact
Performance Culture

“GE Healthcare are not like other consultants, they use these tools internally as well, in one of the world's largest and most successful companies.”

James Barbour, CEO NHS Lothian
Capabilities and Application areas

GE Capabilities

- Market Leader in Healthcare
- Performance Improvement
- Clinical engagement
- Leadership
- Training & Education

Hospital areas

- A&E
- Diagnostics
- Treatment
- Theatres
- Recovery

Key areas for improvement

- Value Stream Management
- Scheduling
- Booking
- Bed Management
- Discharge Planning

We bring experience and understanding of delivering process transformation in healthcare
Our Delivery...

Examples of Projects
- Cancer Pathways
- Pharmacy
- Trauma
- Mental Health
- Cardiac
- Theatres
- A&E
- Training Development
- Business Planning

Examples of clients
- University Hospitals Coventry and Warwickshire NHS Trust
- Cumbria & Lancashire Strategic Health Authority
- Greater Manchester West Mental Health NHS Foundation Trust
- General Medical Council
- Bolton Primary Care Trust
- Tawam Hospital and Kish Hospital
- Blackpool, Fylde and Wyre Hospitals NHS Foundation Trust
- NHS Lanarkshire
- NHS Lothian
- Birmingham Women's NHS Foundation Trust
- NHS West Midlands
- Salford NHS
- Salford Royal NHS
- South Manchester University Hospitals NHS Trust
- South West London
- West and North West London
- NHS

Key Offerings
- Performance & Process Improvement
- Change Acceleration & Management
- Productivity Improvement Initiatives
- Cultural Change
- Leadership Development
- Six Sigma Black Belt & Lean Leader Development
- Management & Leadership System
- Resource Development – Coaching & Mentoring
The change initiative needs to be focused on clear patient need (the Target)

The difference between project success and failure is usually not the technical solution but the acceptance from staff of the change
Setting Up for Success

It is vital to invest time up front establishing a sound base for your project team

A good project team has...

**Sponsor**
- Sets direction/deliverables/expected results.
- Assigns resources and removes barriers required for success.
- Supports the team through the continual interface with the team leader.

**Team Leader**
- Accountable for team’s results.
- Drives towards objectives.

**Team Member(s)**
- Empowered to make decisions.
- Responsible for implementing actions.
- Based on complementary expertise & skills, not availability.

**CAP Coach**
- Process expert and consultant for the team.
The GRPI Model

Teams often fail to spend time establishing the ground rules of the project and setting clear expectations at an individual and team level.

- **Goals**: Team is clear about key results & goals
- **Roles**: Team is clear who is on the team & responsibilities of each member
- **Processes**: CAP & Lean Tools, Project Plan, Measures, Milestones
- **Interpersonal**: Team has a shared understanding of how they will work together, Ground Rules

**Time Invested up-front Pays Rich Rewards ‘Down-Stream’**
In & Out of the Frame

Unrealistic project scope can often de-rail teams before they have begun. Ask yourself - What’s the ‘need to’, and the ‘nice to’

The need to....

- Strategically & Critically Important
- Will bring a Significant, Measurable Benefits

The nice to....

- Unlikely to make significant impact
- Fails the ‘So what?’ test

Draw large “picture frame” on flip-chart (or use tape on wall). Use this to help team identify what falls inside and outside the picture of their project. This may be scope, goals and roles, processes, people etc.
Creating a Shared Need

Change doesn’t just happen. People need to feel there is a reason and logic for changing their behaviour and working processes.

Shared Need tools help produce the following outcomes:

- Awareness of the dissatisfaction with the current state.
- A shared recognition, by both the team and key stakeholders, of the need and logic for change.
- The ability to frame and communicate the need for change as a combination of threats and opportunities.

Creating a Shared Need produces the ‘urgency’ to build momentum for acceptance of the change initiative.
Creating Shared Need Tools

**Threat / Opportunity Matrix**

<table>
<thead>
<tr>
<th></th>
<th>Threat: If we don't make this change</th>
<th>Opportunity: If we do make this change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short Term</strong></td>
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<tr>
<td><strong>Long Term</strong></td>
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</table>

**Three D’s Matrix**

<table>
<thead>
<tr>
<th>Types of Proof</th>
<th>Have now:</th>
<th>Need to get:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data/ Facts</td>
<td></td>
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<tr>
<td>Demonstrate</td>
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<tr>
<td>Demand</td>
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</tbody>
</table>

**Used For:**

- Framing the need for change as a combination of threat & opportunity over the short and long term
- Building your case for change with evidence using data, demonstration & demand
- Answers the question: “Can I prove it?”
Creating a Project Charter

Collect your information on a project into a Charter, for all stakeholders to review in order to ensure there is complete agreement on the topic, issues and team.

<table>
<thead>
<tr>
<th>Business Case</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Why is there a need for this project?</td>
</tr>
<tr>
<td>• T&amp;O Matrix, 3Ds will help here</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Problem Statement:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What is the pain that the organisation is experiencing?</td>
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</table>

<table>
<thead>
<tr>
<th>Goal Statement:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Remember to make it SMART</td>
</tr>
<tr>
<td>• Specific, Measurable, Attainable, Relevant, Timed</td>
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</table>

<table>
<thead>
<tr>
<th>Process Start Point:</th>
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<tbody>
<tr>
<td>Be clear about the project scope</td>
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<table>
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<tr>
<th>Process Stop Point:</th>
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<tbody>
<tr>
<td><strong>In Scope:</strong></td>
</tr>
<tr>
<td>Use In/Out Frame to help</td>
</tr>
<tr>
<td><strong>Out of Scope:</strong></td>
</tr>
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<table>
<thead>
<tr>
<th>Team Members:</th>
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<tbody>
<tr>
<td>• Who’s in the team?</td>
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<tr>
<td>• What’s their roles?</td>
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<tr>
<td>• Remember GRPI</td>
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</tbody>
</table>
Shaping a Vision

Most people are busy and have many day-to-day concerns that occupy their time. It is important that you are able to offer them a reason why they should make the time to commit to your changes.

What is a vision?

- Visions paint a picture that appeals to the “head and heart” and answers the question, “Where are we heading?”
- A clear statement about the future situation helps gain genuine commitment.
- An understandable vision helps establish the milestones to monitor progress and change systems & structures.

Example of a good vision.

“First, I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth. No single space project in this period will be more impressive to mankind, or more important for the long-range exploration of space; and none will be so difficult or expensive to accomplish.”

President John F. Kennedy, May 25, 1961
Creating a Vision Statement

More of/Less of Exercise

Vision __________________________________________

<table>
<thead>
<tr>
<th>Behaviors</th>
<th>More of</th>
<th>Less of</th>
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<tr>
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Elevator Speech

A good elevator speech will outline the benefits of your project, the challenge you face and how your stakeholder can help you to move forward.

Identify the new, tangible behaviours that you will see in your future state. Help your team imagine what it will feel like. So they can positively describe success.
Mobilizing Commitment

The key difference between success and failure can be whether you have the support of important stakeholders. Often their commitment will make or break the change effort.

- Understanding the key stakeholders whose support and commitment will “make or break” the change effort.
- Key difference between success and failure.

Charting Stakeholder Positions

Remember stakeholders will be at different points in the adoption curve. It is important to understand where they are and adopt your tactics accordingly.
Mobilizing Commitment Tools

Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder Analysis for Change</th>
<th>Strongly Against</th>
<th>Moderately Against</th>
<th>Neutral</th>
<th>Moderately Supportive</th>
<th>Strongly Supportive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Names</td>
<td></td>
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</table>

Used For:
Identifying stakeholders and their current level of commitment to the change initiative

Technical-Political-Cultural Analysis

<table>
<thead>
<tr>
<th>Sources of Resistance</th>
<th>Definition Causes of Resistance</th>
<th>Examples</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td></td>
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<tr>
<td>Political</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Cultural</td>
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</tbody>
</table>

Used For:
Identifying sources of resistance

People resist or support change for a variety of reasons.
The CAP Toolkit allows you to build an effective influencing strategy

- More of
- Less of
- Threat vs. Opp.
- 3D Matrix
- Stakeholder Analysis
- Elevator Speech
- TPC Analysis
- Visioning

Influencing Strategy
Making Change Last

Teams often spend most time on the launch of an initiative rather than its embedding.

Components of Sustained Success

Sustaining Change

Every change project competes for time, resources and attention.

Use these 6 areas as headings to review the likelihood of your change initiative becoming the new way of life

Launching a Change is just the beginning!
Monitoring Progress

Good metrics provide focus, direction & momentum throughout the change process. Laying the foundation for Monitoring Progress must begin early and continue throughout the project.

Monitoring Progress Checklist

- Have you clearly stated your objectives in measurable terms?
- Have you translated objectives into observable behaviors?
- Have you set milestones that we all understand and agree to?
- Are expected results tied to external and internal goals?
- Have you ensured that outcomes will be evident to stakeholders?
- Are individuals and teams accountable for results?
- Do you know which measures will show progress toward the goal?
- Have you established new ways to gather data?
- Do you have accurate and timely baseline data to work with?

Monitoring Progress demands attention to both the Q & the A.
Dashboards

Dashboards are a great way of monitoring progress and presenting information in a visible and accessible way.

% of patients staying 12 days or less

- 23%
- 77%

Summary Information for Last 4 Weeks

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions</td>
<td>190</td>
</tr>
<tr>
<td>Length of Stay</td>
<td></td>
</tr>
<tr>
<td>Average (Median)</td>
<td>7 days</td>
</tr>
<tr>
<td>Maximum</td>
<td>57 days</td>
</tr>
<tr>
<td>80% of patients stay</td>
<td>13 days</td>
</tr>
<tr>
<td>less than 12 days</td>
<td></td>
</tr>
<tr>
<td>Target</td>
<td>77%</td>
</tr>
</tbody>
</table>

A good dashboard:
- Is visible to staff who it effects
- Refreshed at appropriate intervals (hourly, daily, weekly)
- Highlights team progress
Leading Change

Change projects need good leadership. You need to capture the attention of your team and stakeholders. This will allow you to implement changes successfully.

**TIME X**

- Plan ahead
- Walk the talk

**ENERGY / PASSION X**

- Personal involvement
- Display enthusiasm

**FOCUS / AGENDA**

- Enrol others
- Facilitative leadership skills
- Win/Win

= ATTENTION

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Performance Solutions
August 6, 2004
Successful change often involves significant realignment of the way we organise, train, develop, and reward within the organisation.

**Factors to Consider When Assessing Impact of Change on Systems and Structures**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Consideration</th>
</tr>
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<tbody>
<tr>
<td>Staffing</td>
<td>Will this effect roles</td>
</tr>
<tr>
<td>Development</td>
<td>Will staff need new skills</td>
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<tr>
<td>Measures</td>
<td>Tracking performance</td>
</tr>
<tr>
<td>Rewards</td>
<td>How to reward desired behaviours</td>
</tr>
<tr>
<td>Communication</td>
<td>Using information to build &amp; sustain momentum</td>
</tr>
<tr>
<td>Accountability</td>
<td>Organising to support the change initiative</td>
</tr>
<tr>
<td>IT Systems</td>
<td>Using IT to enable changes and embed them</td>
</tr>
<tr>
<td>Resources</td>
<td>Adjusting or planning for resources to support the project</td>
</tr>
</tbody>
</table>
Three Step Alignment Process

1. Identify Key Systems & Structures
   - Which Systems & Structures Most Impact the New Behaviors?
   - Identify the Key Stakeholder(s) of that S&S.

2. Current Systems & Structures Assessment
   - What about the current S&S is Helping or Hindering us from achieving the desired state behaviors?
     - Helping
     - Hindering
     - Actions
     - Develop Influence Strategy/Action plan.

3. Creating future Systems & Structures
   - What’s Missing?
   - Identify Characteristics of New Systems & Structures.
   - Determine Systems & Structures to Remove or Build.
   - Identify Who to Engage and Develop Influence Strategy.

Systems & Structures are the core determiners of behaviour in an organisation
Communication: 7 times, 7 ways

Project teams can never over communicate. At each step in the change process you should look at what information you need to present, to who, in what format.

Remember: It can take 7 times, 7 different ways before a message really sinks in!

**Communication Plan**

<table>
<thead>
<tr>
<th>Audience</th>
<th>Objectives</th>
<th>Message(s)</th>
<th>Media</th>
<th>Who</th>
<th>When / Where</th>
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