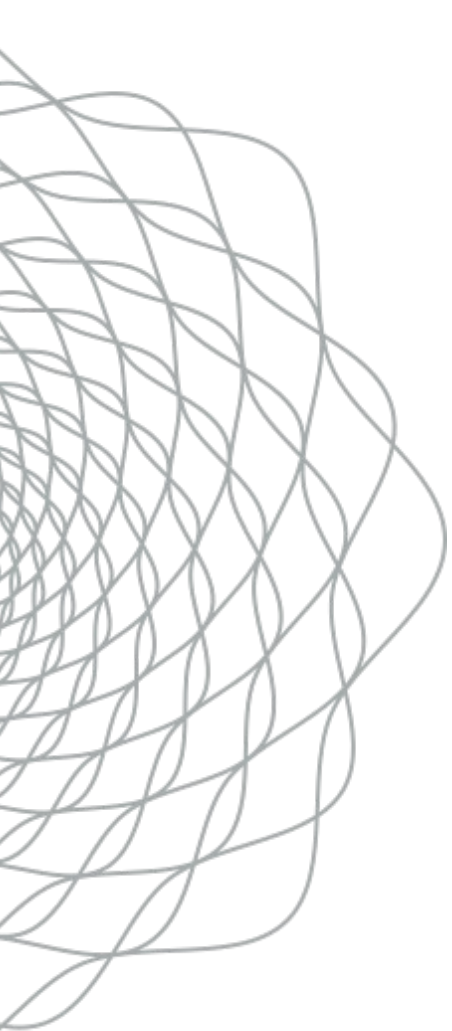




TARPON
HEALTH

a healthcare automation community

Change Management

Tools for your automation program

Agenda

1. Technical vs. Acceptance
2. Phases of a project
3. Tools for common challenges

The Effectiveness Equation

From GE's Change Acceleration Process (CAP)

GE created Work-Out, a program that empowered employees and encouraged team-based problem-solving in 1989-1990. Jack Welch (GE CEO) hired a team to study best practices in change management within academia and industry, which culminated in the Change Acceleration Process, or CAP for short.

What did they find?

A strong technical solution was not a guarantee of success.

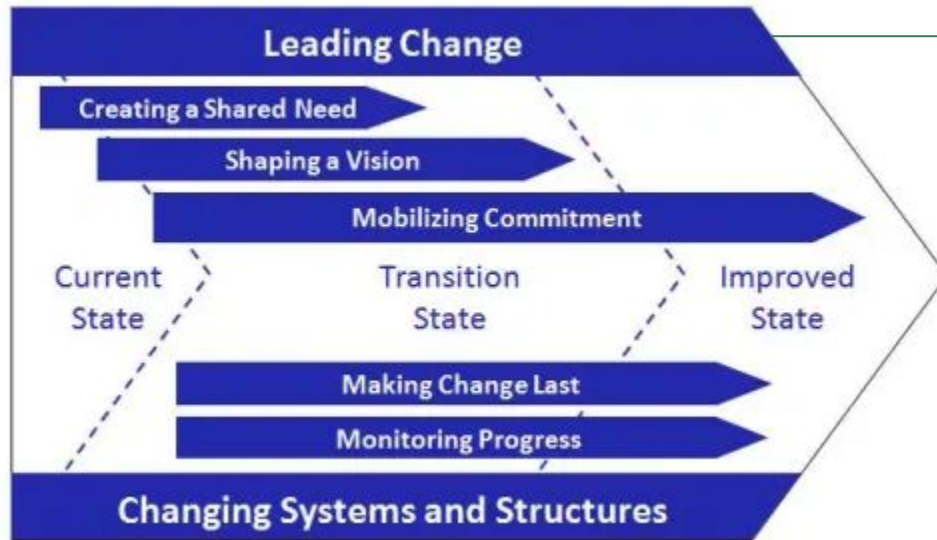
Failures were often caused by cultural and human issues, rather than technical problems.

$$E = Q \times A$$

In this equation effectiveness (E) of any project equals quality (Q) technical solution times acceptance (A) solution by people involved in the process.

The CAP Model

The phases of this model can be helpful to pull yourself out of the day-to-day and see how your automation program is progressing.

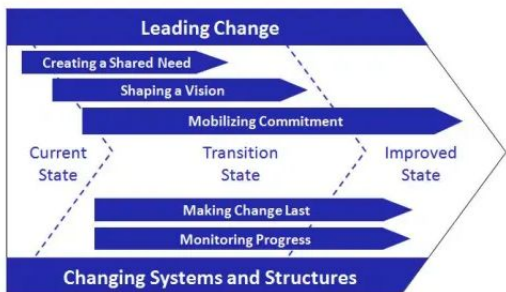


First and foremost, authentic, committed leadership throughout the duration of the initiative is essential for success.

There is a significant risk of failure if the organization perceives a lack of leadership commitment to the initiative.

Does your organization have this first step?

The CAP Model



Phase	Description
Leading Change	Authentic, committed leadership throughout the duration of the initiative is essential for success.
Creating a Shared Need	The reason to change, whether driven by threat or opportunity, is instilled within the organization and widely shared through data, demonstration, demand or diagnosis. The need for change must exceed its resistance.
Shaping a Vision	Every journey must have a destination otherwise you are just wandering. The desired outcome of change is clear, legitimate, widely understood and shared.
Mobilizing Commitment	Key stakeholders are identified, resistance is analyzed, and actions are taken to gain strong commitment from key constituents to invest in the change and make it work.
Making Change Last	Once change is started, it endures and flourishes. Learnings are transferred throughout the organization. There is consistent, visible and tangible reinforcement of the change.
Monitoring Progress	Progress is real. Benchmarks are set and realized. Indicators are established to guarantee accountability. Celebrate!
Changing Systems and Structures	Making sure that the management practices are aligned to complement and reinforce the change (staffing, development, measures, rewards, communication, organizational design, resources, systems).

Start with a Team Charter

A [team charter](#) can be a valuable tool for any team, but it is especially important for new teams and automation programs. By taking the time to create a team charter, teams will lay the foundation for success.

- **Define the team's purpose** - What is the team trying to achieve? What are its goals? How will it measure success?
- **Define the team and structure** - Who is participating and what are their roles and responsibilities? How often will the team meet? How will the team make decisions?
- **Foster communication, collaboration, and accountability** - The team charter provides a common understanding of the team's purpose and goals, which can help to improve communication and collaboration among team members.

Validate Team Alignment



The intent of the [team alignment survey](#) is to help leaders understand how well a team is functioning (in our case - an automation program). Leaders will understand where the strengths and weakness lie. Action plans are created around low scoring questions and categories, strengthening the team dynamics that will ultimately lead to higher functioning team.

GRPI is an acronym that stands for:

Goals - How clear and in agreement are we on the mission and goals of our team/projects?

Roles and Responsibilities - How well do we understand, agree on, and fulfill the roles and responsibilities for our team?

Processes and Procedures - To what degree do we understand and agree on the way in which we'll approach our project and our team?
(Procedures and approaches for getting our project work done? For running our team?)

Interactions / Interpersonal Relationships - Are the relationships on our team working well so far? How is our level of openness, trust and acceptance?

Threat vs. Opportunity

As a team complete the following matrix to understand the threats and opportunities of this initiative. Discuss the priorities and areas of disagreement.

	Threat	Opportunity
Short Term		
Long Term		

Future Behaviors and Elevator Pitch

Sometimes it's hard to imagine a future. These two exercises can help build a vision.

Behaviors: More-of / Less-of

More-of	Less-of

Elevator Pitch

A simple 4-part formula for your elevator speech:

"What our project is about . . ."

"Why it is important to do . . ."

"What success will look like . . ."

"What we need from you . . ."

Technical-Political-Cultural Analysis

This tool helps the team to understand the type of resistance the project is facing and measure the degree of resistance as high, medium, or low.

	Causes/Reasons for Resistance	Rating (0-100%)
Technical	Definition: People lack the skills or resources to change. They fear the unknown, and seek to justify past costs.	
Political	Definition: People fear losing power, influence, authority and decision-making ability	
Cultural	Definition: People resist change because it is different from what they have done in the past	

Stakeholder Analysis

This is a list of critical stakeholders and an indicator of where they fall on the continuum between strongly supporting and strongly opposing the project. This allows the team to measure the current level of stakeholder support. [This tool](#) gets the team thinking about strategies for influencing stakeholders.

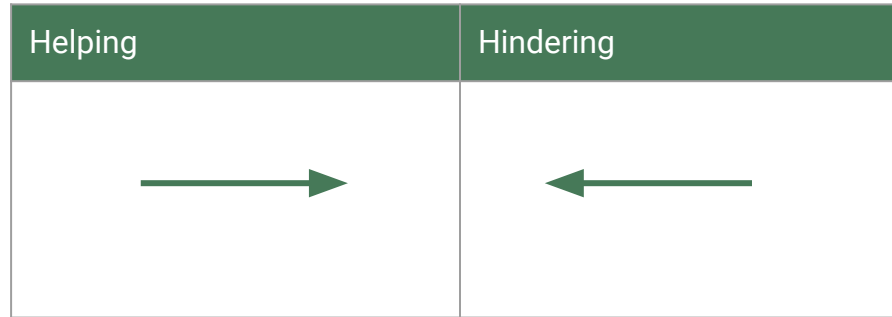
Stakeholder	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive
CIO	O —————→			X	
CFO			O —————→	X	
VP Rev Cycle				O —————→	X

Directions:

- Plot where individuals currently are - "O"
- Plot where individuals need to be - "X"
- Plan action steps for closing the gaps

Force Field Analysis

A Force Field Analysis in Six Sigma is a tool used to analyze the forces that drive and resist a change initiative. It is used to assess the feasibility of a change project and identify key factors influencing its success



Directions:

- Clearly state the change or improvement initiative being considered.
- List Driving Forces: Identify and list all factors that support or promote the change.
- List Resisting Forces: Identify and list all factors that oppose or hinder the change.
- Develop Strategies: Create action plans to strengthen the driving forces and reduce or eliminate the resisting forces.

After Action Review

An After Action Review (AAR) is a structured discussion that teams have after a project or event. The goal of an AAR is to identify what went well, what could have gone better, and what lessons can be learned.

Stakeholders

Stakeholder name	Title	Role in AAR
E.g. Nick Malenka	E.g. Director of Community	E.g. Facilitator

Overview

Project and metric overview

Sustain

Successes	What should we continue doing in the future?

Improve

What can be improved?	Recommendations for improvements

Organizations often make the same mistakes because they are seen as negative and lessons are not learned effectively.

Teams can avoid this by objectively assessing their performance during and after important projects and milestones.

This will help them identify areas for improvement and build a culture of continuous learning

Change Assessment

Use a Change Assessment to understand the extent in which your organization has changed its business fundamentals to reflect your new reality. Develop strategies for low impact areas.



How can Tarpon help?

What non-technical challenges are you facing at your organization?

Would any of these tools be helpful to your team?

Would you (or someone on your team) benefit from a dedicated education program?