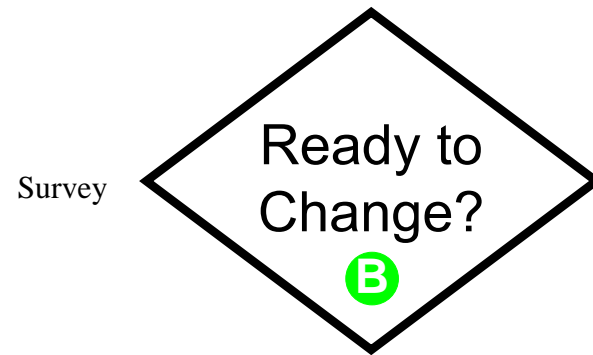


Ready to Change?



Mary Ellen Bucco, MBA

Jill Howard, MS

Kathie Orlay, BS

Acceptance Goals

- With this tool, the user will be able to answer the question: “Do we have the critical success factors in place to begin making the changes identified in Tool A?”
- The answer is based on a survey of key stakeholders regarding critical change acceptance success factors. This snapshot is helpful in gauging the degree of success (or kind of weather) you will experience, as well as addressing barriers.

Flow
Chart



Change Concepts

- Building a strong team is an essential step to ensure success with any change efforts. John P. Kotter writes about the importance of creating a “guiding coalition” which will both launch and sustain the change.^[1]
- Permitting obstacles to block the “new vision” is one of the common mistakes made when introducing complex change to an organization. Hence, addressing potential challenges up front is vital to the outcome of such initiatives.
- Understanding the rationale for change and further how it will impact individuals is another area often overlooked. Helping people identify these aspects of the desired change, will aid in transitioning effectively to a new ED model which will impact your patient safety.
- William Bridges, a renowned executive consultant, remarks that “change is situational... transition is psychological.” ^[2] (see statement 7 on ED D2D Readiness Barometer)

Barometer Instructions

- Ask members of your Emergency Department leadership and other key stakeholders to complete the ED D2D Readiness Barometer individually.
 - The tool should be administered in two phases; Phase I, (statements 1-3) *before* a decision is made to proceed with the change and Phase II (statements 4-7) once the change process is underway.
- Collect all surveys, compile the results, and report both individual and combined scores.
- Compare survey results with the ED D2D Readiness Barometer Interpretation” grid.
- Conduct a discussion about:
 - differences of opinion
 - areas in which potential barriers exist
 - steps needed to ensure preparedness
- Determine whether to move to the next D2D tools or address readiness issues before proceeding.
- Your decision may be to stop at this point.



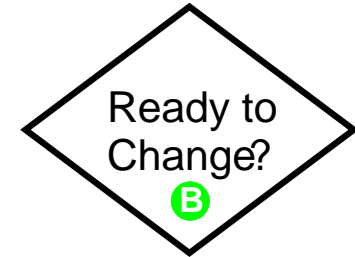
ED D2D Readiness Barometer

Phase I

Critical Change Acceptance Success Factor	True= 10 points	Not True= 0 points
1. We have senior leadership commitment to this ED D2D change initiative, including an executive sponsor and an ED physician champion.		
2. ED staff members understand the need for change, e.g., they are aware of patient complaints, LWOT rate, staff retention or negative image.		
3. People know the outcomes needed from this change and how these impact the overall safety of our patients.		
Total		

These first three statements represent “must haves” in order to gain enough momentum to initiate the change. Refer to Kotter’s book, *Leading Change*, and chapter entitled The Guiding Coalition.^[3]

Gauge and Address Readiness



- Study the “Readiness Scales” and match individual and group scores with the interpretation grid.
- Reference “Planning Tips to Consider” to be certain you cover areas of concern that will impact acceptance.
- Proceed according to the recommendations for the appropriate Phase.

Readiness Barometer: Interpretation

Phase I

Score	Readiness Scale	Planning Tips to Consider
0-20	Stormy	<ul style="list-style-type: none">• Roadblocks will hinder success.• Get CEO commitment and ownership.• Engage leadership in the value of this change before beginning.• Be clear about the impact the ED Redesign will have on patient safety, and the outcomes expected.• Address all of your leadership and executive issues before moving through the organization with this initiative.

If your score is less than 30, create action plans with the recommendations in mind that you find in this Readiness Barometer Interpretation grid, Phase I.

Refer to Brien Palmer's *Making Change Work*^[4] to design methods you can use to increase leadership commitment.

ED D2D Readiness Barometer Phase II

Critical Change Acceptance Success Factor	True= 5 points	Not True= 0 points
4. We have the staff, departments and resources to move forward on this initiative, e.g., a project leader, trainers and clinical staff.		
5. We can measure performance, i.e., LWOTs, Door to Doc times and total visits by disposition.		
6. We have researched success in action, i.e., visiting healthcare systems that have implemented this change.		
7. We know exactly how to embed this change into our organization, so that we will gain acceptance from staff and support departments. We know how to help people through the transition.		
Total		

If your score is 20, congratulations! Proceed with your plans for change, using the Readiness Barometer Interpretation grip, Phase II. Be sure to consider additional tips on sustaining change.

Readiness Barometer: Interpretation

Phase II

Score	Readiness Scale	Planning Tips to Consider
0-5	Rainy	<ul style="list-style-type: none"> • Expect delays. • Expect to provide substantial support to launch the program. • Put together a timeline on which leadership places their “fingerprints” in support of actions needed.
10-15	Cloudy	<ul style="list-style-type: none"> • Start slowly and gain momentum. • Assess the roadblocks and identify impediments to these efforts. • Your organization requires care and nurturing, though this project can succeed with action to remove potential barriers. • Assess the amount of change your organization can take on at this time, and apportion it out appropriately.
20	Sunny	<ul style="list-style-type: none"> • You are ready for this change. Conditions are favorable. • Read and apply what you learn about managing change. • Carefully construct the project plan and launch this effort. • Keep leaders involved and owning the changes. • Use the additional tools mentioned in “Organizing for Change.”

Sustaining Change

- Use information shared in the group to build a plan that will address acceptance issues as you proceed. Continue candid dialogue with those involved.
- Read William Bridge's *Managing Transitions, Making the Most of Change*^[2] about the psychological aspects of a change effort, to remain astute to human behaviors that can impede your progress.
- Consider how you will integrate new employees into the new ED model, to ensure understanding of the process.
- Re-administer the Readiness Barometer later in the process to see whether improvement has been made. Address areas of concern.
- Now proceed to the next tool:

Charter
Skills



Organizing for Change

References

- [1] Kotter JP. *Leading Change*. Harvard Business School Press. Chapter 4: Creating the Guiding Coalition. pp. 51. 1996.
- [2] Bridges W. *Managing Transitions: Making the Most of Change, 2nd edition*. Cambridge, MA: Da Capo Press. Chapter 4: Leading People Through the Neutral Zone. pp. 54. 2003.
- [3] Kotter JP, Cohen DS, *The Heart of Change: Real-Life Stories of How People Change Their Organizations* . Boston MA: Harvard Business School Press; Step 2: *Build the Guiding Team*. pp. 37. 2002.
- [4] Palmer B. *Making Change Work*. Milwaukee, WI: Quality Press; Chapter 1: *Measure Your Organization's Readiness for Change*, pp. 1. 2004.