

Organizing for Change Tool

Charter
Skills



Organizing for Change

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Acceptance Goals

- With this tool, the user will be able to answer the question: “How should we structure and organize our team for a successful implementation?”
- The answer is based on the identification of roles and responsibilities of leadership and others who are involved in the implementation of the D2D Care Process.

Change Concepts

- Change management is a structured approach to change in individuals, teams, organizations and societies that enables the transition from a current state to a desired future state
 - It encompasses planning, oversight or governance, project management, testing, and implementation^[1]
 - The objective is to optimize the collective efforts of all people involved in the change.

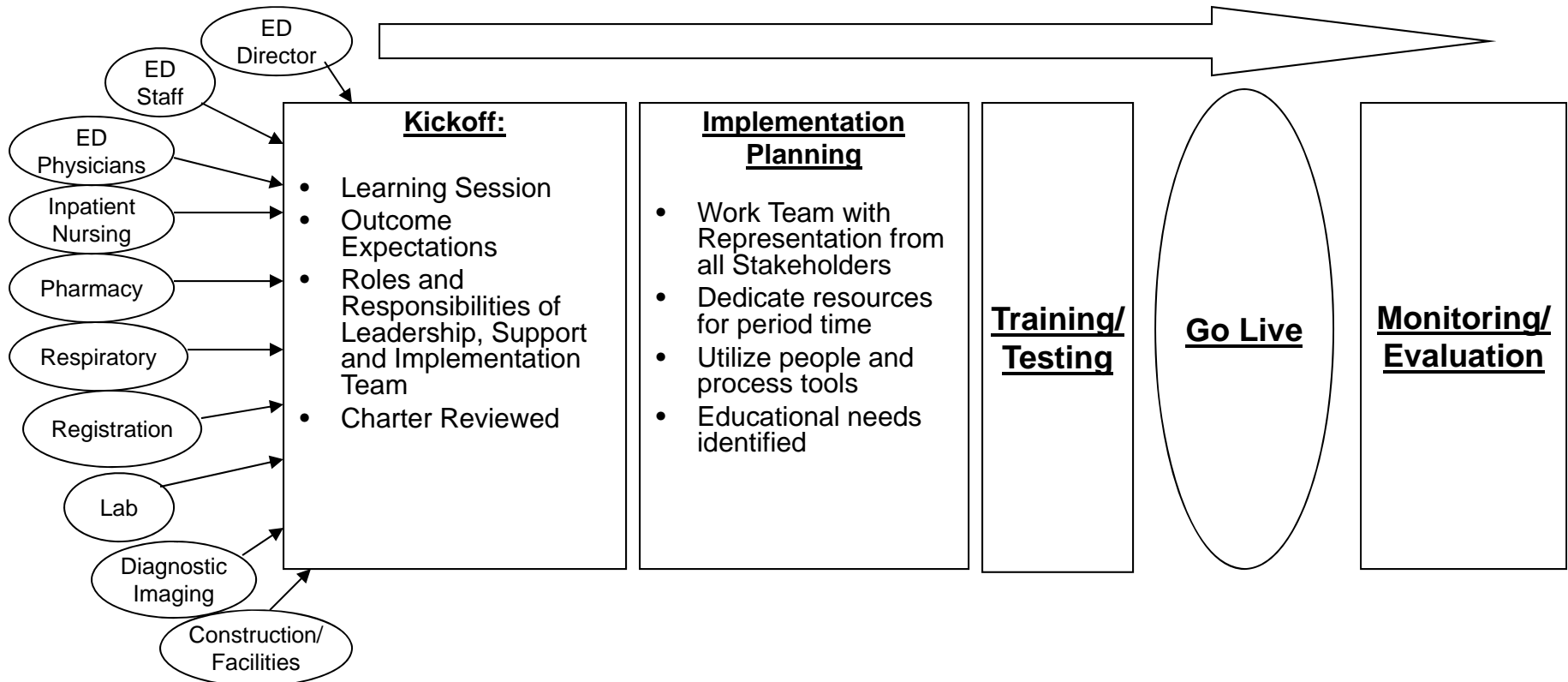
Organizational Lessons Learned

Hospitals that have implemented D2D cite the following success factors:

- Active, committed leadership
 - Administrative
 - Physician
 - Nursing
- Compelling need for change
- Clearly understood, measurable goals
- Appropriate resources
- Collaborative effort with clear roles and responsibilities

Collaborating for Change

Leadership Support: Executive Sponsor, ED Medical Director



ED Implementation Support

Organizational
Development/Education

Management
Engineering

Information
Technology

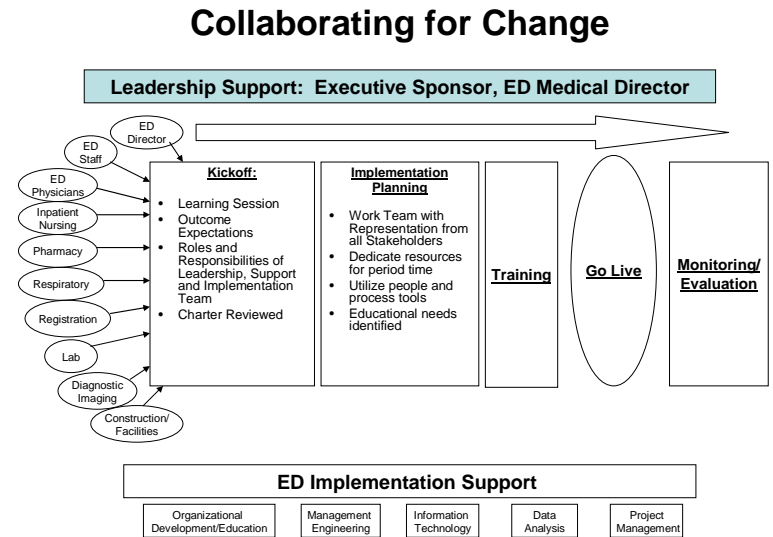
Project
Management

Leadership Support

High level champions for change (e.g., CEO, CMO, CNO, ED Medical Director)

- **Responsibilities**

- Oversee ED implementation work
- Charter groups including team members, purpose, scope, key deliverables etc.
- Remove barriers to implementation
- Ensure that the deliverables are achieved
- Monitor implementation and progress towards measures of success
- Resource and provide appropriate budget

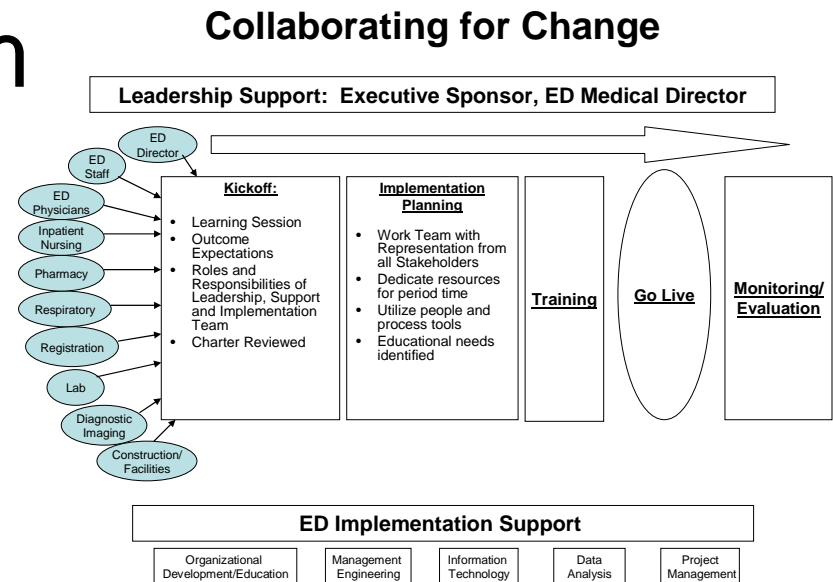


Implementation Team

Key stakeholders that will be impacted by D2D ED process

- **Responsibilities**

- Develop plan to achieve D2D outcomes
- Identify training needs
- Implement the plan
- Report outcome and process measures



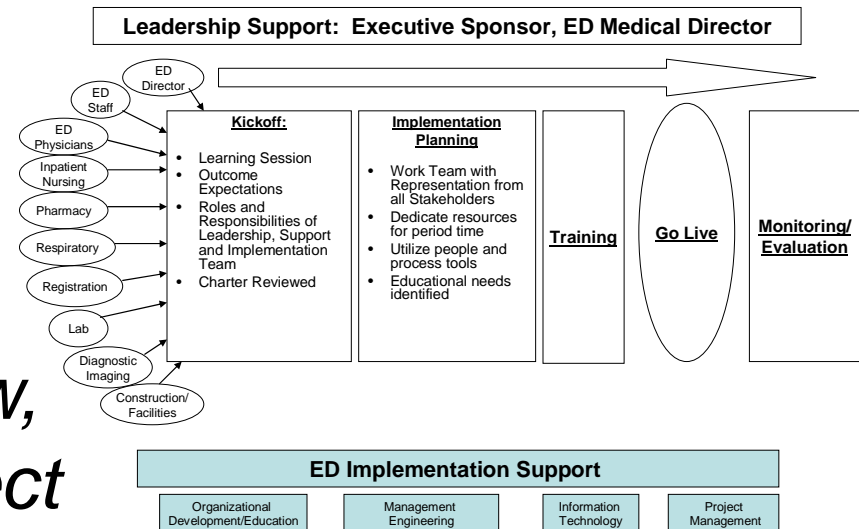
ED Implementation Support

Key expertise in change management, process flow, information systems, project management, and data analysis

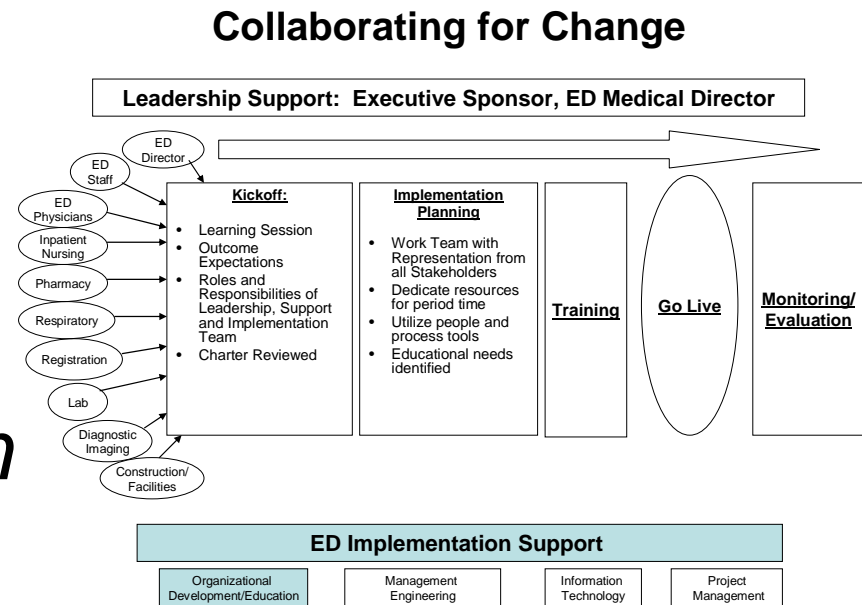
- **Responsibilities**

- Facilitate implementation of the D2D
- Perform analysis prior to kickoff meeting and during evaluation phases
- Document the ED design work

Collaborating for Change



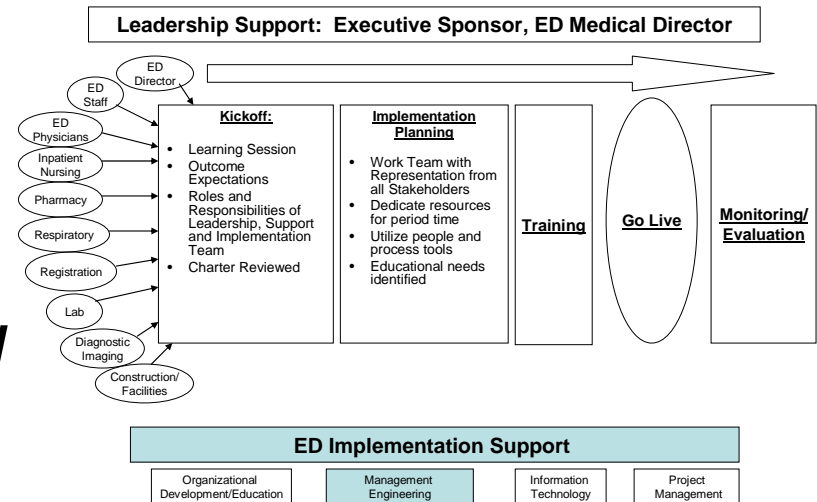
ED Implementation Support: *Organizational Development/Education*



- Trained in change management techniques
 - Facilitate Readiness Barometer discussion
 - Identify barriers to change
 - Recommend actions to gain acceptance
- Develop and deliver appropriate training
- Promote teamwork
- Identify support systems that are missing

ED Implementation Support: *Management Engineering*

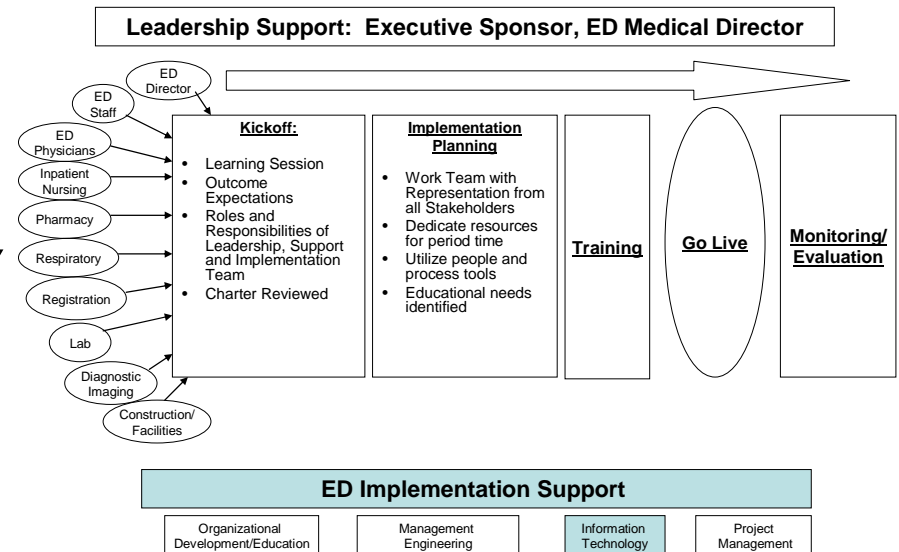
Collaborating for Change



- Trained in Industrial Engineering
 - Apply and interpret analytical tools
- Identify improvement opportunities
- Define solutions to capitalize on these opportunities
- Integrate people, space, technology and process
- Identify metrics for measuring change over time
- Coach and mentor team through the change process

ED Implementation Support: *Information Technology*

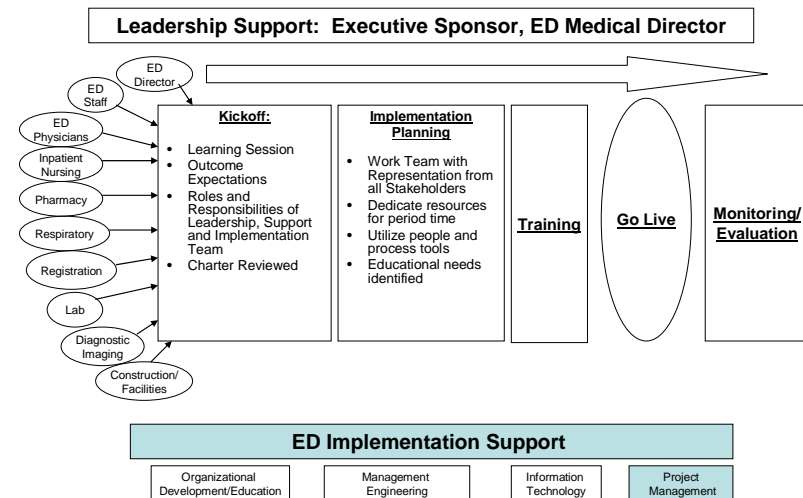
Collaborating for Change



- Provide access to data from ED systems to measure the process
- Make changes to IT systems that are required to support D2D process

ED Implementation Support: *Project Management*

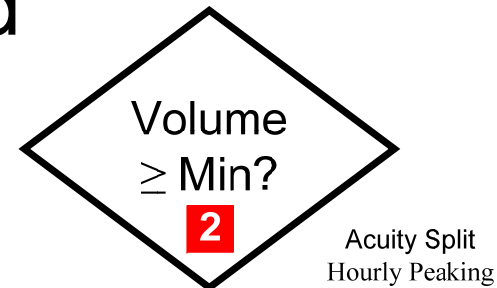
Collaborating for Change



- Work with team on action planning and creating a timeline for implementation
- Keep team on task and meeting timeline requirements
- Monitor implementation against the project plan and initiate corrective action as needed

Next Step

- The team is ready and has support to move forward
- Data collection and analysis occurs before the kickoff meeting so it can be discussed in detail at the meeting
- Baseline measures created
- Proceed to the next step:



References

- [1] FFIEC IT Handbook InfoBase. Booklet: Operations. Appendix B: Glossary.
<http://www.ffiec.gov/ffiecinfobase/booklets/operations/22.html>