

Human factors of change

Recap:

Model for Improvement

When you combine the three questions with the...

What are we trying to accomplish?
How will we know that a change is an improvement?
What change can we make that will result in improvement?

PDSA cycle you get...

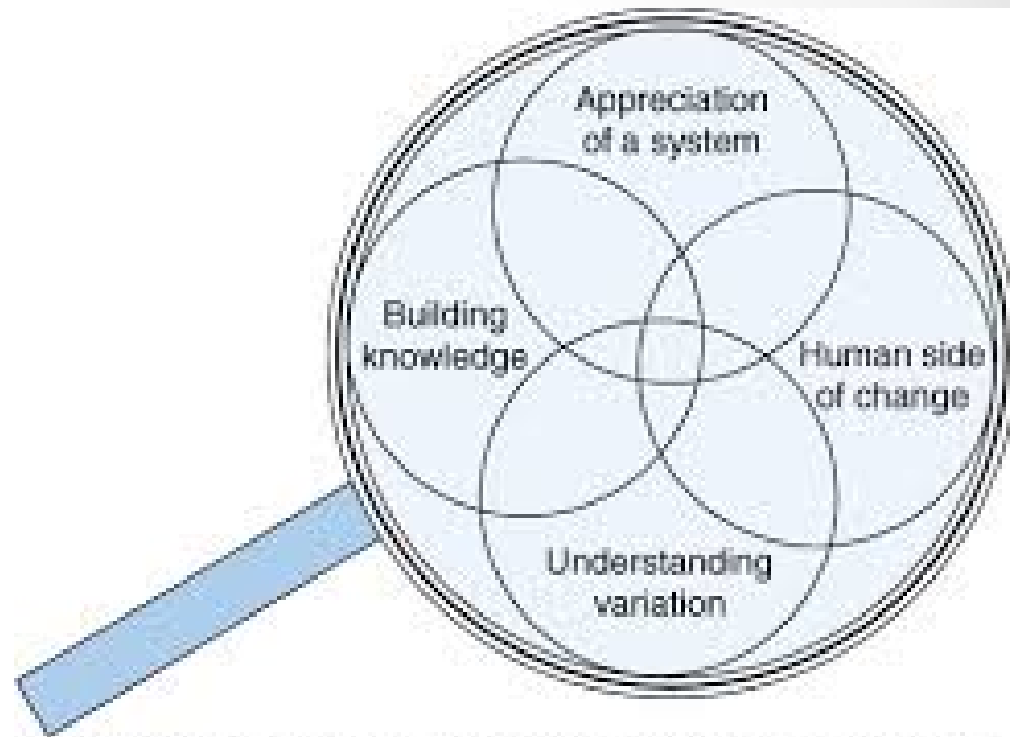


The Model for Improvement – A model for learning and change

G. Langley, et al The Improvement Guide. Jossey-Bass Publishers, San Francisco, 1996: xxi.

Change or improvement?

- “ All improvement requires change, but not all change will result in improvement”
- The case for change
- Change cannot happen without people
- System of Profound Knowledge – the science of improvement

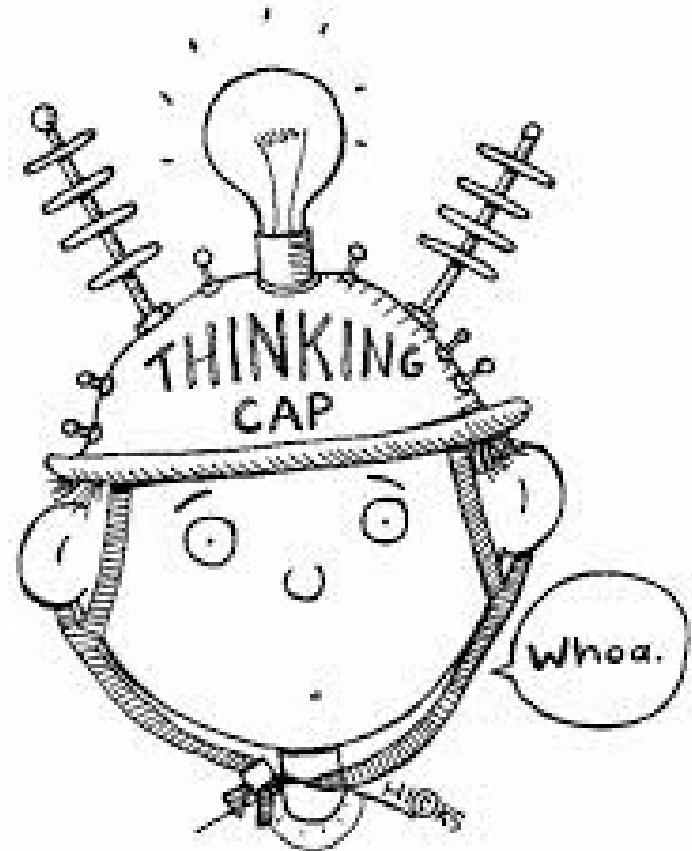


Source: McKean S, Ross J, Dressler DD, Brotman DJ, Ginsberg JS: Principles and Practice of Hospital Medicine. www.accessmedicine.com

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Reflection:

- Think of a change that you have worked to implement
- If the implementation was successful, what do you think made it so?
- If it was not successful, what may have been the challenges and barriers?



- Some statistics state that up to 70% of process improvement projects fail

Why do projects fail?

- Insufficient commitment from senior executives
- No engagement of middle manager
- No engagement of people at point of care
- No clear link between work and company objectives
- No understanding of the behavioural and cultural changes needed to support a process change
- No understanding of the improvement methods needed
- No understanding that improvement is not project, but a way of working



Why do people resist change?

- Do not understand why change is necessary
- Challenge to what they have been doing: we have been working this way for so long, why change?
- Change may mean new risks
- Not invented here
- Have to learn new habits and patterns
- What if I do not know how, or am not successful in the new method?
- Does not fit with how we work here
- Underestimating risk



SWITCH

HOW TO CHANGE THINGS

WHEN CHANGE IS HARD

CHIP HEATH & DAN HEATH

THE BESTSELLING AUTHORS OF **MADE TO STICK**

Who is in charge here?

- Rider: the rational side
- Elephant: the emotional and instinctive side



Rider

- Strengths:
 - Ability to think long-term, to plan, to think beyond the moment
- Weaknesses:
 - Over-analyse and overthink



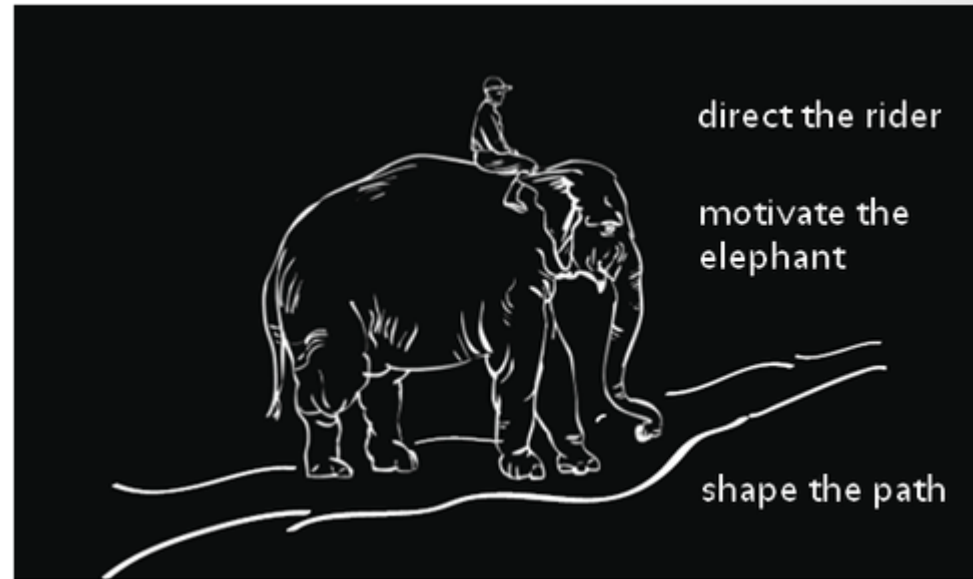
Elephant

- Strengths:
 - Emotion: love, compassion, sympathy and loyalty
 - Tremendous energy and drive
- Weaknesses:
 - Lazy and skittish



Appealing to both

- Rider: Provides planning and direction
- Elephant: Provides the energy
- When elephants and riders move together: change can come easily



A way forward

- **Directing the rider:** Make sure the rider knows where to go, how others got there, and how you'll get there
- **Motivating the elephant:** Knowing isn't enough. Make sure the elephant feels drawn to the change. Make the change small (so it's not intimidating) and encourage a growth mindset ("change is possible").
- **Shape the path:** Change the environment to change the behaviour. Build habits. Behaviour is contagious: surround yourself with others exhibiting the behaviour you want; help is spread.



Look for bright spots

- Who is doing it well?
- Low hanging fruit
- Start small
- Start with one idea
- START!
- Recruit
- Share successes and failures
- PDSA

