Making Change Last

Christian Barry, General Manager, Market Development, EAGM, GE Healthcare

Wade Hunt, Consulting Manager, GE Healthcare Partners

YORN ID: 512
Making Change Last
21 May 2014

Christian Barry
General Manager, Market Development
GE Healthcare, EAGM

Wade R. Hunt
Consulting Manager,
GE Healthcare Partners, EAGM

Imagination at work.
GE Experience …

100% of all changes evaluated as “Successful” had a good technical solution or approach.

Over 98% of all changes evaluated as “Unsuccessful” also had a good technical solution or approach.

What is the differentiating factor between success and failure?
Acceptance and Accountability Are the Differentiating Factors Between Success & Failure

Quality x Acceptance x Accountability = Effective Results

One of the biggest challenges we face in successful implementation and achievement of breakthrough results is gaining a critical level of stakeholder buy-in.
GE Change Acceleration Process (CAP)
Proven model for change management

The Key Dynamic: \[ Q \times A^2 = E \]

The effectiveness of the outcome is equal to the quality (Q) of the solution times the acceptance (A) of the solution.

Change Objectives
- Alignment
- Adoption
- Acceptance
- Achievement
- Accountability
- Actualization

CAP Model
- Leading change
  - Creating a shared need
  - Shaping a vision
  - Mobilizing commitment
  - Making change last
  - Monitoring progress

Current state
Transition state
Improved state

Systems and structures
GE: An Example of Change

**Vision:**
To provide outcomes based solutions that meet our client’s most complex healthcare challenges

**Initial State**
- Unit 1
- Unit 2
- Unit 3

The initial state was that in which each business unit was addressing the client in an uncoordinated manner.

**Current State**

**Solutions**

**Acceptance:** That we need to change to meet the client’s needs

**Accountability:** Business Units success is determined on the others do.
Customer Example
Tangible Benefits

**Improved Patient Experience and Quality of Care**
- Reduced waiting time for the Patients
- Improve quality by simplifying ways of driving best standards of care
- Improved ED Care Pathways
- Improved customer satisfaction and perception of the overall hospital

**Improved Access**
- Increased throughput by applying new models of care
- Reduced waste and inefficiency allowing resource reallocation
- Standardization of processes

**Organization Knowledge and Skills Transfer**
- Reduce costs through greater efficiency, reduced variance, and best practices
- Increased teamwork at the hospital delivering high quality of care
- Improved staff problem solving capability to effectively manage people and processes
- A dedicated, unified and driven management and staff team
How we help organizations through change

Increase Flow
Optimize flow throughout organization to improve the patient experience

Optimize flow throughout organization to improve the patient experience

Metrics/ Data Collection
Improve the accuracy and timeliness of Audit data to understand CS

- Staffing
- Quality
- Flow
- LOS
- Pt Satisfaction
- Overall

Change Management
Driving Sustainable change and supporting the organization of cultural transformation

Clinical Optimization
Ensuring that clinicians are implementing CPG’s and best practice

Leadership Training
Developing Leaders to lead change, hold teams accountable and drive impact

Standardization
Focuses on ensuring that policies and procedure are standardized for optimal outcome
SO WHAT?
NOW WHAT?
Reality of Change

Innovators

Resistors

% of Population

Early Adopters

Late Adopters

Innovators

Resistors
Sustaining Change Is…

80 vs 20

PEOPLE vs PROCESS
Ways Towards Transformational Change

The ability of you and your leadership, through your position of influence, to integrate patterns of knowledge, beliefs and behavior that characterize the organization – shape the culture of healthcare
THINK BIG
START SMALL
SCALE FAST
QUESTIONS