

Take the Leap: How to Facilitate Change Management

**Includes Championing Change
Within Healthcare Through
Operations-Focused Feedback**

Learning To Take The Leap: Embracing Change For Long Term Success

Most companies claim to recognize the importance of change, but actually creating and sustaining change efforts is a daunting process. Organizations and employees comfortable with the status quo often resist venturing into the relative unknown. In addition to being unnerving, change is challenging. Mistakes will almost certainly be made, especially in the early adoption phase before best practices and standard operating procedures are thoroughly established. Your organization might find comfort in stagnation, but make no mistake—this will comfort your rapidly evolving competition as well. Simply put, in today's exponentially evolving environment, businesses must adapt or die. Organizations overly attached to the customs and methodology of today might not be around to see tomorrow. To maximize the likelihood of long-term success, companies must embrace *continuous* change.

Accepting the necessity of change is an important first step, but recognizing when to “take the leap” and enact a change initiative can still prove incredibly difficult. Many of our clients are enticed by the benefits of change, but feel obligated to wait until they have “complete” information, near universal buy-in from diverse stakeholders, and a secure foundation of their core values before implementing a real-time feedback and goal-setting platform. While it's certainly important to have these pieces in place (half-hearted change efforts are destined for failure), we have seen companies crippled by execution paralysis, thinking, “at some point in time we will have full information, and that's when we'll act.”

Waiting for “full,” “complete,” or “perfect” information can be devastating because this concept hinges on the false premise of information symmetry. We tend to view information as symmetrical, meaning our present-day selves think that our not-too-distant future selves will have all the necessary information to make a fully informed decision.

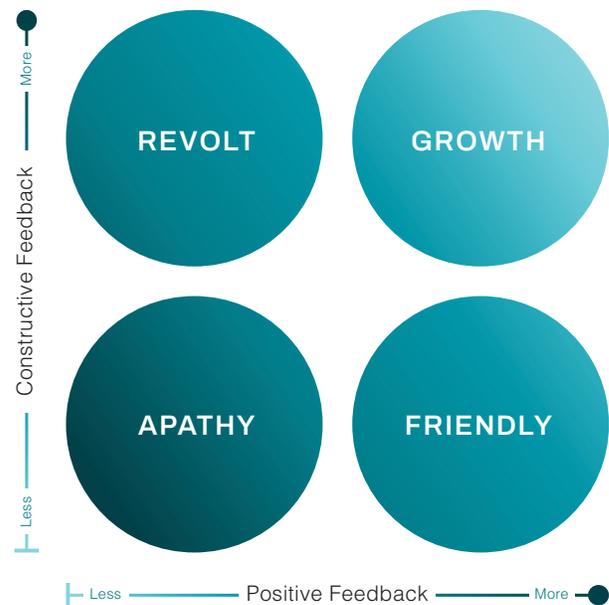
We falsely believe that at this point in time, we will be armed with all the facts to secure unanimous stakeholder buy-in. This outlook creates a never-ending loop of stagnation that stalls innovation and thwarts agile development. In reality, the present is, and always will be, full of unknown variables, imperfect information sources, and constant change.

After dispelling the myth of symmetric information, organizations must identify the essential elements they absolutely need in place before moving forward with a change initiative, knowing that the absence of these elements will cause change implementation failure. Any supplemental information beyond the scope of the necessities is obviously helpful, but organizations must consider the cost of stagnation: what opportunities are you missing out on by waiting to enact this change effort?

Furthermore, information acquisition is costly. Organizations may desire additional information before proceeding, but this requires additional time and resource expenditure. All the while, competition is improving. The question, “Can we afford to enact this change effort?” should fully encompass, “Can we afford *not to?*”

FEEDBACK CULTURE MATRIX

Our consultants guide your organization's change management process by understanding the organization's specific business goals and feedback culture. We help you take the leap to achieve growth-level results.



Our team can help you throughout the entire change process, from conception to long-term continuation. We take a three pronged approach to supporting change efforts.



TECHNOLOGICAL

The Thinaër real-time feedback and goals platform provides all employees with a voice and the ability to communicate with all others in the organization. Employees gain the ability to spread their change initiatives organization-wide.

Though change involves new or unknown experiences, it is, paradoxically, one of the few constants in our lives. Change is all around us—no person, organization, or process remains the same forever. Ultimately, we can resist change in a futile attempt to prevent the inevitable, or we can embrace change to reap its benefits and seize control of our futures. On an organizational level, this difference in attitudes towards change can define the difference between an antiquated company and an innovative industry leader.



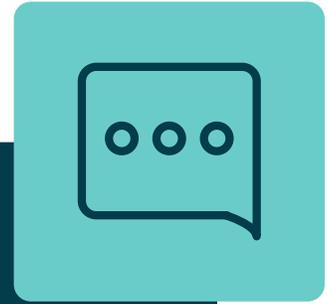
ANALYTICAL

Our team analyzes usage data to provide progress updates on change efforts, identify areas of excellence, and highlight areas where change is needed most.



CULTURAL

Our team of consultants encourages hierarchical flattening and cultivates openness and honesty to destroy silos and counterproductive segmentation. By championing a mantra of continuous improvement, we help you most effectively leverage our technology to ensure change efforts are supported and organizations remain forward thinking.



CASE STUDY

Championing Change Within Healthcare: Expanding to Entities

Powerful long-term benefits are created when change leaders are empowered with Thinaër's real-time feedback technology and insights. We have [written previously](#) about the patient care improvement resulting from Temple University Health System's (TUHS) embrace of real-time feedback. "Change leaders," or respected employees committed to continuous evolution in search of improved performance, are essential to implementing and sustaining change efforts.

Dr. Gordon Morewood, Professor and Chair of the Department of Anesthesiology and Anesthesiologist-in-Chief, serves as a prominent champion of change for TUHS and he exemplifies the spirit of continuous improvement that is so essential to the real-time feedback process. Instead of [growing complacent after successfully introducing real-time feedback](#) to his anesthesiologists, residents and nurses, Dr. Morewood is helping expand real-time feedback to entities. Real-time feedback benefits are now available to entire groups as well as individuals. Entity-wide feedback allows for even greater performance improvement because feedback can be provided and received over a more complete span of the patient experience.

Feedback now flows from individuals to the following TUHS entities in an "always-on" survey-like format:

- Administrative staff
- Intraoperative Processes
- Perioperative Processes
- Schedule Runner
- Tech Support

Dr. Morewood and Thinaër formulated a corresponding set of key behaviors for each entity to provide the same degree of feedback specificity granted to individuals. Entity-wide feedback ensures recognition of noteworthy occurrences, even if feedback cannot be traced directly to a single employee. Feedback relevant for entire groups of TUHS is no longer constrained to a single recipient.

CASE STUDY

Entity feedback provides a totally new set of viewpoints with which to expose problem areas and disseminate excellent approaches to patient care. It enhances individualized information, allowing TUHS employees to attain personal performance goals and tailor behaviors to holistically benefit the organization. For this reason, entity feedback helps synthesize and coordinate large-scale change efforts. Groups can share best practices to improve patient care on a holistic level rather than a segmented one.

Overall patient satisfaction is an experience which cannot be neatly siloed between groups. Increasing dialogue between different TUHS groups optimizes the patient experience from start to finish, not just during interactions between anesthesiologists. Dr. Morewood may not work directly with employees in other entities, but their actions at any juncture throughout the patient care process impact his ability to provide value-based care. For example, a member of the staff recently provided feedback to the overall Perioperative Processes Group, specifically regarding the Boyer Operating Room.

The feedback read:



Behavior

Required personnel and equipment are present on arrival in the recovery room.



Rating

1 (on a 5-point scale)



Comment

Patient pickup took 30 minutes to pick up transport slip from main OR desk. This led to a late start for 7:30 case.

Thanks to entity feedback, the feedback provider did not have to know which Perioperative Processes employee caused a delay in order to highlight a patient care issue. Entity feedback provides essential transparency to prevent sentinel events and maximize satisfaction.

Entity feedback provides an incredibly robust data set which can be segmented and analyzed to generate improvement at essentially any level of granularity. Recurring issues or pain points can be corrected on a group-wide basis. Larger, process-based inefficiencies can be highlighted and eradicated. Our analytics team reviews data to provide further usage insights. This allows us to collaborate with Dr. Morewood and other leaders at TUHS to create ongoing action plans and communicate effectively to the staff, creating an environment of transparent continuous quality improvement. For instance, one of the action items Thinaër recommended and supported for TUHS was an initiative to train desk staff regarding sending and picking up patient transport slips. Addressing staff training issues in a timely manner improves patient experiences and outcomes in addition to reducing operational costs.

Thinaër helps Dr. Morewood disseminate his message of change, provides analytical insights to optimize the change efforts, and helps align TUHS culturally to create a conducive change environment. Our team is proud to play a role in improving patient outcomes. Dr. Gordon Morewood's embrace of real-time feedback provides a salient example of Thinaër's change leadership empowerment capabilities.

We hope to have repositioned how you view both change and stagnation. If you accept that change is both a necessity and inevitability, your organization should work to optimize the change process to maximize benefits and minimize struggles and setbacks. Our team specializes in actualizing change efforts, and we hope our change framework and real-life examples of prior and ongoing success will allow us to devote our resources to helping your team. For additional information on how we can help your organization create lasting change, [click here](#).

Thinaër

Thinaër solves complex organizational challenges with a holistic solution that integrates proprietary data collection technology, analytics, and strategy consulting. We partner with leaders from Fortune 500 firms, large healthcare organizations, and multi billion-dollar companies.

With each engagement, we leverage our data collection technology—which integrates machine-data with human feedback—to develop a 360° view of the organization. We use these insights to inform our consulting approach, designing solutions that align with the organization's best opportunities and greatest needs.

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