HRET HIIN Virtual Event
Foundations for Change Fellowship

Wednesday, May 9 Call #8
11:00- 12:00 p.m. CT
Welcome and Introductions

Mallory Bender, Program Manager, HRET
Agenda

11:00-11:05  Welcome and Introduction  Mallory Bender, HRET

11:05-11:15  Action Period Discussion  Kathy Duncan, IHI
  - Build a PDSA ramp around one change idea OR categorize your change ideas by testing, implementing, or spreading.
  - PS 103- Lesson 1: Understanding the science of human factors

11:15-11:45  Transitioning to Adoption  Kathy Duncan, IHI
  - Explain the differences between a coaching and commanding management style.
  - List two ways to take a coaching approach with direct reports.
  - Describe the 5 Elements of Coaching

11:45-11:55  Next Steps  Kathy Duncan, IHI
  - Suggested Tasks
  - Assignment for Call 9
  - Final Project Report Due Date and Reminders
<table>
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<th>Date</th>
<th>Content</th>
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<tr>
<td><strong>January 17</strong> – Set Up for Success</td>
<td><strong>March 28</strong> – Practical Strategies</td>
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<td><strong>January 31</strong> - What are you trying to accomplish?</td>
<td><strong>April 11</strong>- Implementation</td>
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<td><strong>February 14</strong> – What changes can we make that will result in improvement?</td>
<td><strong>May 9</strong>- Transitioning to Adoption</td>
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<td><strong>February 28</strong> – How will we know that a change is an improvement?</td>
<td><strong>June 6</strong>- Essential Tool Kit</td>
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<td><strong>March 14</strong>- Testing Vs. Implementation</td>
<td><strong>July 11</strong>- Celebration and Wrap up</td>
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**Wednesdays 11:00- 12:00 PM CT**
Objectives

• Understand strategies in adoption
• Explain the differences between a coaching and commanding style.
• List two ways to take a coaching approach.
• Describe the 5 Elements of Coaching
• Understand strategies in adoption
❑ Complete 5 of the assigned IHI Open School lessons

❑ Submit a Project Summary
  ❑ Word Template:  
    http://www.ihi.org/education/IHIOpenSchool/Courses/Documents/HRET%20HIIN%20Project%20Summary%20Template.docx
  ❑ PowerPoint Template:  
    http://www.ihi.org/education/IHIOpenSchool/Courses/Documents/HRET%20HIIN%20Project%20Summary%20Template.pptx

❑ Attend at least 8 of the 10 Fellowship Calls
How can I help you?

LiveChat
Coach

• Definition (verb)
  – To give instruction or advice in the capacity of a coach; to instruct

• “Coaching is unlocking people’s potential to maximize their own performance. It is helping them to learn rather than teaching them.”
  – John Whitmore, coaching expert

• Think back to a great coach you’ve had in your life
• Lets talk about ways you can be that coach for others...
What comes to mind when you hear the word “COACH”
Coaching vs. Commanding
What comes to mind when you hear the word “COMMAND”
The Continuum of Approach & Style

Socratic to Descriptive

- Experienced
- Beginner

Routine to Emergent

- Engaging
- Collaboration
- Very Complex
- Fluid

- Controlling
- Compliance
- Less Complex
- Rigid

Adaptive: Help Coachee to think for self

Collaborative: Think with coachee

Directive: Think for coachee
You Decide

• Is this an opportunity to Coach or Command?
You Decide

Is this an opportunity to Coach or Command?
You Decide

Is this an opportunity to Coach or Command?
You Decide

Is this an opportunity to Coach or Command?
Coaching

• **Why:** Improving Patient Care is a Team Sport. Everyone has a role and they need the skills to be successful.

• **What:** “Coaching in its truest sense is giving the responsibility to the learner to help them come up with their own answers.”

  —Vince Lombardi
The 5 Elements of Coaching

- Presence
- The Objective
- Action and Agreement
- Interaction
- Timely
Elements of Coaching

 Presence

• Presence: Know yourself, know your people, be in the work
  – Observe directly to know what people are specifically doing
  – Go there!
Elements of Coaching

The Objective

• Objective – What do you want to accomplish?
  – Be specific about the coach-ee’s role:
    • What do you want them to do?
    • “take these 3 adapted triage sheets and utilize on the next 3 admissions…..”
Elements of Coaching

Timely

• Timeliness: Immediate intervention is the most effective
  – “May I work with you on the next admission?”
  – “How did the adapted triage sheets go this morning?”
Elements of Coaching

Interaction

- Interaction: Active Inquiry
  - Diagnostic Questions
    - Open, exploring the thinking of the coach-ee
  - Suggestive Questions
    - Making a suggestion through a question (be careful)
  - Process oriented questions
    - How are we doing? Am I being helpful?

*Humble Inquiry: Edgar Schein*
Elements of Coaching

Action and Agreement

• The Action
  – What happens next?
  – Reflect, discuss, and follow up
    • “I will come by tomorrow and see how it went”
    • “Let’s get together on Friday and I will ask you to let me know how it goes”
The 5 Elements of Coaching

- Presence
  - _______

- The Objective
  - _______

- Action and Agreement
  - _______

- Interaction
  - _______

- Timely
  - _______
As you go about ‘improving’....

• What is it you want your communication to accomplish?

• Think of each group as a different experience

• Where are you in the improvement journey?

• What do they need to know?

• What do they want to know?
The WAY We **Communicate** is Important

SHARE INFORMATION  SHAPE BEHAVIOR

*Adapted from Ashkenas, 1995* (by, Sarah W. Fraser)
The WAY We Communicate is Important

SHARE INFORMATION

General Publications
Flyers
Newsletters
Videos
Articles
Posters

Personal Touch
Letters
Cards
Postcards

Interactive Activities
Telephone
Email
Visits
Seminars
Learning sets
Modeling

Public Events
Road shows
Fairs
Conferences
Exhibitions
Mass meetings

Face-to-face
One-to-one
Mentoring
Seconding
Shadowing

SHAPE BEHAVIOR

Adapted from Ashkenas, 1995
by Sarah W. Fraser
“Adoption” is a powerful word

What does the word adoption mean to you?
Adoption is the act of taking something on as your own. Adoption usually refers to the legal process of becoming a non-biological parent, but it also refers to the act of embracing ideas, habits or free kittens.

Vocabulary.com
Adoption
Can We (I) Facilitate Adoption?

Utilize a sequence of activities that guide the development, test period, and implementation of an improvement
Adoption is a SOCIAL thing!

A better idea…

…communicated through a social network…

…over time
Understand the Social System

Five variables affecting the rate of adoption of new ideas (Rogers):

1. Attributes of the change
2. Type of adoption decision
3. Communication channels
4. Understanding of the social system
5. Promotion efforts (leadership)
Attributes of an Idea that Facilitate Adoption

- **Relative Advantage** (evidence from testing that idea is better)
- **Simple** (how easy to understand idea; less than 5 steps)
- **Trial-able** (how easy to test the idea)
- **Compatible** (reflects values of adopter, structure, and practices)
- **Observable** (how visible is the change and results)

Create Adoption Mechanisms

• Engage leadership
• Build a communication plan
• Identify and utilize existing networks and social systems
• Foster a culture of urgency and persistence
Stages of Adoption

1. Awareness
2. Persuasion
3. Decision
4. Implementation
5. Confirmation

MATCHING COMMUNICATION-STRATEGY ACTIVITIES TO STAGE OF DECISION PROCESS OF THE ADOPTER

- Broad marketing and communication

Awareness
MATCHING COMMUNICATION-STRATEGY ACTIVITIES TO STAGE OF DECISION PROCESS OF THE ADOPTER

- Awareness
  - Broad marketing and communication

- Persuasion
  - Data Feedback
MATCHING COMMUNICATION-STRATEGY ACTIVITIES TO STAGE OF DECISION PROCESS OF THE ADOPTER

- **Awareness**
  - Broad marketing and communication

- **Persuasion**
  - Data Feedback

- **Decision**
  - Case studies, individualized communication
MATCHING COMMUNICATION-STRATEGY ACTIVITIES TO STAGE OF DECISION PROCESS OF THE ADOPTER

- **Awareness**
  - Broad marketing and communication

- **Persuasion**
  - Data Feedback

- **Decision**
  - Case studies, individualized communication

- **Implementation**
  - Tools and Resources
  - Access to technical expertise
## Matching Communication-Strategy Activities to Stage of Decision Process of the Adopter

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<th>Activities</th>
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<td>• Broad marketing and communication</td>
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<td>• Tools and Resources, Access to technical expertise</td>
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<tr>
<td>Confirmation</td>
<td>• Feedback from Leaders, data on performance</td>
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• May 23 Office Hour Call: it would be great to have 3-4 project templates to discuss on the call. Send to me by May 16 (1 week before call)

• June 6 Call: QI Essentials Toolkit. If you have one of the following tools that you have completed, please send to me before May 29 (Friday before Memorial Day)  Kduncan@ihi.org

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<td>Failure Modes and Effect Analysis</td>
<td>Project Planning Form</td>
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<td>Flowchart</td>
<td>Run chart and Control chart</td>
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<td>Histogram</td>
<td>Scatter Diagram</td>
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How can I help you?

kduncan@ihi.org
• **Suggested Tasks**
  
  – The Blind Spot by Dave Munch, Part 1 and 2:  
  
  – Find an opportunity to ask a prompting question (as described in the Blind Spot, part 1) to a member of your staff.
  
  – Utilize a sequence of activities that guide the development, testing and implementation of an improvement
  
  – IHI White Paper: Sustaining Improvement

• **Assignment for Call #9**
  
  – QI 201: Lesson 1--How Change Spreads
  
  – Project Template due June 9
Mallory Bender, Program Manager, HRET
THANK YOU!