

Leading Change in the Clinic

And Getting the Resources You Need to Support It

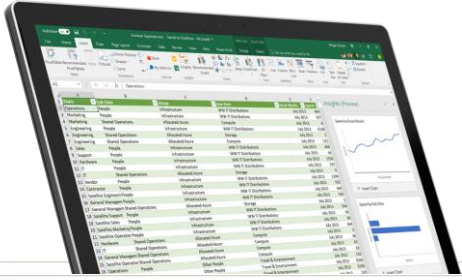
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Outline

- Types of change
- Difficulty with change
- Justification for change
- Communicating a case for change
- Tips for success

What kind of change
are we talking about?

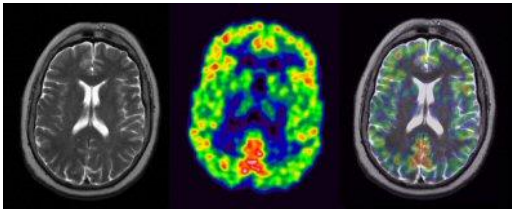
Workflow or process



New test equipment



New technology



New staff



Resident

Staff Physician

RSO

Problems with change

- The first reaction to change is typically fear.
- There's a negative bias. We assume failure is likely.
- Change is difficult and it requires effort.
- Funding may be limited or nonexistent
- Insufficient evidence has been presented to support change efforts



Justification for Change

- The problem must be well defined
- Possible solutions must be considered
- Detail advantages of the change – qualitative and quantitative
- Understand risks associated with the change
- Fully understand all costs
- Have a plan

Making a Business Case

- Formal, usually written proposal or presentation including all justification items
- After working through each section required for a justification, write an executive summary, which will be the first item in the business case



Example Business Case

Challenge or goal

- What are we solving or pursuing?
- What does this solve or what opportunity is presented?
- What is the impact?
- How does the solution presented address these items?
- What is needed?

The test equipment is end of life and is no longer supported by the manufacturer.

Patient volume has increased 10% over the past 18 months.

There is a new accreditation requirement that must be met.

Example Business Case

Solutions

- What options were considered?
- Why was this one selected?

5 software solutions were evaluated. The product chosen has the best options for our clinic.

- Compatible with existing infrastructure
- Customizable data fields
- Lower cost

Example Business Case

Costs

What is the total cost for materials and labor?

How will this be funded?

For equipment, when does it depreciate?

What is the total cost of ownership? Is there maintenance?

Are there any hidden costs?

The initial equipment cost is \$75k with an annual maintenance cost of \$5k. Repairs are under warranty for 24 months and then charged at a rate of \$250/hours.

The annual salary of a new physicist is \$170k with a benefits cost of \$34k per year and an annual increase of 3%. For the net new physicist to complete clinical duties, \$25k of test equipment must be purchased with an ongoing maintenance fee of \$2k/year.

Example Business Case

Benefits and Risks

What are the benefits to the patient?

What are the benefits to the department or organization?

What risks could affect the project?

This is the first FDA-approved therapy for cancers of this type.

The new test equipment automatically transfers data to our department database. This allows greater efficiency and accuracy.

Although a thorough analysis has been completed, it is possible to encounter unexpected costs or delays in implementation.

Example Business Case

Timeline

How long will it take to implement?

How long will it take to achieve benefits?

How much staff time is involved?

Construction will last for 6 weeks. Installation of the new equipment will be completed in 1 week. Physics acceptance testing will take 2 weeks to complete. Permitting is required prior to first clinical use and has historically taken 30 days from completion of installation for approval to treat patients.

Following 1 week of applications training on new test equipment, immediate efficiency gains of 10% of staff time.

Example Business Case

Executive Summary

Include a succinct explanation of the purpose or scope of the proposal.

Identify what is involved.

Characterize the return on investment.

What is the strategic need for this?

Strategic needs may be:

Cost avoidance

Cost reduction

Change of process or nature of work

Increased and sustainable workload

Breakdown of existing equipment

Increased costs in the current state

Managing Change –

- When changing workflows or processes, it is imperative to:
 - Recognize embedded tensions and paradoxes
 - Involve everyone in the department
 - Hold everyone accountable
 - Address the culture explicitly

Tips for Success

- Make your case clear and interesting, consider telling a story
- Highlight value and benefits
- Don't overwhelm the audience/decision maker with too much detail or data – include strategic evidence
- Where appropriate, try to build buy-in ahead of time
- Include scientific support, but make sure the data is complete and unbiased



Instead of "change is hard"...

Adaptation is the rule of existence,
not the exception.
