

Methods for Overcoming Barriers and Techniques for Multidisciplinary Change

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Barriers to Change

- Who has experienced pushback when changing processes?
- Who has introduced a safety tool, but staff don't use it?
- Implementing safety initiatives involve asking people to change their current processes

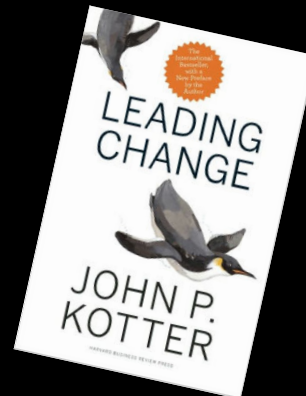
Why Talk about Multidisciplinary Change?

- Change is hard...and harder when more people are affected
- Highly interdependent field
- Safety initiatives => multiple staffing groups
- Need strategies to overcome barriers



Introduction

- Framework for successfully implementing changes
- Multiple techniques
- Scale of change
 - Larger-scale: all 8 steps
 - Smaller-scale: some more relevant
- Applicability
 - Larger institutions
 - Smaller institutions



Kotter, J. P., *Leading Change*. Boston: Harvard Business School Press, 1996

Introduction

- Examples from my institution
 - Incident learning system (2013)
 - Q&S program
 - 13 large projects, 299 individual practice improvements

- Caveat #1: Didn't do this alone
 - Driven by department leadership
 - University of Colorado IHQSE
 - AAPM members
 - AAPM training and guidance

- Caveat #2: Still challenging

Schubert, et. al "Practical implementation of quality improvement for high dose rate brachytherapy" PRO 2015
Schubert, et. al "Implementation and operation of an incident learning system across a newly created health system" JACMP 2018
<http://www.ucdenver.edu/academics/colleges/medicalschoo/PatientCare/quality/InstituteForQuality/Pages/instituteforquality.aspx>

Framework for Change

- Kotter's 8 step model
- Professor emeritus
Harvard Business School
- Studied business
organizations and why
initiatives failed
- Generated a practical
framework for change



Establish a Sense of Urgency

- Which would you say yes to?

Option 1:

“Let’s stay late after work to learn how to open our (direct-shielded) vault doors in an emergency”

Option 2:

“We lost power and patients were stuck in the rooms. Only a couple of us knew how to get them out quickly. Let’s do some training so that we’ll all know what to do in the future”

Establish a Sense of Urgency

- Identify a clear purpose and motivating factors

- Bottom line: what’s the point
- Overall and specific factors

- Choose wisely

- Start with low hanging fruit
- Manageable scope
- Feasible to achieve

Examples

Safety

- Incidents
- Near Misses
- Unsafe Conditions
- Prospective Risk Assessment

Experience

- Patient
- Staff

External Entity

- Regulation
- Accreditation
- Recommendations

Form the Guiding Team

- Can't do everything alone, especially multidisciplinary efforts
- Who to Include
 - Affected
 - Power to block progress
 - Champions
 - Resistors
- Attributes
 - Expertise of the processes
 - Credibility to affect change
 - Safety: focus on improvement
 - Function together as a team

Establish the Vision

- People generally won't change unless
 - Believe a change is needed
 - Proposed solution is better
- Inspire and align actions
- Clear, compelling statement of where the effort is leading
- Which vision would you change for?

Option 1:

"We want to start recording incidents in our new incident learning system"

Option 2:

"We want to implement an incident learning system so that we can all contribute to improving quality and safety for our patients and ourselves"

Communicate the Vision

- Critical for reaching all staff

Patterns of Ineffective Communication

Using a small fraction of communication methods

Coming from only one person

Acting inconsistently with the vision

Ideas for Effective Communication

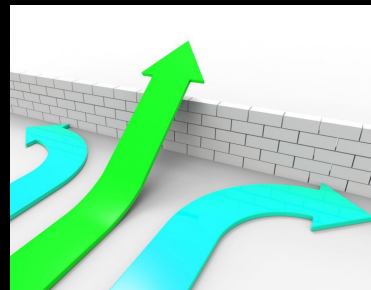
One-on-one, small group meetings, large group meetings, emails, bulletin board, internal website

Rely on guiding team, high power stakeholders

Walk the talk, rely on champions

Empower Staff and Remove Obstacles

- Change requires action
- Prevented because of obstacles in path
- Pre-emptively identify and remove barriers



Generate Short Term Wins

- Sustainable change takes time...especially if scope is large
- Need to keep up momentum
- Plan short term goals and celebrate when meet them
- Key tips: low bar, highly visible, related to change effort

Capitalize and Drive More Change

- Visible results lend credibility
- Important of choosing wisely and generating short term wins
- Share results if change is going well
- Make adjustments in response to feedback
 - Want new practices to be superior to the old
 - Engage staff for sustained buy in



Embed in the Culture

- Changes should become the new normal
- Should feel strange to revert to old practices
- Make conscious attempts to demonstrate that new practices are better
- Prepare to revisit



Summary

- Quality and safety initiatives often affect multiple staffing groups
- Involves asking people to change...which is hard
- Various techniques have been presented
 - Use upfront to try to plan for and overcome barriers
 - Focus on convincing, communicating, and sustaining change

Thank You!

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