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

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 evolution of an incident learning system in a newly created health system” JACMP 2018
http://www.ucdenver.edu/academics/colleges/medicalschool/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 the Urgency
- Form the Guiding Team
- Establish the Vision
- Communicate the Vision
- Remove Obstacles
- Generate Short Term Wins
- Drive More Change
- Embed in the Culture

Create Buy In
Make Change Happen
Make it Stick
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”

- 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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