



Organizing for Change

There is solid evidence that leadership engagement and focus drives improvements in health care quality.¹ In order to achieve improvements, organizational leaders must do more than say change is a priority; they must plan and execute a systematic process for making change happen. This includes setting a vision for the change they want to see, building will and staff buy-in for change, developing staff capability to implement change, and utilizing existing resources in new ways.

Steps for Leaders

1. Establish a Vision, Goal and Strategy for the Change You Want to See

2. Effectively Communicate, and Internally Campaign, for Change

- Develop a clear and concise message that communicates:
 - What we want to achieve
 - The change we need to make
 - Why it is important
 - How it supports achievement of organizational aims
- Communicate the message widely and frequently
- Create organizational “buzz” by telling stories
- Establish employee recognition plan

3. Establish and Oversee Specific Improvement Aims at the Highest Level

- Formal board adoption of vision and goal
- Standing agenda item on senior administrator meetings where:
 - Performance data is regularly reviewed
 - Data-driven decision making is the norm

4. Choose capable leaders to manage change at the senior and day-to-day level

- Chief Financial Officer:** Make the Chief Financial Officer a Quality Champion. Budget for Quality and Patient Outcomes
- Clinician Mentor:** Identify senior clinician to train and mentor staff on-site to facilitate rapid implementation of evidence-based clinical practice
- Day to Day Management:** Identify senior front-line staff to support systems change and build staff capacity at the front-lines of care
- Quality Committee:** Task Quality Committee to oversee improvement efforts

5. Channel Personal Leadership Attention to Improvement

- Executives communicate to staff what is important through their actions. Prioritize calendar to meet with project leaders, review performance data, provide encouragement, and help team overcome barriers

The use of a set of performance measures that describe rate or quality of current practice and outcomes can serve to communicate care priorities to staff and drive improvement. Performance measure results can be used to identify gaps in care and to plan strategies for improving the quality of care and ultimately health outcomes.

¹ Swensen S, Pugh M, McMullan C, Kabcenell A. *High-Impact Leadership: Improve Care, Improve the Health of Populations, and Reduce Costs*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2013 (Available at ihi.org)

