
EQ FOR THE ED: Change Management And Communication

WHEN THE SOFT STUFF IS THE HARD STUFF

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60-70% of change management initiatives fail.

ROAD MAP FOR TODAY

- Leading Change: Change Management Basics
- Strategies of Successful Communication
- Sustaining Change Efforts: Project and Meeting Management
- Wrap-up



AN ACTION PLAN FROM THE WORLD'S
FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading Change



John P. Kotter

HARVARD BUSINESS SCHOOL PRESS

LEADING CHANGE

ESTABLISH
a sense of
urgency

*Identify and discuss crises, potential
crises, or major opportunities*

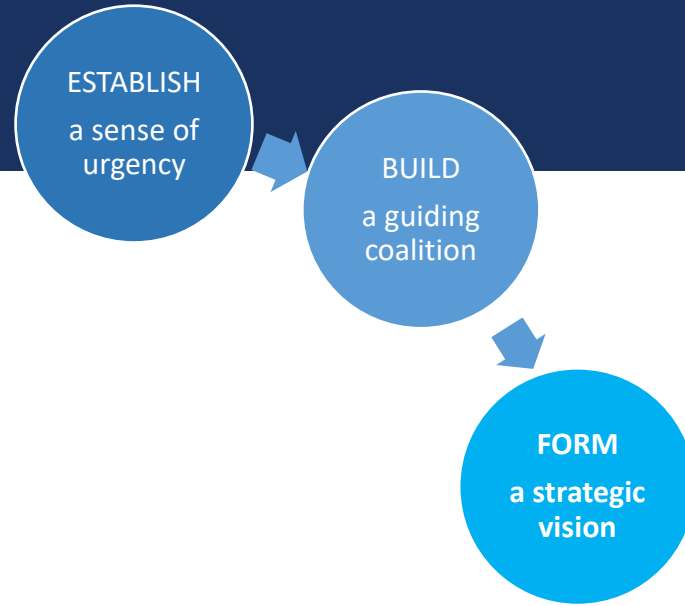
LEADING CHANGE

ESTABLISH
a sense of
urgency

BUILD
a guiding
coalition

- *Assemble a group with enough power to lead the change effort*
- *Encourage the group to work together as a team*

LEADING CHANGE



- *To help direct the change effort*
- *Develop strategies for achieving that vision*

LEADING CHANGE

ESTABLISH
a sense of
urgency

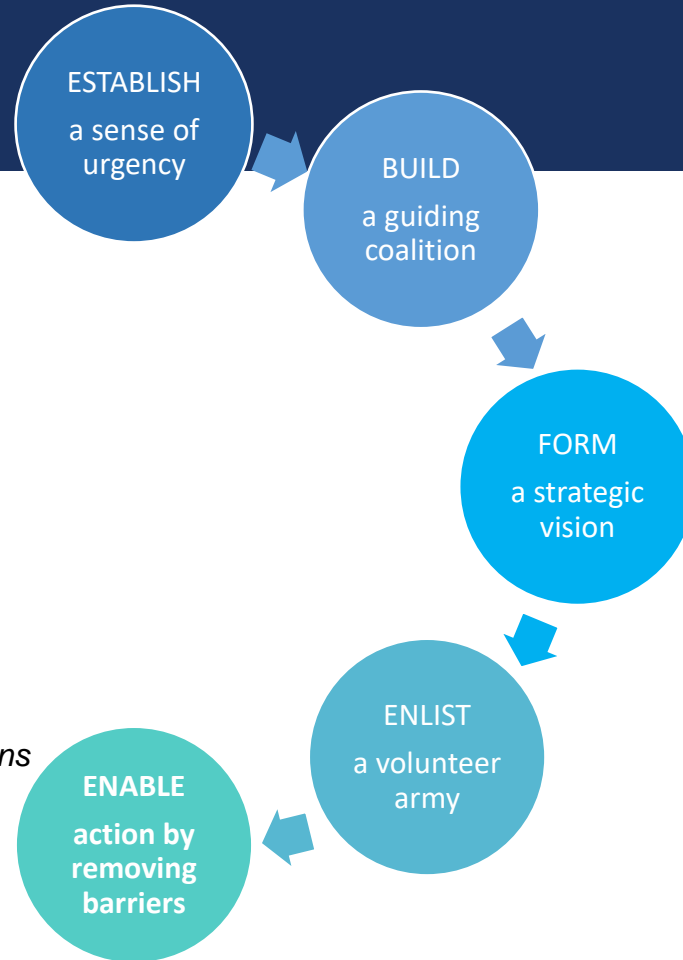
BUILD
a guiding
coalition

FORM
a strategic
vision

ENLIST
a volunteer
army

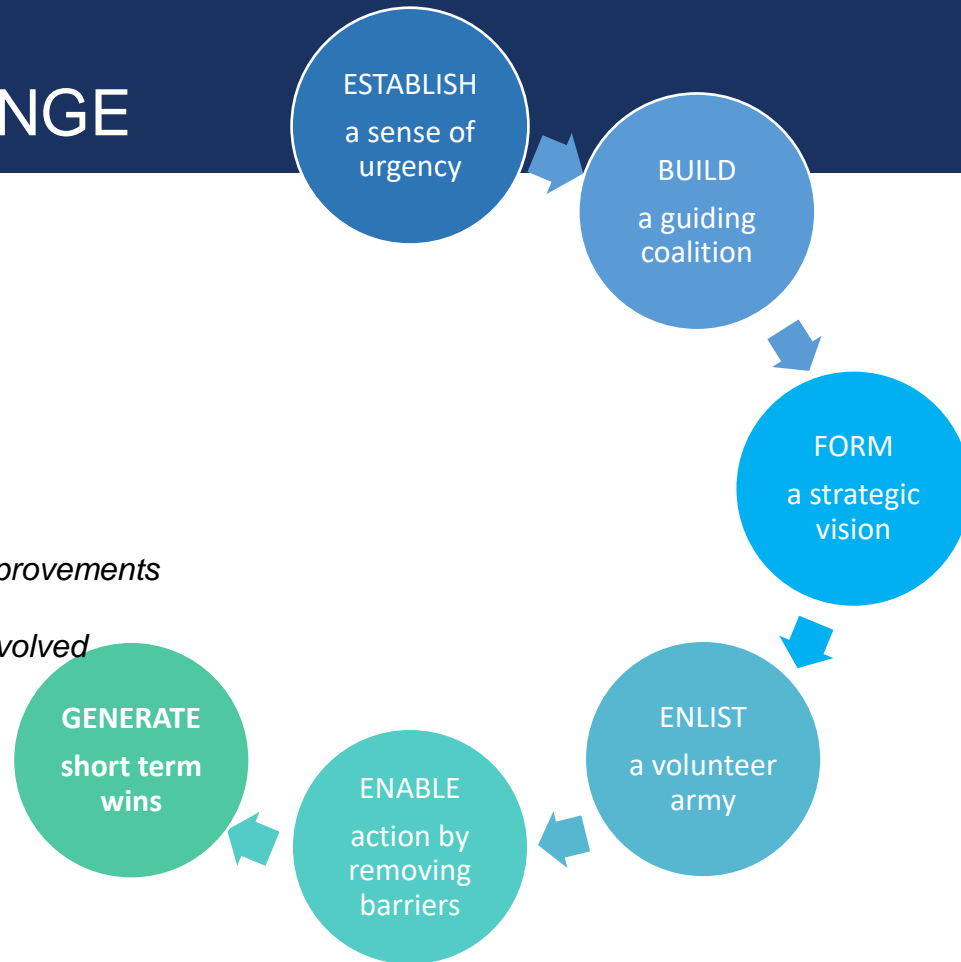
- *Communicate the strategy and initiatives to the wider organization*
- *Gain broad buy-in to the idea*

LEADING CHANGE



- *Eliminate obstacles to change*
- *Encourage risk taking and non-traditional ideas, activities, actions*

LEADING CHANGE



- *Plan for visible performance improvements*
- *Create those improvements*
- *Recognize and reward those involved*

LEADING CHANGE

ESTABLISH
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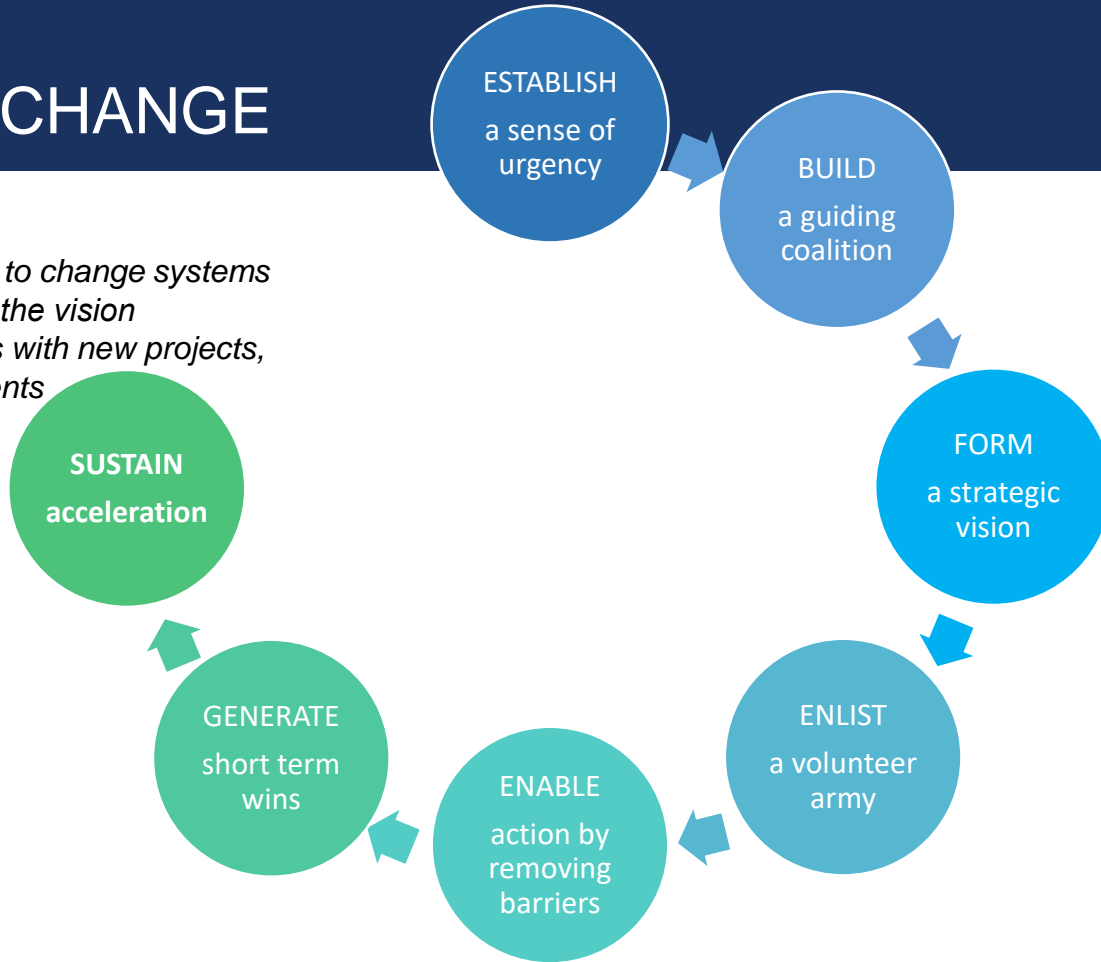
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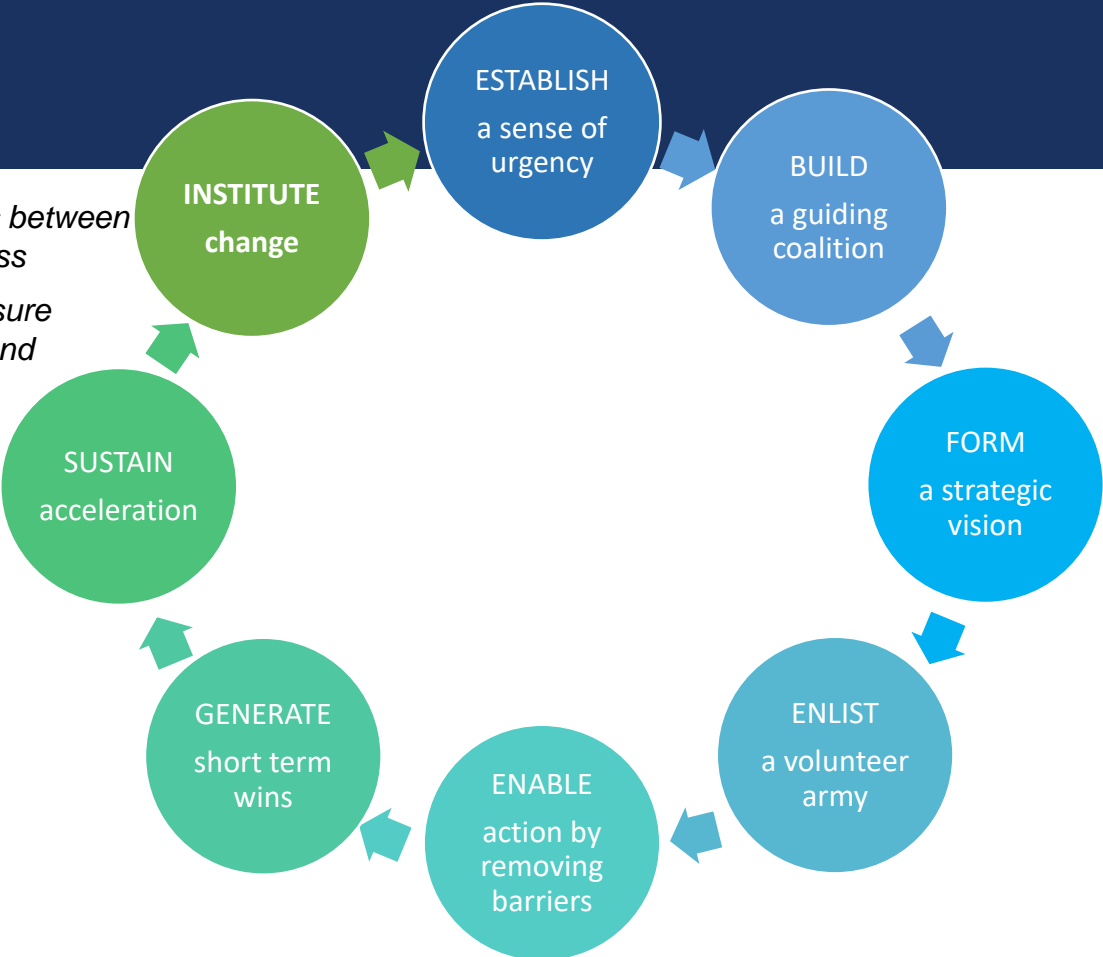
ENABLE
action by
removing
barriers

GENERATE
short term
wins

SUSTAIN
acceleration

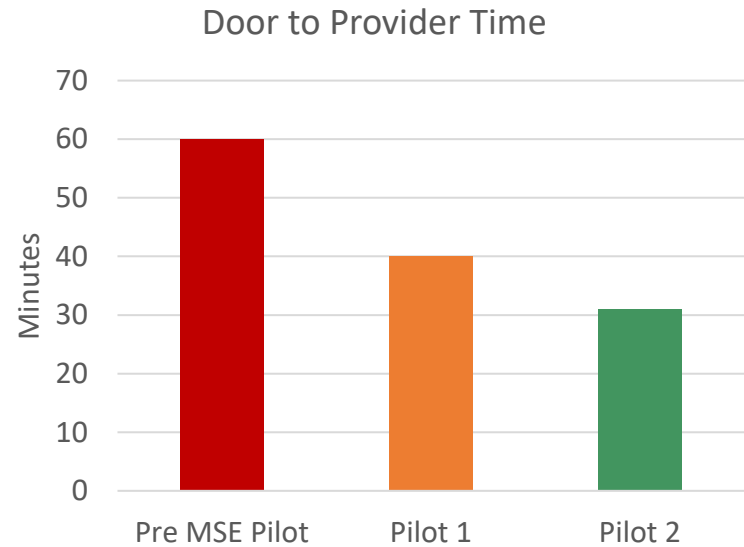
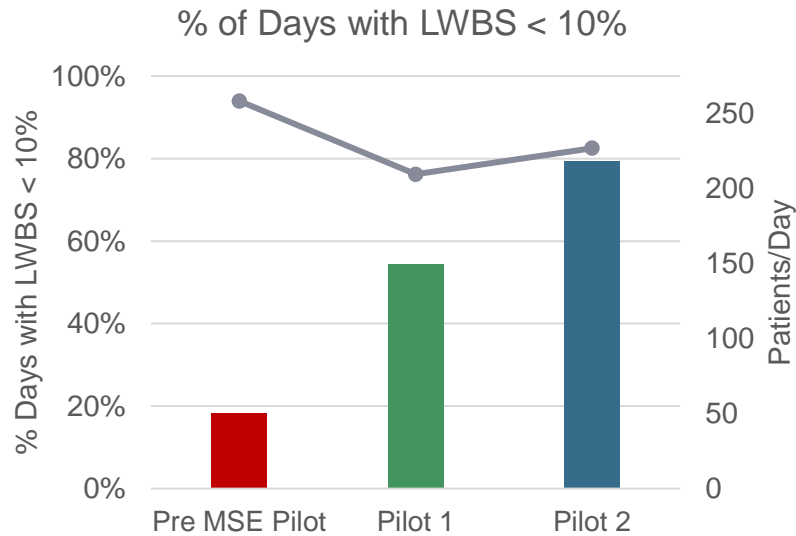
- *Use increased credibility to change systems and policies that don't fit the vision*
- *Reinvigorate the process with new projects, themes, and change agents*



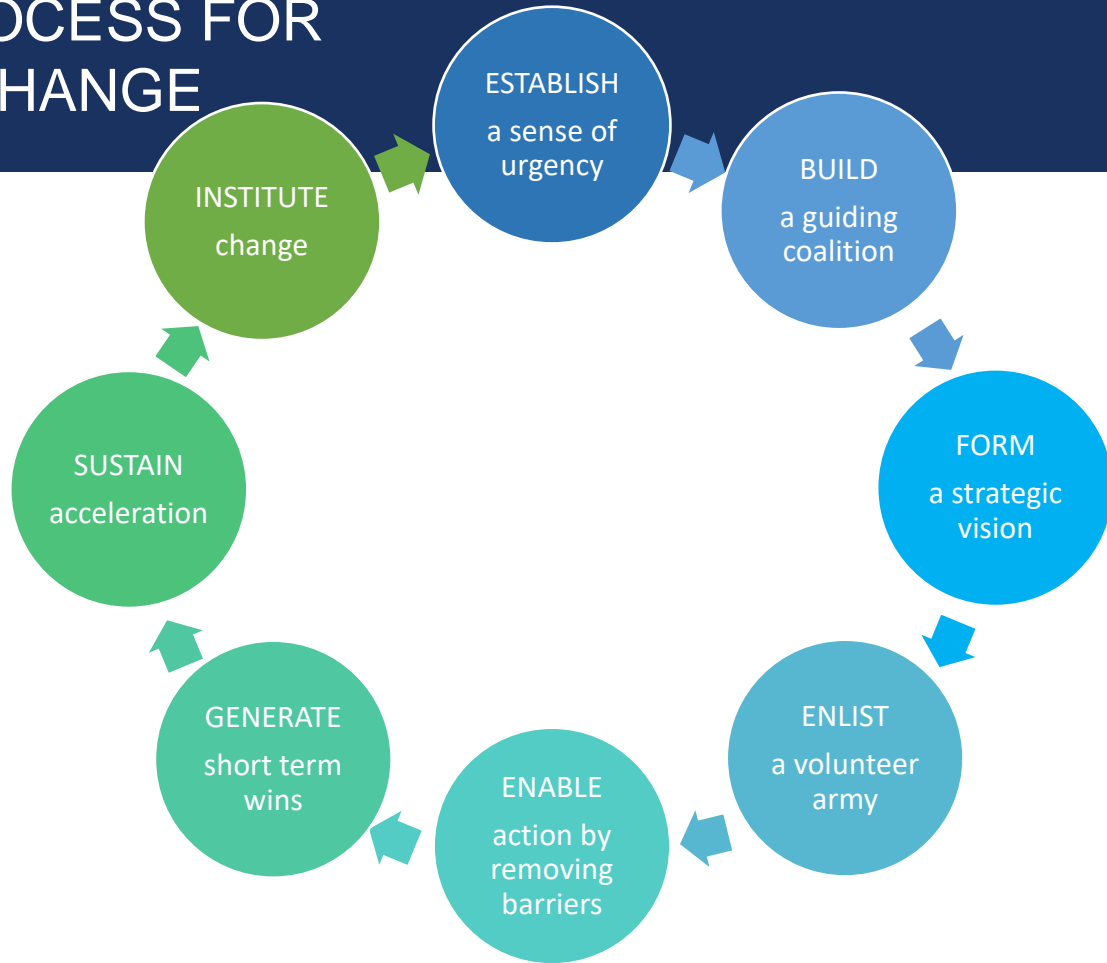


- *Articulate the connections between new behaviors and success*
- *Develop the means to ensure leadership development and succession*

FRONT END PROCESS IMPROVEMENT PILOT



8 STEP PROCESS FOR LEADING CHANGE



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"The single biggest problem in communication is the illusion that it has taken place."

- George Bernard Shaw



somee cards
user card

COMMUNICATION (N.)

The process by which information is exchanged between individuals, departments, or organizations



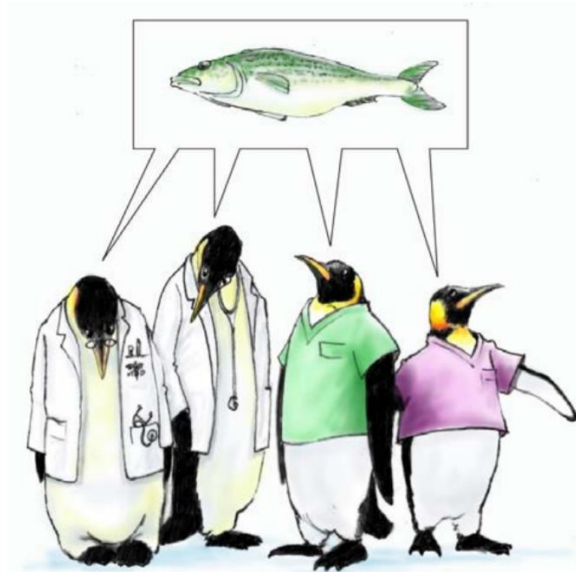
COMMUNICATION

- Goals: Complete, Clear, Brief, Timely
- Communication comprises 2 skills: exchanging information and consulting with others
- Good communication facilitates development of mutual trust and shared mental models



SHARED MENTAL MODELS

The perception of, understanding of, or knowledge about a situation or process that is shared among team members through communication



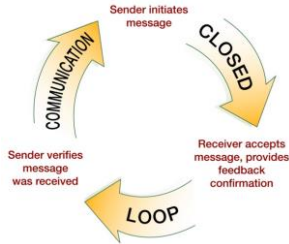
STRATEGIES FOR SHARED MENTAL MODEL: HOW



SBAR



Call-outs



Check-Back



Speaking Up

SHARED MENTAL MODELS

Benefits:

- ✓ Lead to mutual understanding of situation
- ✓ Lead to more effective communication
- ✓ Enable back-up behaviors
- ✓ Help ensure understanding of each other's roles and how they interplay
- ✓ Enable better prediction and anticipation of team needs
- ✓ Create commonality of effort and purpose

Room #	Patient	Orders	VS
1	Jackson	EKG, O ₂ , Cardiac Enzymes	HR 115 R 24 B/P 174/98
2	Simmons	CBC, UA, HCG, IV	HR 132 R 22 B/P 92/76
3	Bailey	CXR, neb Rx, CBC, UA, O ₂	HR 120 R 32 B/P 132/86

IMPORTANCE OF COMMUNICATION

- Improving quality of information exchange decreases errors
- *Ineffective communication is identified as root cause for 66% of all sentinel events reported*



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PEARLS FOR PROJECT MANAGEMENT: MEETING ORGANIZATION AND STRUCTURE

PFFT... ANOTHER
MEETING THAT COULD
HAVE BEEN AN EMAIL.



WE ARE HAVING THIS MEETING
BECAUSE YOU DIDN'T RESPOND
TO ANY OF MY EMAILS.



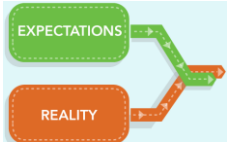
MEETING ORGANIZATION AND STRUCTURE



Agendas



Efficient use of time



Setting expectations



Sometimes less is more



PEARLS FOR PROJECT MANAGEMENT: MAINTAINING MOMENTUM



MAINTAINING MOMENTUM

Without efforts to maintain momentum, great projects with good intentions can stall



Action items



Sending reminders



Prioritizing



Delegating

SAMPLE

ED Operations Leadership Meeting

Topic	Notes	Next Steps	Responsible	Goal Date for Next Steps
Safety				
Staffing				



PEARLS FOR PROJECT MANAGEMENT: FEEDBACK AND MESSAGING



FEEDBACK AND MESSAGING

Understanding response to a new initiative is key in targeting messaging and anticipating roadblocks

- Buy-in
- Individual Feedback
- Multimodal Messaging



WRAP UP

- Change process goes through a series of phases that in total usually require a considerable length of time
- **Complex variable** work environments like the Emergency Department require a **unique approach to coordinating** work
- Creating a **shared mental model** allows for teams to improve collaboration and work independently on a shared outcome or goal
- Strategies such as **SBAR, Call-outs, check-back, and speaking up** help group create a shared mental model and prevent communication failures
- Meetings can either be an invaluable resource or a waste of time. Planning and structure determine which one



THANK YOU!

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