

North Carolina CareGivers Program



- Year 3 of 3 Year Program
- Nurse Aide Recruitment and Retention
- 3 Annual Employee Surveys
- Virtual Leadership Training
- Fearless in the Face of Crisis – on demand course
- Renee Batts Project Leader: ReneeB@futurecarenc.org
- Drive: info@cultureoutcomes.com
- Project Webpage: <https://go.nrchealth.com/NC-caregivers>

Webinar #15: Making Changes Stick



Objectives



- Utilize data to drive accountability, including quality outcomes and turnover data.
- Obtain ongoing feedback from stakeholders regarding changes and any needed updates to changes that have been implemented.
- Learn best practices from other participating homes.

What's a Best Practice You've Implemented during the last couple of years?

Best Practice

①

②

③

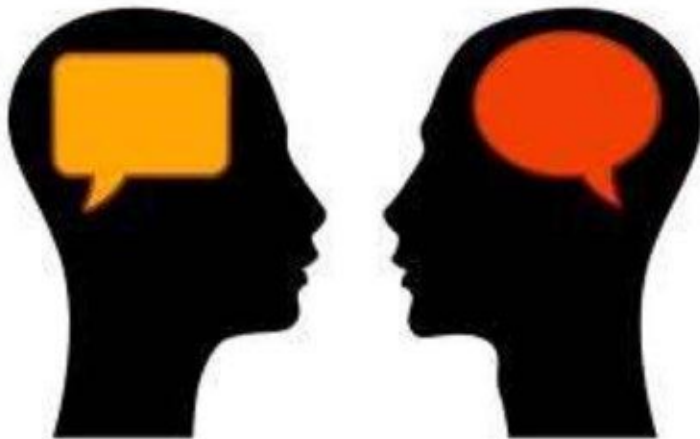
Success!

Struggled

Went okay



The Art and Science of Communication



Leading
Change

Difference between Change and Transition

Change – happens to people *(whether or not they agree with it)*

- Loss of job, loss of loved one, car accident, company implements new software, new regulations, new processes, new equipment, etc.
- Can be thought of as an event (relocation, new job)

Transition – what happens as people go through the change

- **Thoughts/Emotions** - depression, fear, loss, confusion, doubt, etc.
- **Behaviors** - struggle to learn new software, slower performance, resistant, etc.

Why Change Efforts Fail



How successful have organizations been with implementing change during the last 40+ years?

Type into the chat box.

Got Better?

Stayed the Same?

Got Worse?

Leading Change – the last 40+ years

Got Better?

Stayed the Same?

**About 70% of
Change Efforts
FAIL**

Got Worse?

Why such a
high failure
rate?

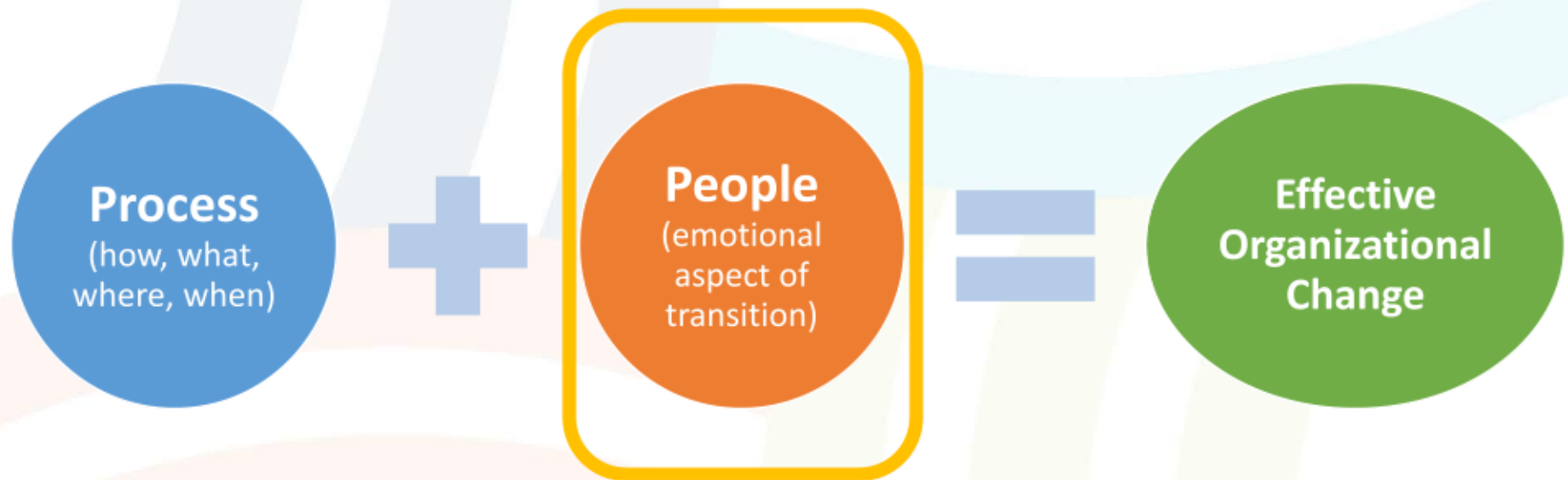


A Human Element to Organizational Change

- Beliefs/Values
- Attitudes
- Behaviors



Leading Change Effectively



you're
welcome for
this interview

WORLD'S
BEST
BOSS

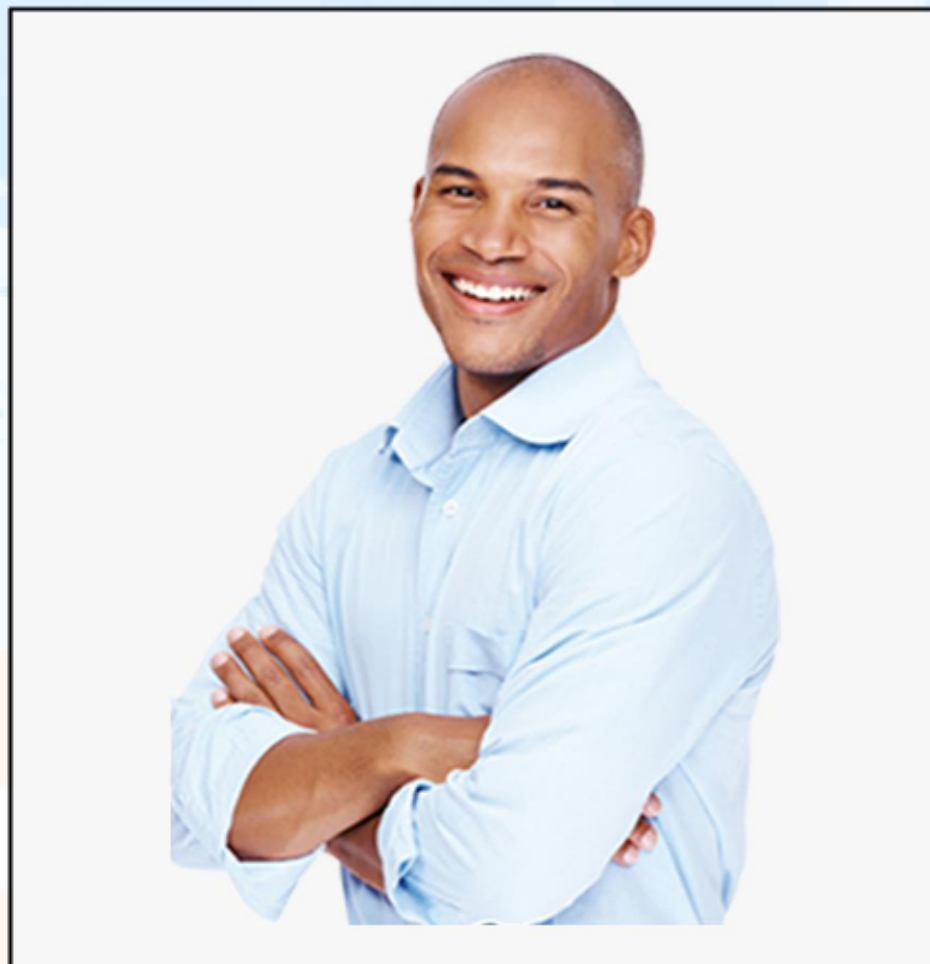


How Does it Feel - Activity

**Please,
stand-up!**

How Does it Feel - Activity

Cross Your Arms



How Does it Feel - Activity

Now, Cross Your Arms the “Other” Way



What Do You Think?

- What were your initial reactions when you changed arm positions?
- How much did you have to think about the new arm position as compared to your usual arm position?
- How likely are you to start crossing your arms the “other” way all the time now?



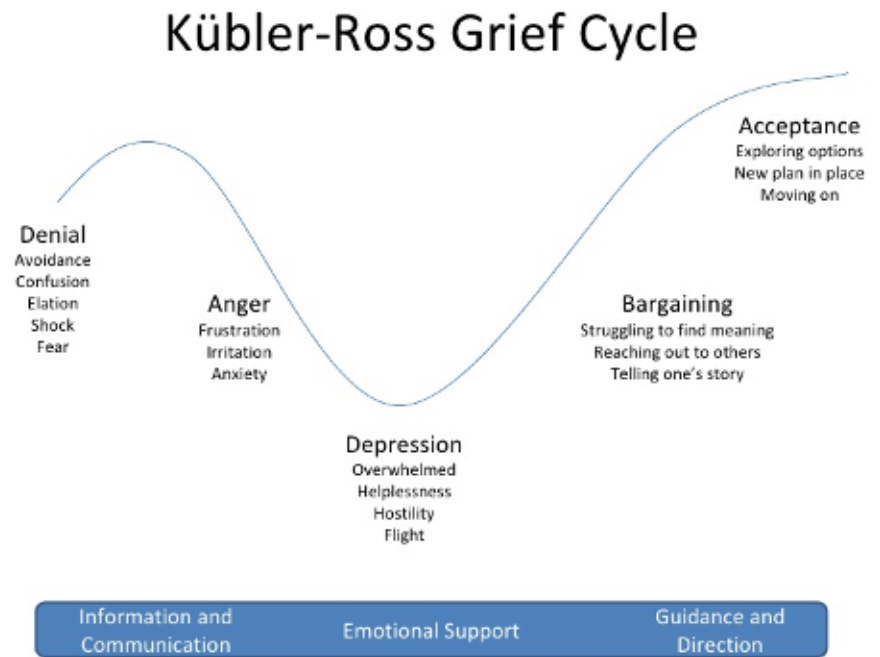
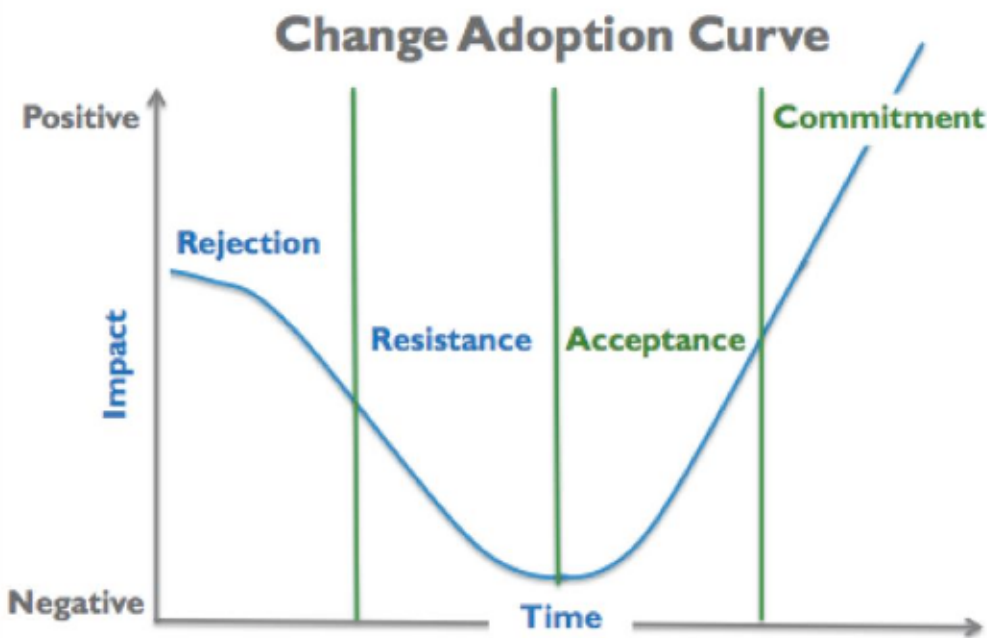
Factors that Influence Individual Responses to Change

- Change Philosophy/Attitude
- Personality/Values
- Previous Experience with Change
- Level of Control
- Change Drivers/Resisters
- Change Readiness



HOW DO WE RESPOND TO CHANGE?

The Change Curve Mimics the Grief Curve

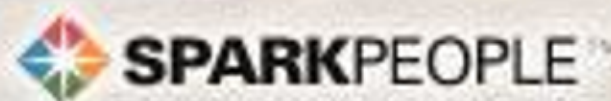




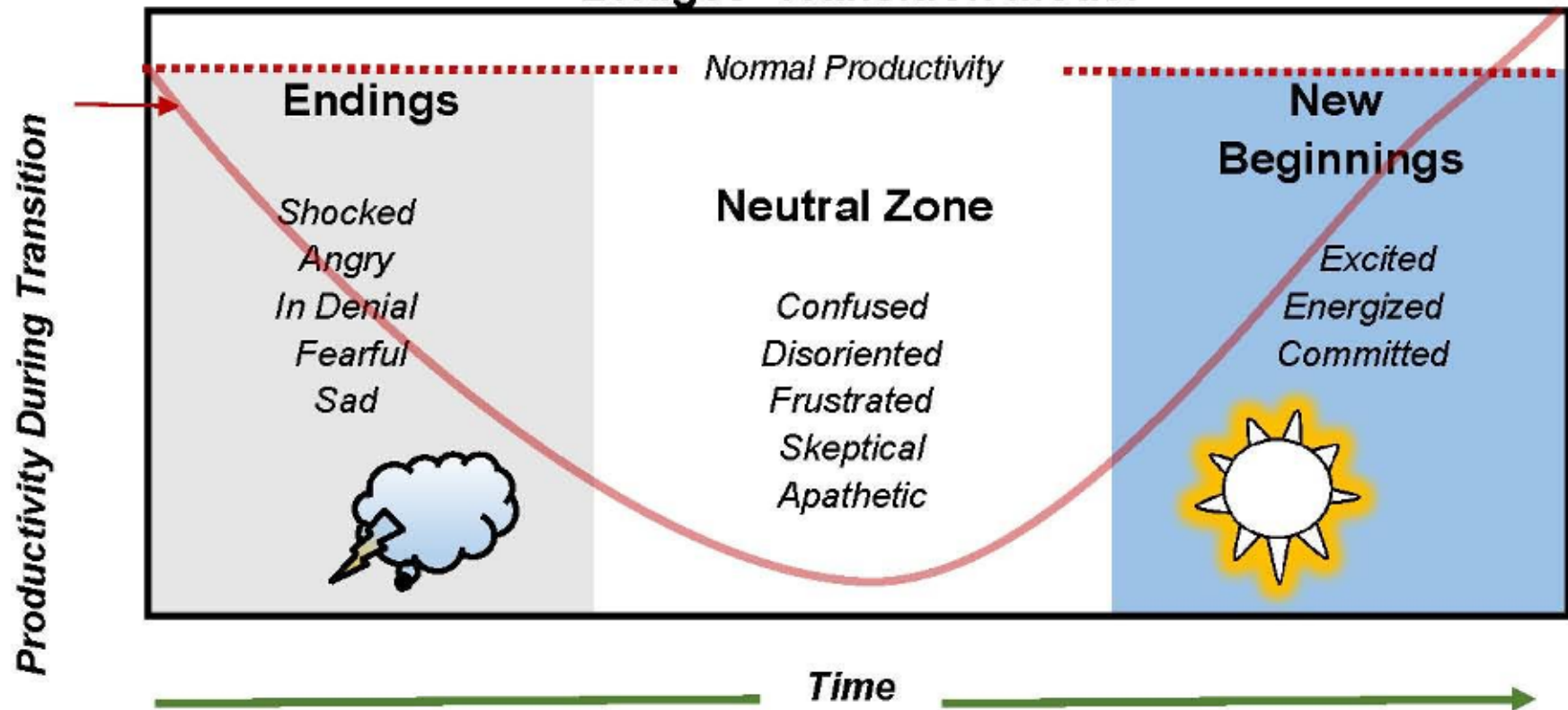
We are hardwired to resist change

Much as we may wish to make a new beginning, some part of us resists doing so as though we were making the first step toward disaster.

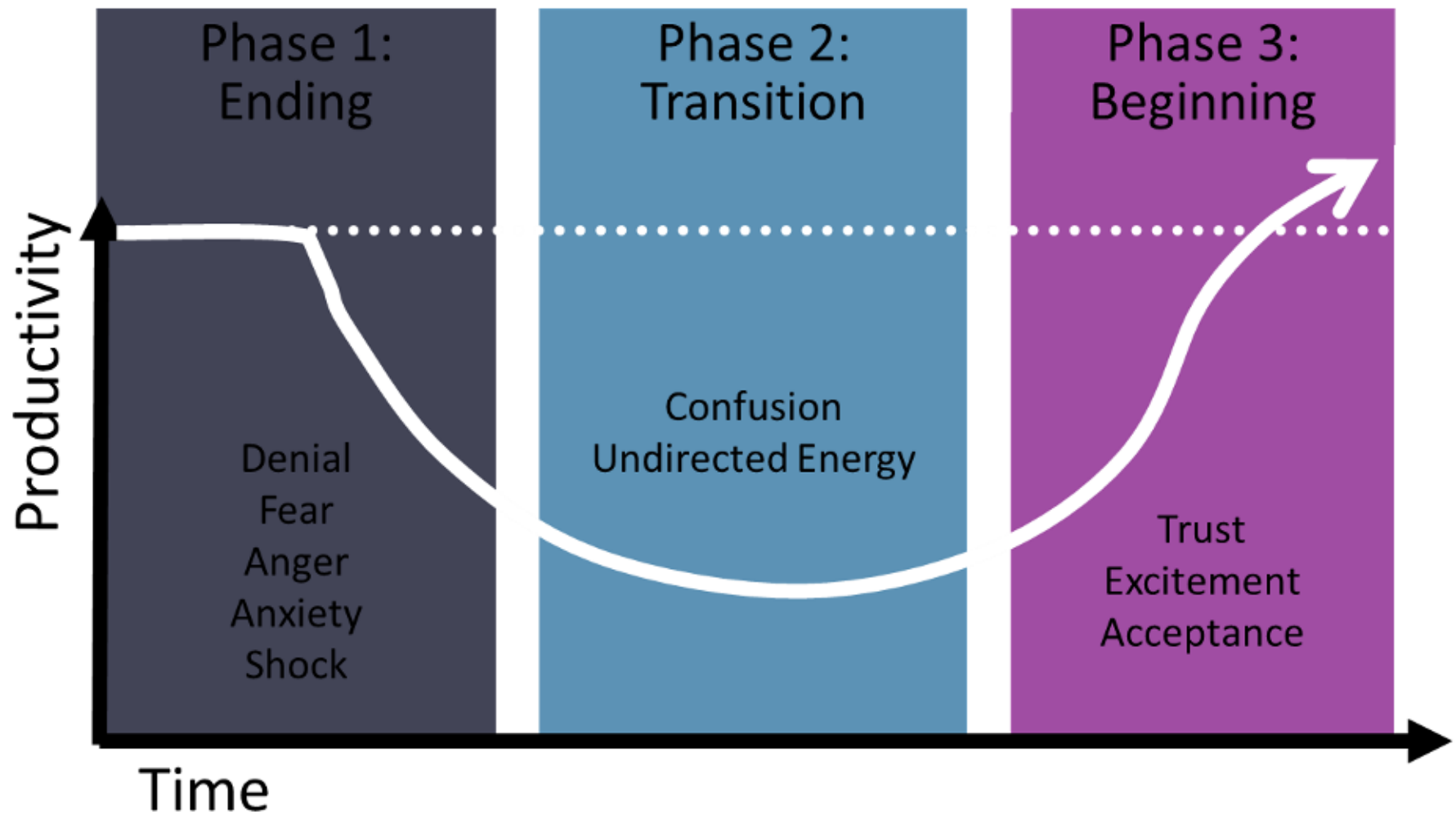
- William Bridges



Bridges' Transition Model



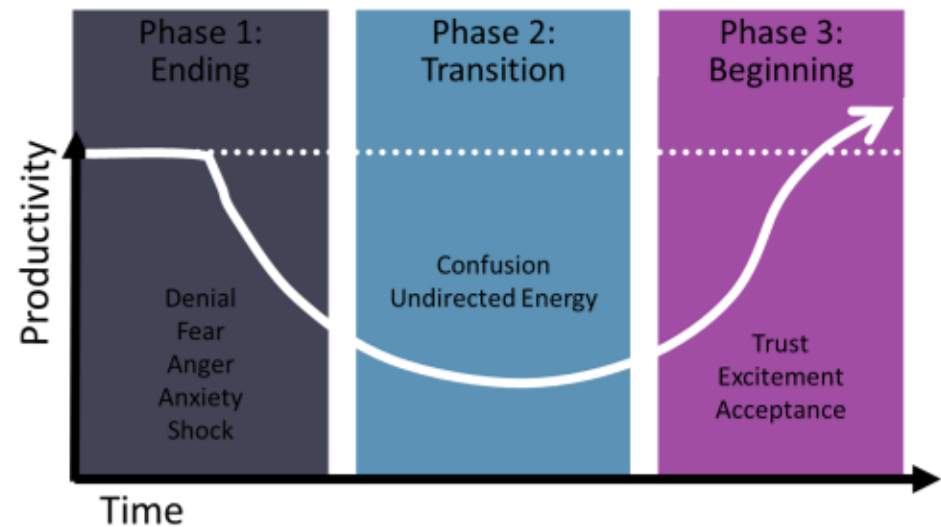
Adapted by Career Vision from
Managing Transitions: Making the Most of Change (W. Bridges, 1991).



William Bridge's Model of Transition

Consider:

- Why is it important for everyone to understand the productivity dip?
- How might this knowledge change your approach to managing a change initiative?



A Human Element to Organizational Change

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 - Attitudes
 - Behaviors





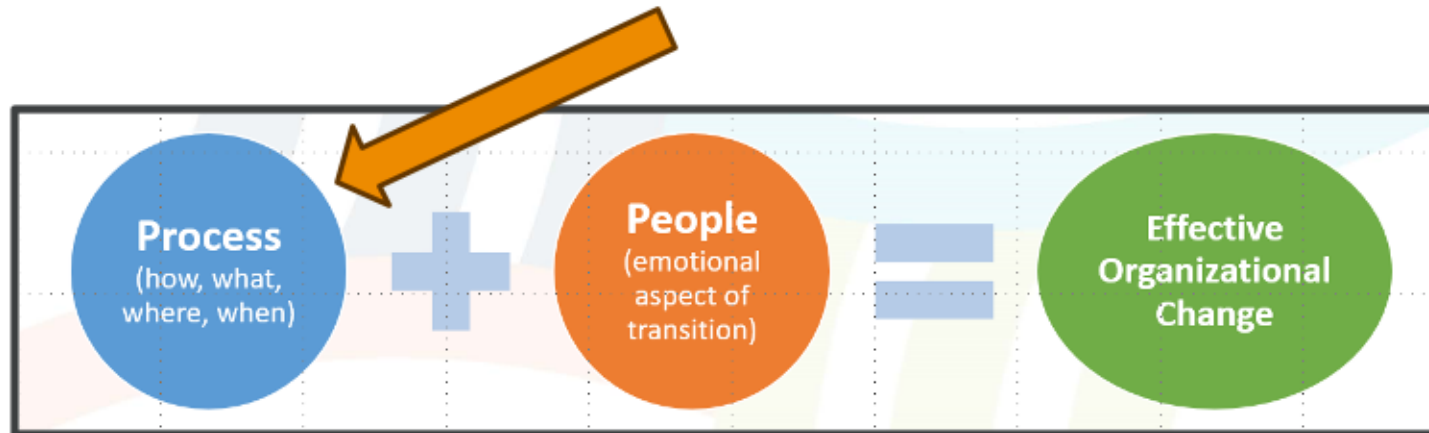
PERSONAL CHANGE PRECEDES ORGANIZATIONAL CHANGE

BY MARTINA BAKER-SOHN

Tips

- Focus on the change everyday
- Block the old ways
- Start with small, incremental change
- Build in accountability
- Try to automate the process as quickly as possible
- Connect new habits to existing habits.

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Kotter – 8 Steps of Change



Step 7 – Consolidating Gains and Producing More Change (i.e., sustain the acceleration)



- Remember: ***larger initiatives will lose steam and support unless related sub-initiatives are also completed successfully.***
- Using increased credibility to change all systems, structures, and policies that don't fit together and don't fit the transformation vision
- Hiring, promoting and developing people who can implement the change vision
- Reinvigorating the process with new projects, themes, and change agents

How to
ensure
everyone
is on the
new path?



Step 8 – Anchoring New Approach to the Culture

- Institutionalize wins, integrating them into the hierarchy's processes, systems, procedures and behavior
- **Infuse the changes into the organizational culture**
- Creating better performance through customer- and productivity-oriented behavior, more and better leadership, and more effective management.
- Articulating the connections between new behaviors and organizational success
- Developing means to ensure leadership development and succession.



Let's talk about it!



Learn from each other



BECOME A
LEARNING
ORGANIZATION



What are you doing to ensure that everyone is continuously learning in your organization?

Goals & Objectives

A close-up photograph of a red dart with a silver barrel and a red fletching, hitting the center bullseye of a target. The target is a standard dartboard with a green center and a red bullseye. The background is a blurred green and yellow gradient.

The Organizational 3x3 Approach

Monthly Project Plan (3x3 Plan)

| Goal | Deliverable | Month 1 | Month 2 | Month 3 |
|------------------------------|----------------|--|---|--|
| Employees Feel Valued | 1- Recognition | Train Managers on 5 Languages of Appreciation | Develop Recognition and Appreciation Guidelines | Implement new Guidelines |
| | 2- Workload | Meet with Department Teams to identify ways to address workload issues | Determine 1-2 things to do differently and plan how to implement | Implement 1 st change. |
| | 3- Support | Commence weekly departmental meetings | Develop a tracking tool to monitor issues or needs raised and how quickly addressed | Commence a team huddle on each shift at least 2 times/week |

The 3x3 Plan

Each Department/Team:


- Focus on 3 Organizational Goals
- Plan for 3 Months at a time
- Each Goal has 3 or Less Deliverables

The 3x3 Plan

| Goal | Deliverable | Month 1 Actions | Month 2 Actions | Month 3 Actions |
|------|-------------|-----------------|-----------------|-----------------|
| # 1 | 1 - | | | |
| | 2 - | | | |
| | 3 - | | | |
| # 2 | 1 - | | | |
| | 2 - | | | |
| | 3 - | | | |
| # 3 | 1 - | | | |
| | 2 - | | | |
| | 3 - | | | |

How will
you know
that you've
achieved
your goal?

Big difference between I did
what I said I would do and
what I did made a difference.



What is the outcome you
are looking for? What will
be different as a result?

Write SMART Goals; Establish KPIs

Monitor each week/month and hold people accountable

Setting Goals

Specific

The goal is concrete and tangible - everyone knows what it looks like.

Measurable

The goal has an objective measure of success that everyone can understand.

Attainable

The goal is challenging, but should be achievable with the resources available.

Relevant

The goal meaningfully contributes to larger objectives like the overall mission.

Timely

This goal has a deadline or, better yet, a timeline of progress milestones.



Create Goals Together

Those most affected should be most involved in the creation.



Slowdown the Process

- Including others takes time
- Your start date may be delayed but your chances of success will increase



- Communicate the What, How, and Why
- Opportunities to feedback (“how are we doing?”)
- Regular cadence for check-ins and reporting
- Verbal and Written Communication