EMOTIONAL INTELLIGENCE, PERFORMANCE IMPROVEMENTS AND CHANGE MANAGEMENT FOR SUCCESSFUL HEALTH CARE SERVICES IN THE 21ST CENTURY

E. Caroline Satyadi
DBA, CQA, DLM (ASCP), SM, CLS, FACHE, RAC
csatyadi@msn.com
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DISCLOSURE/ AFFILIATION

- RAPS: 2017-2018: Member; Regulatory Affairs Certified (RAC)
- PDA: 2017-present: Member
- ASQ: 2001-present: Member
- ASCP: WLP Faculty 2016-present: 1979- present: Member
- AACC - 1989- Present: member
- ACHE-NCHE-2014-present: Member; Fellow-FACHE
- CA-DPH/ LFS: Licensed Clinical Lab Scientist: 1978- present
- ESat Consulting: 1989- 2014 - Founder/ Principal/ HC Quality Mgt

The views expressed are my own and do not represent the views of the FDA or the US government.
OBJECTIVES

- Describe Healthcare Services Operations Elements
- Describe Change Management (CM) elements
- Discuss the Emotional Intelligence roles for Performance Improvements (PI) & CM
- Describe barriers to change management and processes in team formation
- Describe elements of PI & CM for Successful Healthcare Services in the 21st Century
HEALTH CARE SERVICES
OPERATIONS ELEMENTS

ORGANIZATION OCTAGONAL CHANGE ATTRIBUTES

CULTURE/CD LABOR UNION INTERGENERATIONAL EI/EQ

WORKFORCE CHARACTERISTICS

PATIENT-CENTERED

REGULATORY

INFRASTRUCTURE

ECONOMICS

MANAGEMENT COMPETENCY

LEADERSHIP STYLES

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(SATYADI, 2016)
21\textsuperscript{ST} CENTURY

- ACTIVE TECHNOLOGICAL INNOVATIONS
  - HIGHER CONSUMER SATISFACTION
    - ATTRACTIVE, RELIABLE, CHEAPER, FASTER
    - USER/ CUSTOMER FRIENDLY: HUMAN FACTORS ENGINEERED
    - HIGHER EFFECTIVENESS
    - FUNCTIONAL FOCUSED
    - BLENDED- MULTIPURPOSE
  - HIGHER QUALITY
  - STATE OF THE ARTS
  - COMPLAINTS/ RETURN GOODS MANAGEMENT
  - CORRECTION/ PREVENTION
  - CONTINUOUS IMPROVEMENT - LIFECYCLE
  - TOTAL QUALITY MANAGEMENT
HEALTHCARE SERVICES

SIGNIFICANT CHANGES

IN THE LAST FEW DECADES
HEALTH CARE

LAST 40 YRS
LAST 20 YRS
LAST 10 YRS
LAST 5 YRS
1960s - Framingham Heart Study: Links between elevated levels of heart disease and smoking (1960); blood pressure and high cholesterol (1961); psychosocial factors (1978) and atrial fibrillation (1998)

1967 - 1st Heart Transplant - Dr. Christiaan Barnard

1970 - 1st HIPS & KNEES REPLACEMENT

1971 - 1st CT (Computed Tomography) Scan - England

1980 - 1st MRI (Magnetic Resonance Imaging)

1981 - 1st AIDS case - Los Angeles, New York - CDC, AIDS virus id 1984 - NCI, Pasteur Institute, UCSF

1982 - 1st ARTIFICIAL HEARTS by Dr. Robert Jarvik Univ of Utah - 112 days

1984 - National Organ Transplant Act passed by US Congress

1986 - 1st CORONARY STENTS by Drs. Ulrich Stewart & Jaques Puel in Switzerland

1996 - 3 dug combinations for AIDS - approved by FDA

2001 - 1st targeted cancer tx, imatinib or Gleevec for CML - approved by FDA

2003 - Human Genome Project completed
HEALTHCARE INDUSTRY MILESTONES

- 1922 - American Society of Clinical Pathology (ASCP) founded
- 1947 - College of American Pathologist (CAP) founded
- 1951 - The Joint Commission (formerly JCAHO) founded
- 1962 - Medical Technologist - BS degree (ASCP)
- 1965 - 1st Nurse Practitioner - Univ. of Colorado
- 1965 - Medicare (A+B) & Medicaid - by Pres. LB Johnson
- 1970s - Prof. Acknowledgement for Cont. Education (P.A.C.E.®)
- 1970s - The National Accrediting Agency for Clin. Lab. Science (NAACLS) was formed
- 1972 - Medicare to disable & ESRD and 65+ Medicare part B option
- 1988 - Clinical Laboratory Improvement Act
- 1997 - Children’s Health Insurance (CHIP)
- 2004 - DRG and EHR by Pres. GW Bush
- 2006 - ACO - Accountable Care Orgs - comp. health services defined pop.
- 2010 - Affordable Care Act
  - Adoption of ACO; ICD9-CM to ICD10-CM, Merit-based Incentive Payment (MIPS)
- 2017 - Quality Payment Program for 2018 - CMS-1671-F
  - Inpatient Rehabilitation Facility Prospective Payment System (IRFPS)
  - Inpatient Rehabilitation Facility Reporting Program (IRF QRP)
- 2018 - CMS-Proposed QPP 2019
DISRUPTING HEALTHCARE

* ~$3.5 TRILLION INDUSTRY
* GLOBALIZATION
* TECHNOLOGICAL INNOVATION
* DIGITAL HEALTH REVOLUTION - PRECISION MEDICINE
* PATIENT CARE EXPERIENCES FOCUS
* ACCOUNTABLE CARE ORGANIZATION – QUALITY MEASURES
* FORWARD THINKING ORGANIZATIONS
* IMPROVE CARE DELIVERY AND STAY COMPETITIVE & RELEVANT
* SMART CAPITAL INVESTMENTS
* INTEGRATE DIGITAL TECHNOLOGY: EMR, CYBERSECURITY
GLOBALIZATION

- Open markets
- Open political systems, and
- Access to communication technologies
- Patients in the global healthcare system with increased mobility

→ greater demand for quality medical care

MANTRA: “CULTURE OF QUALITY”

• SIGNIFICANT GROWTH PAST 30 YEARS
  • DIAGNOSTIC TESTING
    • 70s ~$450 MILLION 2016: ~$60 BILLION
    • FORECASTED -CAGR (COMPOUND ANNUAL GROWTH RATE):
      • ~5 - 7% (2018 - 2023)
      • [ISO 2018]
HIGHER DEMANDS-EVIDENCE-BASED

- EARLY DETECTION SAVES LIVES
- RAPID DIAGNOSIS IMPROVE HEALTH PROGNOSIS
- POINT OF CARE DEVICES ENABLE GREATER OUTREACH AND REDUCE TURN-AROUND-TIME
- ACCURATE DIAGNOSIS REDUCE HOSPITALIZATION REDUCE COSTS

[ADVAMED FACT SHEET]
EACH ORGANIZATION NEEDS TO MANAGE & KEEP UP WITH ALL BUSINESS ASPECTS FOR ITS SURVIVAL & GROWTH

HEALTHCARE INDUSTRY
HIGHLY REGULATED-CONSTANTLY CHANGING ENVIRONMENT

* TECHNOLOGY INNOVATIONS
* PATIENT/ CONSUMER SAFETY LAWS & REGULATIONS

$$M$$
US POPULATION 2018
(PEW RESEARCH CENTER)

- 325.9 million = #3 in the world-[#2: India; #1: China]
  - Largest US state: California=39.5 million
  - Largest US city: New York City=8.5 million
  - Largest racial group: White

- 2010 census: White: 63.7%; Hispanic: 16.3%;
  Black: 12.2%; Asian: 4.7%

- By 2055 forecast:
  Hispanic & Asian ~ triple (3x) next 40 yrs.
  - 48% White, 24% Hispanic, 14% Asian and 13% Black
21st CENTURY
HEALTHCARE DELIVERY SERVICES

NEED TRANSFORMATIONAL LEADERS

HEALTHCARE INDUSTRY FACES TECHNOLOGICAL INNOVATIONS AND REFORM

NEW & YOUNGER GENERATION COMING INTO THE LABOR FORCE DO NOT TAKE “TOP-DOWN” AND “CENTRALIZED COMMAND” APPROACH READILY.

HEALTHCARE NEEDS TO HAVE GOOD STRATEGIC RENEWALS

CHANGE MANAGEMENT FRAMEWORK AND BUSINESS STRATEGY TRANSFORM THE SITUATION TO CREATE BUSINESS LEVERSAGES TOWARD SUCCESSES

NO “ONE SOLUTION FITS ALL”

⇒ UNIQUE CULTURE & BUSINESS ENVIRONMENT
CHANGE MANAGEMENT
$\$\$\$TRILLION LOST

50 - 70% FAILURE RATES AMONG FORTUNE 100 COMPANIES ON

CHANGE MANAGEMENT OR

RE-ENGINEERING

E.G.: SEARS, JCPENNEY’S, MACY’S, SONY WALKMAN, BLOCKBUSTER, WOOLWORTH, MYSPACE
CHANGE MANAGEMENT

- ANY APPROACH TO TRANSITIONING INDIVIDUALS, TEAMS, AND ORGANIZATIONS USING METHODS INTENDED TO REDIRECT THE USE OF RESOURCES, BUSINESS PROCESS, BUDGET ALLOCATIONS, OR OTHER MODES OF OPERATION THAT SIGNIFICANTLY RESHAPE A COMPANY OR ORGANIZATION (WIKIPEDIA)
RE-ENGINEERING

"Fundamental rethinking and radical redesign of business process to achieve dramatic improvements in critical measures of performance such as cost, service, and speed."

M. Hammer and J. Champy, 1993
CHANGE MANAGEMENT FOCUS

- STRATEGIC DIRECTIONS
- REGULATORY CHALLENGES
- PERFORMANCE IMPROVEMENTS
- BUSINESS/ TECHNOLOGY
- FINANCIAL LEVERAGES
- EMPLOYEE EMPOWERMENT/ EI &CD

[SPECTOR, 2013; SATYADI, 2016]
CHANGE MANAGEMENT

BARRIERS

MOTIVATION
COMMITMENT
SYNERGY
SHARED VALUES

CULTURE & DIVERSITY
TOOLS
EMOTIONAL INTELLIGENCE / EQ

PI & QMS

ENVIRONMENTAL RISK ASSESSMENT

BARRIERS
Structure

Process

People

Culture

Organization

(MICROSOFT, 2018)
(MICROSOFT, 2018)
21st Century Skills

Metro 4Cs Rubric Performance Areas

Critical Thinking
- Information & Discovery
- Interpretation & Analysis
- Reasoning
- Constructing Arguments
- Problem Solving
- Systems Thinking

Collaboration
- Leadership & Initiative
- Cooperation
- Flexibility
- Responsibility & Productivity
- Collaborate Using Digital Media
- Responsiveness & Constructive Feedback

Communication
- Effective Listening
- Delivering Oral Presentations
- Communicate Using Digital Media
- Engaging in Conversations & Discussions
- Communicating in Diverse Environments

Creativity
- Idea Generation
- Idea Design & Refinement
- Openness & Courage to Explore
- Work Creatively with Others
- Creative Production & Innovation

Microsoft, 2018
WORK CHALLENGES

* “DO MORE WITH LESS”
* ~$136.4B ESTIMATED ANNUAL COST TO EMPLOYERS

* WORKER FATIFUES, IRREGULAR SCHEDULES, > 12 HOURS

* ~37% INCREASED INJURY ➔ 2005 STUDY: 2737 MED STDS RESIDENTS-16.2% INCR MONTHLY RISK OF AUTO CRASH INCIDENT DURING COMMUTE HOME

* ERROR IN PATIENT CARE, NEEDLE STICKS INJURY, INCREASED BLOODBORNE EXPOSURES & INJURIES

* DIRECT/ INDIRECT INCREASED COSTS FROM LOST PRODUCTIVITY, INCR. TIMEOFF DUE TO ILLNESS, INCR WORKER COMPENSATION COSTS ACCIDENT & INJURIES

* 18% HIGHER IN EVENING SHIFTS
* 30% HIGHER DURING NIGHT SHIFTS

[DEPT. OF LABOR/ OSHA/2018]
HCO CHALLENGES
EXAMPLES

SMALL RURAL HOSP. - LAB OUTREACH
COMMUNITY HOSP. - ACCREDITATION
STRATEGIC DIRECTIONS
Structure

Process

People

Culture

Organization

(MICROSOFT, 2018)
BALDRIGE CRITERIA
FOCUS ON IMPROVEMENT

- LEADERSHIP
- STRATEGY
- CUSTOMERS
- MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT
- WORKFORCE
- OPERATIONS
- RESULTS
ORGANIZATION FRAMEWORK CRITICAL ELEMENTS

- **STRUCTURE/ LEADERSHIP/ ORGANIZATIONAL BEHAVIOR**
  - SYSTEMS PERSPECTIVE
  - VISIONARY/ TRANSFORMATIONAL/ SERVANT LEADERSHIP
  - PERFORMANCE IMPROVEMENTS FOR SUCCESS
  - CUSTOMER FOCUSED/ VALUE PEOPLE
  - IMANAGE & NTEGRATE INNOVATION
  - UTILIZE FACT NOT EMOTIONS
  - KNOWLEDGE MANAGEMENT - AGILITY IN LEARNING

- **PROCESS/ POLICY/ PROCEDURE**
  - CLEAR OBJECTIVES/ RISK-BASED
  - SECURITY-CYBER/ PRIVACY (HIPAA)
  - PROFICIENCY/ COMPETENCY
  - DELIVER RESULTS/ ACCOUNTABILITY
  - VALIDATION/ TREND/ CORR ACTION/ PREV ACTION/ MITIGATION

- **PEOPLE/ CULTURAL DIVERSITY**
  - EI/EQ
  - MULTIRACIAL/ MULTIGENERATIONAL

- **CULTURE/ SOCIETAL RESPONSIBILITY**
PERFORMANCE IMPROVEMENTS FOR ORGANIZATION’S GROWTH & SURVIVABILITY
SCOPE OF APPLICATION

PI & CM

- **TOP DRIVEN CHANGE**
- **WIDELY DISTRIBUTED THROUGHOUT ACROSS DIVISION/ ORGANIZATION**

- **ALL EMPLOYEES**
- **CROSSFUNCTIONAL**
- **LAYERS OF MANAGEMENT**

(SPECTOR, 2013; SATYADI, 2016)
ADAPTIVE CHANGE MODEL
A-21ST CENTURY INSIGHTS - “GRiCE” MODEL

- GOALS & OBJECTIVES
- RISK MANAGEMENT & MITIGATION STRATEGY
- CULTURE & DIVERSITY
- EMOTIONAL INTELLIGENCE

(SATYADI, 2017)
IN GENERAL PEOPLE DO NOT RESIST CHANGE - MOST REJECT HOW IT’S PRESENTED to them
- how they’re being told to change - without any of their inputs OR disrespectful of employees’ understanding of procedures and policies in place.

REQUIRES COMMITMENT of all employees for it to succeed.

FEEDBACK LOOP
- to ask questions and share concerns help overcome employees’ resistance
dissatisfaction to the status-quo
- motivating the employees to participate in the redesigning of behavioral patterns as the new norms to support the strategic renewal for change.

OPEN COMMUNICATION: Invest extra time and efforts -opportunities to learn
MOTIVATE from TOP executives down all the way to the front line employees
- creating all employees’ buy-in and understanding with sense of urgency to change

EMOTIONAL INTELLIGENCE
- how to communicate- clear -desire to understand & respectful of others’ point of view -non-imposing- non-defensive, emphatic, emotional self controls

CULTURAL DIVERSITY
- how to communicate- respect-body language

SHARED VALUES
- develop and build common goals- urgency/ priorities

PROFESSIONAL RESPECTS
- open to all questions - none is stupid or idiot
COMMUNICATION
IS
THE ELECTROLYTES OF EACH GROUP/ORGANIZATION

(IN COMPARISON TO HUMAN PHYSIOLOGY)
**TEAM DYNAMIC PROCESS**

**Forming**
Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.

**Storming**
Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.

**Norming**
People feel part of the team and realize that they can achieve work if they accept other viewpoints.

**Performing**
The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.

**Adjourning**
The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.

(MICROSOFT, 2018)
HEALTHCARE

CHANGE MANAGEMENT NEEDS

EXAMPLES

PT FAILURES
ED TAT IMPROVEMENT
SEPSIS MANAGEMENT
METHODOLOGIES & IMPLEMENTATIONS
HEALTH CARE SERVICES OPERATIONS ELEMENTS

CULTURE/CD LABOR UNION INTERGENERATIONAL EI/EQ

WORKFORCE CHARACTERISTICS

PATIENT-CENTERED

REGULATORY

CULTURE/CD LABOR UNION INTERGENERATIONAL EI/EQ

RISK MANAGEMENT

MANAGEMENT COMPETENCY

LEADERSHIP STYLES

ECONOMICS

ORGANIZATION OCTAGONAL CHANGE ATTRIBUTES

(SATYADI, 2016)
CLEAR OBJECTIVES
COMMON GOALS
SHARED VALUES
MUTUAL ENGAGEMENT
MOTIVATION
TEAMWORK
TRUST - RESPECT
CHANGE MANAGEMENT

BARRIERS

- MOTIVATION
- COMMITMENT
- SYNERGY
- SHARED VALUES

CULTURE & DIVERSITY
- TOOLS
- EMOTIONAL INTELLIGENCE/ EQ

PI & QMS

ENVIRONMENTAL RISK ASSESSMENT
TECHNOLOGY-COMMUNICATION
BEST PRACTICES

- INFORMATION DISSEMINATION:
  - THROUGHOUT, ACROSS AND WITHIN ORGANIZATION

- GOOD DIAGNOSIS
  - WHY, WHAT, WHERE, WHO, WHEN, HOW

- INVOLVES DIALOGUES
  - EMPLOYEES, MANAGEMENT, EXECUTIVES

- CHANGE MANAGEMENT FEEDBACK LOOPS
  - FORUM, NEWLETTERS

- EMOTIONAL INTELLIGENCE & CULTURAL DIVERSITY
  - PROFESSIONAL RESPECTS, BODY LANGUAGE, EMPATHY, EMOTIONAL SELF CONTROLS

(SATYADI, 2017)
EMOTIONAL-INTELLIGENCE & CULTURAL-DIVERSITY

Supported skills and environment are becoming crucial success elements as part of change management model for any organization in the 21st century to help ensure growth & sustainability.

They help improved decision-making, team performance, conflict management & customer relation in the cross-cultural, multi-ethnicity and multi-generational workforce.

Satyadi, E.C., 2018
EMOTIONAL INTELLIGENCE
(GOLEMAN, 1996)

“the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in the self and others”

- Crucial for leaders to be aware of and to recognize his or her own emotion accurately to have a positive relationship with others as the leaders’ emotion directly affect the atmosphere.

- Leaders need master self-regulation, which involves emotional self-control, trustworthiness, conscientiousness, adaptability, achievement drive, and initiative.
“AMYGDALA HIJACK”

- BODY POSTURE IN “FIGHT OR FLIGHT

ACCESS TO PREFRONTAL CORTEX
BLOCKED =/= NO RATIONAL THINKING
INABILITY TO THINK CLEARLY
IN CLOSE PROXIMITY- TRIGGER REACTION

(GOLEMAN, 2013)
THOUGHTS + PERCEPTIONS

EMOTIONS

(ADOPTED FROM CORNWALL, 2010/ MICROSOFT, 2018)
A RIGHT FRAME OF MIND &
A POSITIVE POSTURE
A POSITIVE STARTER IN
DISCUSSION & RESOLUTION
POSITIVE COMMUNICATION STARTER

RIGHT FRAME OF MIND

- RESPECT OTHERS’ OPINION
- DON’T TALK OVER OTHERS
- DON’T DOMINATE THE TIME
- CONSIDER POSSIBILITY OF LEARNING NEW THING
- DO NOT USE LABELING OR PATRONIZING/DEGRADING WORDS
- KNOW WHEN TO STOP TALKING
- HAVE A CONTINUANCE - MANTRA/STOPPAGE/SOFTENING WORDS

POSITIVE POSTURE

- SIT UP STRAIGHT
- ANCHORING FEET
- FACE FORWARD
- EYE CONTACT
- FRIENDLY FACE
- DEEP BREATH BEFORE DELIVERING REBUTTAL
- BREATHE BETWEEN SENTENCES
WHAT LEADERSHIP NEEDS TO AVOID

- UNITS FUNCTIONING IN SILO
- LAYERS OF MANAGEMENT
- GAPS
- BARRIERS
- INNATE FRAGMENTATION
ELEMENTS OF TRUST
(MANION, 2011)

- COMPETENCE
- CONGRUENCE
- CONSTANCY
To repair broken trust:

- Cite three steps:
  - Acknowledging
  - Apologizing
  - Making amends

- LISTEN to employees’ ideas, using their views to challenge your own assumptions, and recognizing and thanking them for their contributions.

- ESSENTIAL INGREDIENTS of HEALTHY RELATIONSHIP:
  - Trust
  - Respect
  - Support
  - Communication
HCO EXAMPLES

STATE/ DISTRICT HOSP
EXCESSIVE OT HRS
FRAUDULENT & CORRUPTIONS
EXCESSIVE SEND-OUT / REFERRALS
5 LEVERS EMPLOYEE ENGAGEMENT

1. COMPETENT MANAGERS
2. BROAD GOALS WITHIN PROPER CONTEXTS
3. OBJECTIVE MEASURES OF PROGRESS AND REGRESS
4. NECESSARY RESOURCE TO GET THE JOB DONE
5. SUFFICIENT AUTONOMY TO DO THEIR BEST WORK

INTERGENERATIONAL

- TRADITIONALIST/ SILENT GENERATION (1922-1945)
  - BABYBOOMERS (1946- 1964)
  - GEN X (1965- 1980)
  - GEN Y/ MILLENNIALS (1981-1996)
  - POST-MILLENNIALS (1997- PRESENT)
INTERGENERATIONAL WORKFORCE

In this workforce, the individuals have different attitudes in approaching issues at the workplace

Resulting in different workplace behavior
INTERGENERATIONAL WORK TEAM

ERICKSON, 2009

- BRING TEAM MEMBERS DIVERSITY OUT IN THE OPEN
  - WORK PREFERENCE
  - COMMUNICATION
  - PERSPECTIVES

- HELP TEAM MEMBERS UNDERSTAND DIFFERENT POINTS OF VIEWS

- LEGITIMIZE EACH PERSON’S VIEW IN THE EYES OF THE TEAM
INTERGENERATIONAL CONFLICTS

HARVARD BUSINESS REVIEW (ERICKSON, 2009):

Four (4) essential team activities

1. Choosing WHERE and WHEN to work
2. COMMUNICATION among team members
3. Getting TOGETHER
4. FINDING information or LEARNING new things
GROUP MEMBERSHIP

- Involve psychological or physical closeness and opportunity to communicate as a group
- Informal patterns of behavior/ group norms developed
- Dynamic and self-generating
- Increasing opportunities for interaction
- More favorable sentiments toward fellow group members
TYPES OF CONFLICTS

- INTERPERSONAL
- INTERGROUP
- SPECIALIST VS. GENERALIST
- CONSTRUCTIVE: COMPROMISE AND COLLABORATION
ADDRESSING CONFLICTS

- COMPROMISE
  - EACH PARTY GIVE UP ONE THING TO MAKE IT WORK

- COLLABORATION
  - AGREEING ON NEW IDEAS BENEFITING BOTH PARTIES

(MANION, 2013)
CHANGE MANAGEMENT  
“PEOPLE-SKILLS” SUCCESS FACTORS

- DIALOGUES - RESPECTS
- OPEN COMMUNICATION - EMOTIONAL INTELLIGENCE - CULTURAL DIVERSITY
- EMPLOYEES’ COMMITMENT
- EMPLOYEES’ MOTIVATION
- EMPLOYEES’ FEEDBACK
- SHARED VALUES
- MUTUAL UNDERSTANDING AND ENGAGEMENT
- UNDERSTANDING OF ORGANIZATION MISSION, VISION AND OBJECTIVES
- LEADERSHIP CREDIBILITY
- TRUST

(SATYADI, 2017)
NATIONWIDE HCO
CHANGE MANAGEMENT
EXAMPLES

- BALANCED SCORE CARD
- EQUIPMENT STANDARDIZATION
- 5-S LEAN-SIX SIGMA
- VSM LEAN SIX SIGMA
CHANGE MANAGEMENT

**INPUT**
- G&O/SITUATION
- SCOPE
- RISK
- STRUCTURE/CD & EI

**OUTPUT**
- PEOPLE
- ENVIRONMENT
- TECHNOLOGY
- CULTURE

**ACTION MONITOR**
- BALANCED SCORE CARD
- FORCED FIELD ANALYSIS

**MONITOR**
CHANGE MANAGEMENT MULTIFACTORIAL ELEMENTS FOR SUCCESS

- ACCESS/ CLARITY
- ACCOUNTABILITY
- CULTURE
- COMMUNICATION
- COMMITMENT
- CREATIVITY
- INTERPERSONAL
- EMOTIONAL INTELLIGENCE
- FEEDBACK LOOPS

- COMPETENCY
- INNOVATION
- MATURITY
- TECHNOLOGY
- TRANSPARENCY
- URGENCY
- MOTIVATION
- RISK MANAGEMENT
- CULTURAL DIVERSITY
- CONTINUOUS PERFORMANCE IMPROVEMENT
SUCCESS FACTORS IN PERFORMANCE IMPROVEMENT & CHANGE MANAGEMENT (CM)

- CLEAR FRAMEWORK -
  - DESIGN THE RIGHT MODEL FOR YOUR ORGANIZATION
    - BACKGROUND, SCOPE, GOALS & OBJECTIVES

- STRUCTURAL/ MASTER PLAN/ METHODOLOGY/ TIMELINES/ DELIVERABLES

- UNDERSTANDING & SKILLS ON ALL ASPECTS IN CM (ORGANIZATION, MANAGEMENT COMPETENCY, ORG CULTURE & ENVIRONMENT/ TOOLS)

- ENRICHMENT-INCREASE PROBABILITY STRATEGIC APPROACH & MITIGATION (INFORMAL GROUP/ GROUP IDENTITY/ MOTIVATION/ TRUST)
  - SENSE OF URGENCY
  - FEEDBACK/ BUY-IN
  - MUTUAL ENGAGEMENT (FOCUS GROUP/ PILOT GP)
  - EMOTIONAL INTELLIGENCE/ CULTURAL DIVERSITY
5 -STEPS CHANGE MANAGEMENT APPROACH TOWARD SUCCESS IN PI/ QMS

1. Careful design of Change Management Model (e.g. GRiCE) for PI/ QMS

2. Connect the changes you make with your organization Vision (Clear Communication channel for objectives), e.g. public health/patient safety

3. Give employees the opportunity to contribute to your shared purpose - make time to understand what your employees need to succeed (Timelines/ Suggestion Box/ Surveys: Feedback loop & Mutual Engagement/ EI/CD)

4. Make sure you put the right people in the right places - training program (Leadership- Personnel Competency/ EI & CD)

5. Provide resources and environmental conditions that encourage employee growth (Funds/ Tools, EI/EQ & CD)
QUALITY MANAGEMENT SYSTEM

CULTURE OF QUALITY

STRATEGIC DIRECTIONS/ APPROACHES

SOP/ METHOD  DOCUMENTATION  MANPOWER  MACHINE  ENVR

PERFORMANCE
IMPROVEMENT

CHANGE MANAGEMENT

INPUT

OUTPUT

• GB/SITUATION
• SCOPE
• RISK
• STRUCTURE/CD & EI

• PEOPLE
• ENVIRONMENT
• TECHNOLOGY
• CULTURE

• BALANCED SCORE CARD
• FORCED FIELD ANALYSIS

ACTION
MONITOR

PERFORMANCE
IMPROVEMENT

• GB/SITUATION
• SCOPE
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ACTION
MONITOR

PERFORMANCE
IMPROVEMENT
QUESTIONS?