Transforming Hospital Culture to Improve Models of Care

California Breastfeeding Coalition Summit 2013
Anne St. John and Ernelyn Navarro
January 31, 2013
Session Overview

**Purpose of Session:**

The aim of the session is to provide participants with knowledge and skills in different approaches to influence the models of practice in their organizations.

**Learning Objectives:**

By the end of the session (1.5 hours), participants will

- Understand the process of managing transitions and leading culture change.
- Be able to identify at least 3 models of change applicable in promoting or implementing Baby Friendly Hospital Initiative.
- Gain basic skills in developing resilience to manage change.
<table>
<thead>
<tr>
<th>TOPIC</th>
<th>PRESENTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductions &amp; Overview</td>
<td>Anne &amp; Ernie</td>
</tr>
<tr>
<td>Change Models</td>
<td>Ernie</td>
</tr>
<tr>
<td>Transitions versus Change</td>
<td>Anne</td>
</tr>
<tr>
<td>Exercise: “Maximizing Your Potential”</td>
<td>ALL</td>
</tr>
<tr>
<td>Create &amp; Lead Change to Transform Culture</td>
<td>Ernie</td>
</tr>
<tr>
<td>Managing Change with Resilience</td>
<td>Anne</td>
</tr>
<tr>
<td>Wrap-up / Review</td>
<td>ALL</td>
</tr>
</tbody>
</table>
"Everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes — it should be postponed as long as possible and no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm."

CHANGE MODELS

Organizational Leadership Individuals

Leadership Organizational
DEFINING CHANGE

- **Change** is a move from the old situation to a new situation.
- It’s an external and situational event.
- Something ends/stops and something begins/start.

Examples of CHANGES linked to Baby Friendly Hospital Initiatives?
The Three Stages of Change

Lewin. Kurt. “Group Decision and Social Change”

BEGINNING 
(UNFREEZE)

TRANSFORMATION 

END OF THE CHANGE 
(REFREEZE/ REAFFIRM VISION)

CHANGE is a PROCESSES
“It’s transition, not change, that people resist.” (Bridges, 1991)
Change vs. Transition

- It is not enough to manage change. Transformation, too, needs to be managed, measured and celebrated.
  - Change is a shift in the external situation.
  - Transformation is the psychological reorientation that people make in response to the change.

- Change requires Transformation if it is to "take root".

- Change without Transformation is unsuccessful.
What Can We Control?

- **Response-Ability** – How does that apply to Change?

- We can control our attitudes, our reactions and our actions.
# Personal Power Grid

<table>
<thead>
<tr>
<th>ACTION</th>
<th>Events within our control</th>
<th>Events beyond our control</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mastery</strong></td>
<td></td>
<td><strong>Ceaseless Striving</strong></td>
</tr>
<tr>
<td>NON-ACTION</td>
<td>Hopeless Helpless</td>
<td>Acceptance</td>
</tr>
</tbody>
</table>
“MAXIMIZING YOUR POTENTIAL”

Exercise
“Maximizing Your Potential”

- Take your 9 sticks and put them into 3 triangles

- Goal = maximize the number of triangles by moving only 3 of the sticks
  - You have 5 minutes to test out different strategies as a team
  - I will give you a 2 minute warning to execute your best strategy

- The Only Rules:
  - May only move 3 sticks
  - May not break the sticks
  - Triangles DO NOT have to be equilateral
MAXIMIZE YOUR POTENTIAL
DEBRIEF EXPERIENCE

INSIGHTS & LESSONS LEARNED
CREATE & LEAD
CHANGE

Eight-Stage Process

1. Sense of Urgency
2. Guiding Coalition
3. Vision and Strategy
4. Communication
5. Empower Broad-based Action
6. Short-term wins
7. Consolidation of gains and production of more change
8. Strengthen the Culture by anchoring the new approaches

Creating a Foundation for Change @ St. Mary-AV

Sense of Urgency
- Capture attention and cooperation

Guiding Coalitions
- Right people to lead with enough power

Vision & Strategy
- Direct change initiative with a shared vision

Communication
- Use all means to constantly communicate vision & strategies

LEADING CHANGE
in the High Desert Region

Broad-based Action

- Risk taking and innovative or out-of-the-box thinking and activities are encouraged

Short-term Wins

- Plan visible performance improvements

Gains & More Changes

- Hire, promote, and develop people capable of implementing change vision

Strengthen Culture

- Connect organizational successes and outcomes
- with desired new behaviors

As a set of values and beliefs shared by members of a group, culture serves as:

- A direction or guide for individuals and the group or organization,
- Contributes to a sense of identity,
- Provides a way to conceptualize or understand themselves, their experiences, and surroundings

Strength of the culture evolves and intensifies through consistency and clarity of the shared assumptions and learning.

CULTURE CHANGE

- A planned and systematic culture change requires embedding and creating new **shared assumptions**.
- Requires **motivation to change**.
- Essential component of the process: provide **psychological safety** in order to reduce anxiety and promote learning.

How do we transition from resistance to integration?
• Resilience is the ability to return to the original state or form after being stretched, compressed or bent.

• It is the ability to recover from adversity.

• Needless to say, developing resilience is a highly desirable quality in today’s ever-changing world.
Managing Change with Resilience

**Five characteristics of resilient people:**

(Conner, D. *Resilience: A Change for the Better*)

- Positive
- Focused
- Flexible
- Organized
- Proactive
- **Resilient people are optimists.** They display a self-assurance that is based on their view that life is complex but filled with many opportunities.

- Optimists believe that **defeat is temporary** and its causes are not solely their fault, but rather due to unfortunate circumstances.

- Conversely, the pessimist believes that defeat will last a long time and assigning blame to someone—including him or herself—is necessary.
The focused characteristic of resilient people has to do with having a clear vision of what they want to achieve.

Focused people take the time to write down their goals, objectives, obstacles and the strategies they will employ to find solutions for problems facing them.
Flexible people are those who demonstrate a special pliability or adaptability when responding to uncertainty.

This resilient characteristic requires that you identify and compartmentalize your fears when facing new and intimidating situations.
Organized people have the knack for developing structured approaches to managing ambiguity.

They creatively plan, carefully set priorities and engage in deliberate action steps in order to accomplish tasks.
The proactive characteristic of resilient people means that they engage change rather than simply defend against it.

They are not reactive.

They take the offense rather than the defense.

They take calculated risks and then apply lessons learned from past experiences to similar challenges facing them.
REVIEW & WRAP-UP

What are some key take-aways from today’s presentation that you can apply to your life or BFHI?

Examples?
Contact Information:

Anne St. John
a.stjohn@memorialcare.org
(714) 377-3258

Ernelyn Navarro
Ernelyn.Navarro@stjoe.org
(760) 242-2311 ext. 8235


Conner, D. *Resilience: A Change for the Better*

http://www.kotterinternational.com


