



*“Partners in Perinatal Quality”*

## September News

### **Quality Tip: WHAT CAN LEADERS DO TO PROMOTE CHANGE? PART THREE IN A SERIES OF CHANGE IDEAS**

Leaders are tasked with promoting healthy change in their organizations. With Quality Tips #6 and #7, we explored the human and cultural sides of change; both are resilient to alteration of norms and habits. So we expect resistance to be a normal part of change. Leaders need to be patient with the resistance, we said, but be eager to lead those who are willing to move ahead.

Surfacing resistance allows you learn from it and adapt your strategy.

- List instances where your change was resisted or even halted.
- Where was the resistance coming from?
- What were the causes?

Try this four-step formula:

1. Surface the resistance: “I notice you are reluctant to \_\_\_\_\_.”
2. Honor and appreciate its expression. It is ok to have a differing view. In fact, putting cynics together with believers is an excellent way to design innovations.
3. Explore the objections and learn. What would the resister prefer? Or is this pseudo-resistance (objections to everything)?
4. Recheck the status of agreements and move on. “What is our common objective and how can we move forward from here?”

Informal leaders are key “influencers” in any change initiative. If the positive group is stronger, bring the influencers together for discussion; if the negative group is stronger, meet with the influencers individually.

Here are some other tips for leaders:

- Place influencers in key leadership positions—solicit their support.
- Model the way (Walk the Talk). Leaders must make personal changes before asking others to change.
- Credibility matters. The more people trust their leaders, the more willing they are to accept changes. Work on positive relationships.

- Guide vs. control. When change is force-fed, the resistance is greater. Give choices. Use PULL strategies (Quality Tip #6)
- Be ever present (MBWA=Management by Wandering Around) and in a two-way conversation.
- Involve others in the planning and execution--individuals, a team-- understanding that people will support the decisions they helped make, through participation.
- Resolve "ME" issues quickly: Do they have a vote, a job, a new assignment, a change in reporting, different expectations?
- Be visionary, inspiring, and enthusiastic. Describe a better future that people can see themselves living in, in vivid word pictures. A strong vision is key to alignment of the players.
- In your Communication Plan, keep the message simple. Light the way for the troops, even if it's just the next few steps.
- Create a compelling business case. "We are doing this not because I say so, but because it makes sense."

John F. Kotter (1996) wrote a helpful book called *Leading Change*. He suggested the following to leaders:

1. Establish a sense of urgency
2. Create a unified guiding coalition
3. Establish and reinforce the vision
4. Communicate, communicate, communicate
5. Remove barriers
6. Create short-term wins
7. Go first—Model the way

If the change failed, he said, it was due to the lack of these seven, in addition to: a) declaring victory too soon; and b) not anchoring changes in the company's culture; plus c) under-communicating by a factor of 10.

Lastly, keep the momentum going by celebrating short-term wins. People are not machines, and thrive on recognition. Folks who play together, stay together (Deal & Key, *Corporate Celebration*, 1998).

For additional information and references, see:

<http://www.mkkey.com/EZines/ezine56-direction.htm> on "Giving Direction"

<http://www.mkkey.com/EZines/ezine77-ConstConfront-1.htm> on "Constructive Confrontation"

<http://www.mkkey.com/EZines/ezine87-SustainingChange.htm> on "Sustaining Change"

<http://www.mkkey.com/EZines/ezine21.htm> on "Celebration: Joy in Work"

## What's New at TIPOC??

Check our "*New & Improved*" website on the all new TIPOC server!!

[www.TIPOC.org](http://www.TIPOC.org)

Give us your feedback....we love to hear from you!

*Coming soon: Ability to log into your project workspace!*

## **Fall Regional Meetings**

*Sponsored by Vanderbilt Medical Center, Department of Nursing Education and Development with the Vanderbilt School of Medicine, Department of Neonatology*

### **CQI Education #3 Efficiency in Team Work with Temperature Project Examples**

Please feel free to join us for these meetings at the location nearest you! The meeting will begin at 7:45 (8:30 for Chattanooga) with a light breakfast and the opportunity to visit with the local RAC and a RAC Business Meeting. The training, "Accelerating the Work of Teams" will begin at 9 AM (9:30 for Chattanooga), followed by the Admission Temperature Hospital Teams Meeting until 2 PM. As a light lunch will be served, RSVPs will be required, sent to:

[Brenda.Barker@TIQOC.org](mailto:Brenda.Barker@TIQOC.org)

#### **Chattanooga--Wednesday, September 2**

Erlanger Medical Center, Thompson Room, 8:30-2:45 PM

Contact: [Sheila.Haynes@erlanger.org](mailto:Sheila.Haynes@erlanger.org)

#### **Nashville - Thursday, September 3**

Centennial Medical Office Building (MOB) Auditorium

7:45 am-2:15 PM

Contact: [joann.ettien@hcahealthcare.com](mailto:joann.ettien@hcahealthcare.com)

#### **Kingsport—Wednesday, September 16**

Wellmont Holston Valley Medical Center, Blue Ridge

Conference Room in the Cafeteria, 7:45 am-2:15 PM

Contact: Janet @ [neonatal@embarqmail.com](mailto:neonatal@embarqmail.com)

#### **Knoxville—Thursday, September 17**

East Tennessee Children's Hospital, Schmid Room, Koppel Plaza, 7:45 am-2:15 PM

Contact: Sonya @ [snelson@etch.com](mailto:snelson@etch.com)

#### **Memphis—Wednesday, September 23**

Methodist LeBonheur Germantown Hospital, Classroom 1

7:45 am-2:15 PM

Contact: Lynn @ [mlrosas1@comcast.net](mailto:mlrosas1@comcast.net)

- For the entire agenda, and to download the power points go to:  
<http://www.tipqc.org/meetings>

- Each hospital team is asked to share a “storyboard” & bring a NICU family/team member

Vanderbilt School of Medicine is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians. Vanderbilt Medical Center, Department of Nursing Education and Development is an approved provider of continuing nursing education by the Tennessee nurses Association, and accredited approver by the American Nurses Credentialing Center’s Commission of Accreditation

Vanderbilt Medical Center, Department of Nursing Education and Development and the Vanderbilt School of Medicine designates this educational activity for a maximum of 5 *AMA PRA Category 1 Credit(s)*<sup>TM</sup>. Physicians should only claim credit commensurate with the extent of their participation in the activity.

Vanderbilt School of Medicine, Division of Neonatology

More info...

For additional upcoming meetings, please see <http://www.tipqc.org/calendar>.

## Project Highlights

### NICU--Admission Temperature Project

The 20 NICU hospital teams (One more hospital is joining the project, giving us 21 teams!) have had four phone huddles and two learning sessions, with the third coming this month! Please plan to join us for the “*Regional COI Education #3: Efficiency in Team Work with Temperature Project Examples*.” We look forward to each hospital sharing data, their PDSA cycles, & progress. Bring a family member to join your team! Watch for family member training in October.

### OB—Reducing Elective Deliveries before 39 Weeks

The Davidson Pilot Committee met on August 12, to review the survey, process, IRB submission, & data measures. September 30, 2010 is the deadline for application submission for the pilots, with training beginning in October.

## Projects Being Developed

### NICU—Human Milk Feeding Project

The Med, MCJCH at Vanderbilt, and Parkridge East have met 6 times, and one last pilot center, East Tennessee Children’s Hospital has been added to the group. This group will meet on September 21 in Nashville to finalize the tool kit and then begin piloting the project. They hope to have the project ready for state-wide enrollment at the Annual Meeting in March 2010.

### NICU—CLABSI Reduction

Pilot Project Meeting on August 11 in Knoxville was a huge success. The tool kit is being finalized and reviewed. Each center will submit IRB, develop protocols, and complete the application by September 30, 2009. Training and implementation will begin October. They hope to have this project ready by December 2009, to present at the THA State Meeting and to coincide with the DOH public release of TN NICU's CLABSI data, and to enroll the entire state. First state-wide TIPOC learning sessions will be in January 2010.

### **OB—Breastfeeding Awareness Campaign**

This group of state leaders has met four times, and is developing a state-wide project.

For more information: <http://www.tipqc.org/projects>.

### **Hospital Highlights**



The Maury Regional TIPOC team has found a pen that looks like a thermometer. It is marked in Centigrade, with **37** in red, indicating the middle ground for the temperature goal. This provides a staff reminder and a means to celebrate at their fingertips. The pen says "Warm babies, Warm Hearts, We thank you, Maury Regional Hospital."

### **Upcoming Conferences**

Mark your calendar now for the ***Annual State TIPQC Meeting on March 3-4, 2010.***

Please note that we have added a calendar feature to our website, where these dates and others can be found at <http://www.tipqc.org/calendar>.

Watch the web for updates throughout the month.

[www.TIPOC.org](http://www.TIPOC.org)

Sincerely,

Brenda Barker, MEd

Peter Grubb, MD

M. K. Key, PhD