

Approach to Change Leadership

Charles Christian, FCHIME, FHIMSS, LCHIME, CHCIO, Vice
President of Technology and Engagement, Indiana Health
Information Exchange

GA HIMSS Annual Conference

October 17, 2017



Key Components of Change



1. Awareness of the need for change
2. Desire to participate and support the change
3. Knowledge on how to change
4. Ability to implement required skills and behaviors
5. Reinforcement to sustain the change

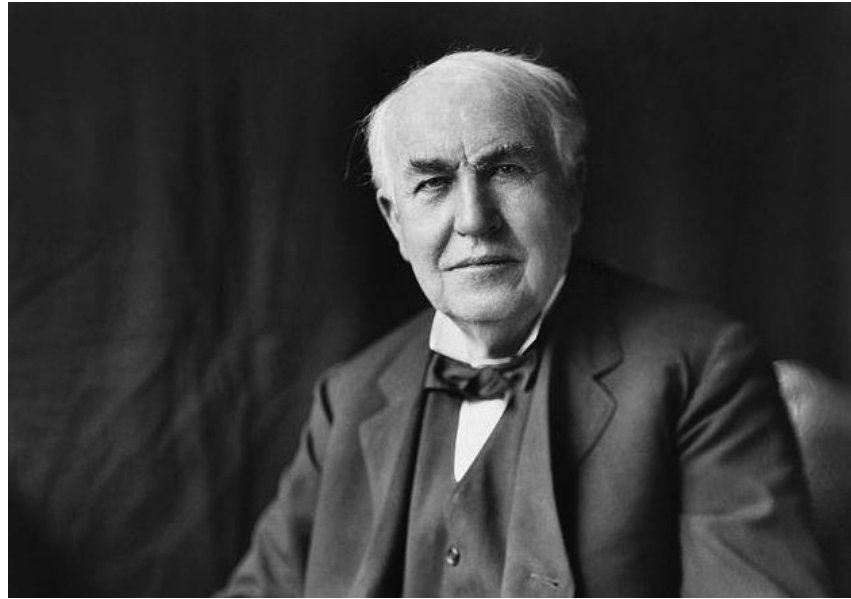
Defining Our Terms

Change management refers to a set of basic tools or structures intended to keep any change effort under control.

Change leadership concerns the driving forces, visions and processes that fuel large-scale transformation.

- *John Kotter*

“Opportunity is missed by most people because it is dressed in overalls and looks like work.”



“Vision without execution is hallucination.”

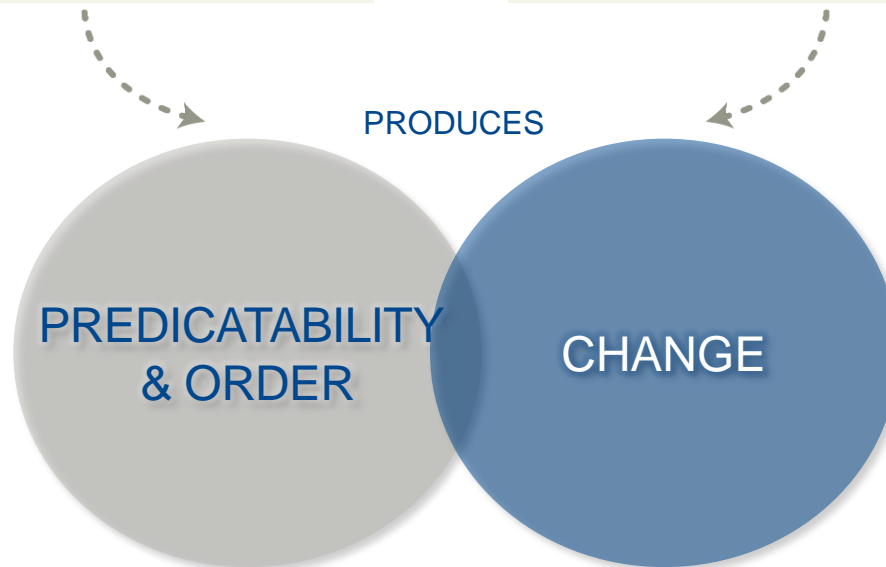
Change Requires Leadership and Management

MANAGEMENT

- Planning & Budgeting
- Organizing & Staffing
- Controlling & Problem Solving

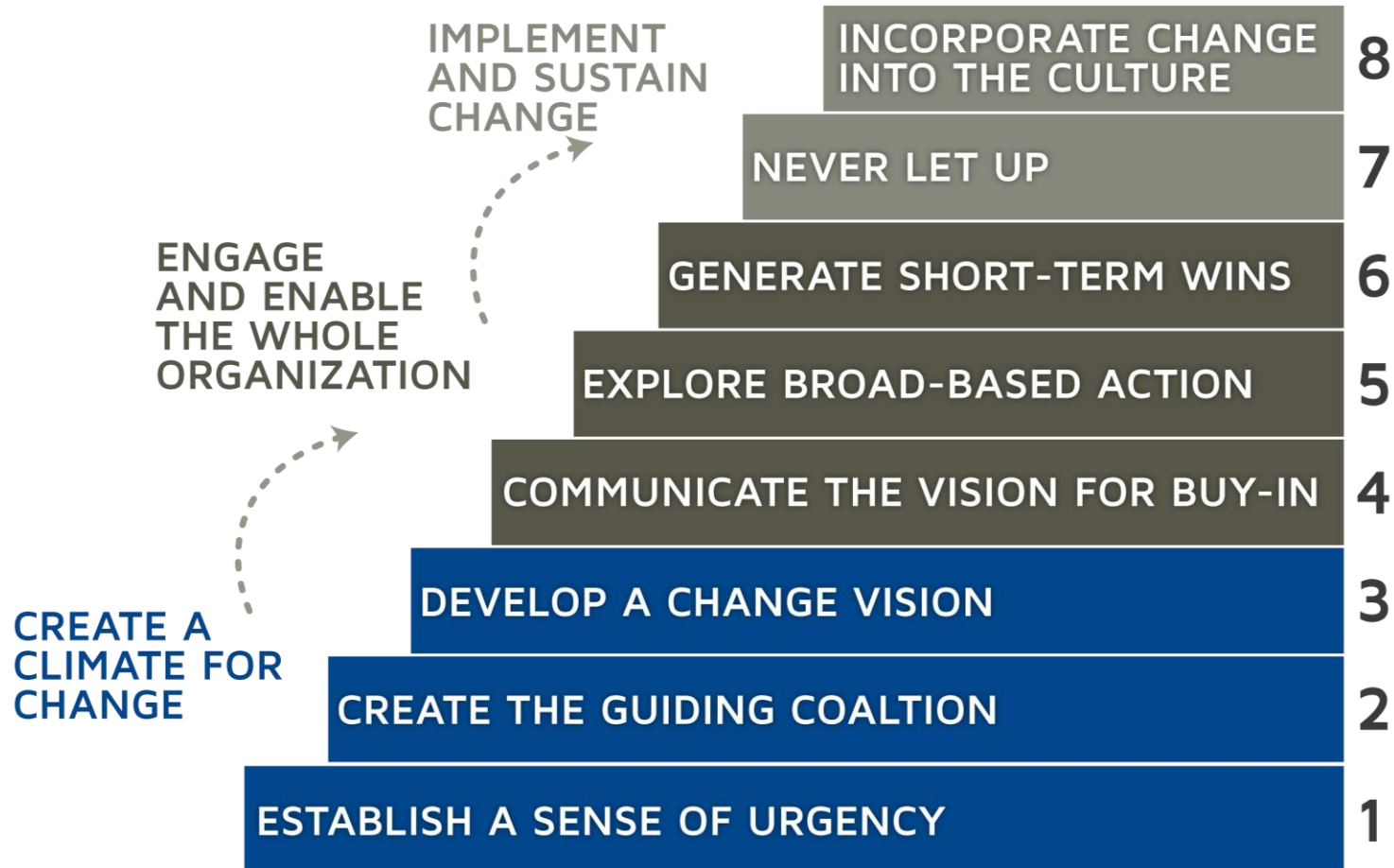
LEADERSHIP

- Establishing Direction
- Aligning People
- Motivating & Inspiring



The larger the change, the more leadership is required.

Kotter's 8 Steps



Establish a Sense of Urgency



True urgency is
a prerequisite to
change.

Create a Guiding Coalition

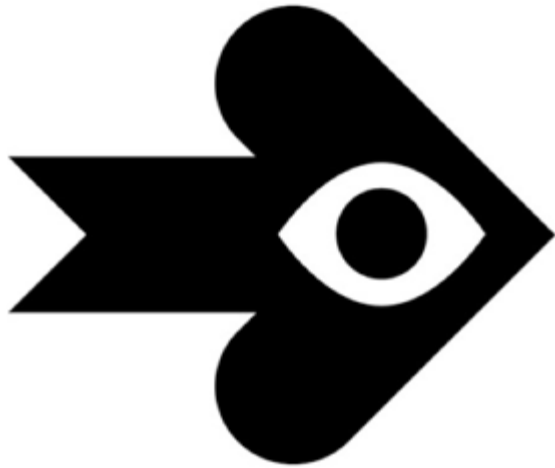


A shared objective.

Trust.

The right people—power, expertise, credibility.

Develop a Change Vision



- Bold but achievable; paints a vivid picture of the future
- Appeals to employees' hearts (and minds)
- Specific enough to help individuals make decisions and trade-offs
- Flexible enough to adapt to changing conditions
- Easy to communicate quickly

Communicate the Vision for Buy-In



Target Stakeholders:

Everyone who needs to make adjustments in what they do, how they do it, and with whom they do it.

Empower Broad-Based Action

Address Common Barriers:



Mindset: People don't believe change is possible.

Systems: Formal structures (e.g., information sharing, performance management) make it difficult to act.

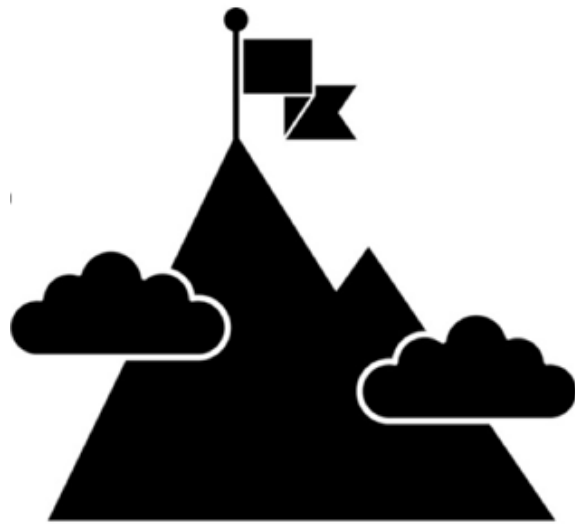
Bosses: Key players discourage employees from behaving differently.

Generate Short-Term Wins



- Visible
- Unambiguous
- Relevant
- Celebrated
- Make sacrifices worth it
- Undermine resisters
- Build momentum

Never Let Up



Mountain Momentum:

- Don't declare victory prematurely
- Keep urgency up
- Eliminate unnecessary, demoralizing work
- Cancel unnecessary meetings
- Continue learning from experience

Incorporate Change Into the Culture

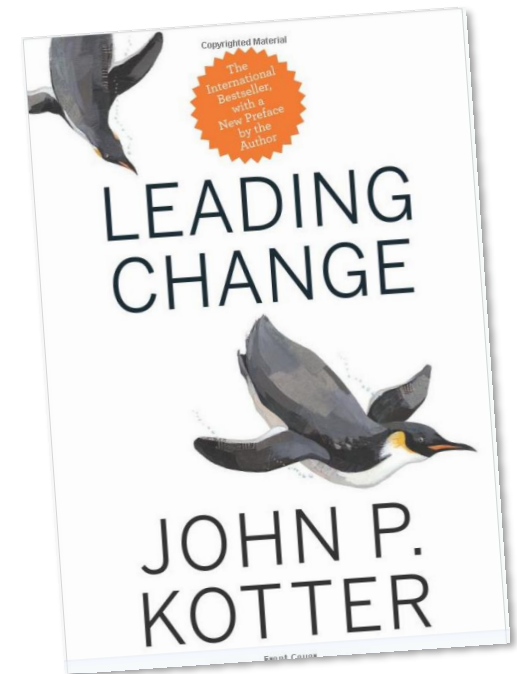
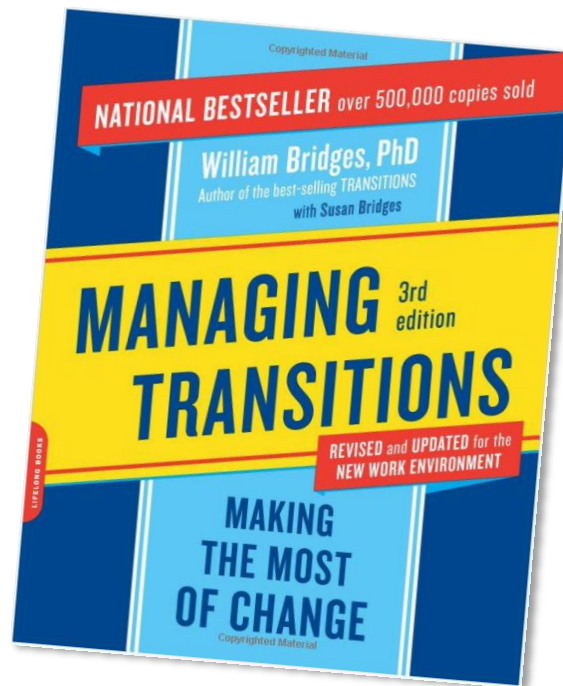
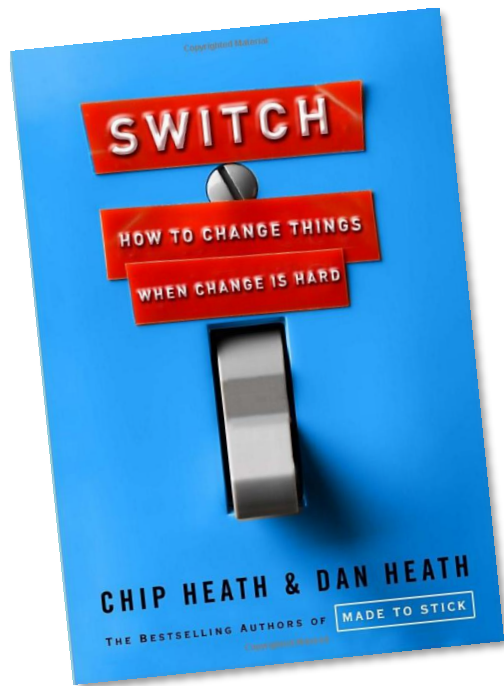


It's OK if resisters leave.

It's imperative that the right people are promoted.

The change becomes “the way we do things around here.”

Favorite Resources from the CHIME CIO Healthcare Boot Camp™ Faculty



Thank you!

Charles Christian, FCHIME, FHIMSS, LCHIME, CHCIO, Vice
President of Technology and Engagement, Indiana Health
Information Exchange

