Introduction to Culture Change
Leadership: Moving the Needle

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Today’s Roadmap: Celebrate your hard work

- **Culture Change Leadership**
  - Factors supporting culture change
  - Intentionally designed systems
    - Essential elements
    - Necessary drivers and measures of our success

- **Identifying Barriers to Culture Change**
  - Support professional accountability

- **Best Practices for Implementing Culture Change**
  - Cultivating respect and a culture of safety
  - Designing your systems
Goals of AETC Practice Transformation

**TESTING**
- **Current State**: Implement opt out
- **Future State**: (No future state specified)

**PrEP**
- **Current State**: Identify Risk and Initiate within 30 days
- **Future State**: (No future state specified)

**LINKAGE**
- **Current State**: (No specific current state provided)
- **Future State**: (No specific future state provided)
Becoming a successful culture

Shared experiences that help shape how we understand our world influences behavior, values, rituals, and perspectives.

Most “successful” groups, feel:
- Safe
- Connected
- Share a vision for the future
Assumptions

- Culture change is gradual *(and not for the faint of heart)*
- The goal is to improve, not be perfect
- Work with the resources you have, but acknowledge you may need additional resources
- If you don’t measure it and share it, it *(kind of)* never happened
Healthcare Culture
What are the values of your organization?

Please take out your electronic devices and go to: www.menti.com and use code
Reliability

“Failure free operation... effective, efficient, timely, patient-centered, equitable”

- Vision/goals/core values
- Leadership/authority
- A safety culture includes:
  - Psychological safety
  - Trust

Nolan et al., Institute of Medicine, 2001; Nolan et al., Boston: Institute for Healthcare Improvement, 2004; Hickson et al., Joint Commission Resources, 2012.
Professionalism and Self-Regulation

Technical & Cognitive Competence

Respect

Self-awareness

Effective Communication

Availability

Teamwork

Hickson et al., Joint Commission Resources, 2012.
Pursuing the Right Balance

A compact between administration and the professional group

Intentionally Designed Systems

Professional Accountability

Hickson et al., Joint Commission Resources, 2012.
Professionalism and Self-Regulation

Professionals commit to...

AND

Self AND Group

regulation of behavior and performance

Hickson et al., *From Front Office to Front Line*, 2012.
Compassion

- What patients want...

- Increase the size and strengthen the skills of the HIV work force
- Improve outcomes along with the HIV Care Continuum
- Reduce HIV incidence
What words describe your ideal work place culture?

Please take out your electronic devices and go to:
www.menti.com and use code XXXXXX
What barriers are holding your culture back from the ideal?

Please take out your electronic devices and go to: www.menti.com and use code XXXXXX
Intentionally Designed Systems
Essential Elements to Promote Reliability

PROMOTING PROFESSIONALISM

PEOPLE
- COMMITTED LEADERSHIP
- PROJECT CHAMPIONS
- IMPLEMENTATION TEAMS

PROCESS
- CLEAR GOALS AND VALUES
- POLICIES AND PROCEDURES
- SUFFICIENT RESOURCES
- TIERED INTERVENTION MODELS

SYSTEMS
- TOOLS, DATA AND METRICS
- RELIABLE REVIEW PROCESS
- TRAINING

ESSENTIAL ELEMENTS

Hickson et al., Joint Commission Resources, 2012.
People

- Committed Leadership
- Project Champions
- Implementation Teams
People You May Encounter

“Terrific, when do we start?”

“We have so many things going on…”

“We tried that before…”

“What can I do to help make this successful?”

“There’s no way this will ever work”
People You May Encounter

- Leaders (by example)
- Influencers
- Skeptics
- Rationalizers
- Enthusiasts
- Concerned
- “On a Mission from...”
Clear Goals and Values
- Policies and Procedures
- Sufficient Resources
- Tiered Intervention Model
Systems

- Tools, Data and Metrics
- Reliable Review Process
- Training
## Using Tools: Gap Analysis

<table>
<thead>
<tr>
<th>People</th>
<th>Issues</th>
<th>Key Stakeholders</th>
<th>Have/Not Actions</th>
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<tbody>
<tr>
<td>Committed Leadership</td>
<td>Prepared to address behavior</td>
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<td>Project Champion</td>
<td>Access to key leaders and data</td>
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<tr>
<td>Dedicated Team</td>
<td>Dedicated time on initiative</td>
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<thead>
<tr>
<th>Processes</th>
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<tr>
<td>Clear Organization Values &amp; Goals</td>
<td>Reflect priorities and best practices</td>
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<tr>
<td>Enforceable Policies</td>
<td>Used when challenges arise</td>
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<tr>
<td>Sufficient and Right Resources</td>
<td>Readily available, accessible</td>
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<tr>
<td>Model for Tiered Intervention</td>
<td>Used readily</td>
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<tr>
<th>Systems</th>
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<tr>
<td>Measurement &amp; Surveillance Tools</td>
<td>Create aggregate comparisons</td>
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<tr>
<td>Process for Reliable Data Review</td>
<td>Address points and trends</td>
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<tr>
<td>Multi-Level Professional Training</td>
<td>The science, philosophy, skills</td>
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Drivers and Defining our Success
Goals of AETC Practice Transformation

**TESTING**
- **Current State**: Implement opt out
- **Future State**: Further details not provided

**PrEP**
- **Current State**: Identify Risk and Initiate
- **Future State**: Further details not provided

**LINKAGE**
- **Current State**: within 30 days
- **Future State**: Further details not provided
You are a part of a team at a health center interested in increasing rates of Testing, PrEP or Linkage.
Essential Elements to Promote Reliability

PROMOTING PROFESSIONALISM

PEOPLE
- COMMITTED LEADERSHIP
- PROJECT CHAMPIONS
- IMPLEMENTATION TEAMS

PROCESS
- CLEAR GOALS AND VALUES
- POLICIES AND PROCEDURES
- SUFFICIENT RESOURCES
- TIERED INTERVENTION MODELS

SYSTEMS
- TOOLS, DATA AND METRICS
- RELIABLE REVIEW PROCESS
- TRAINING

ESSENTIAL ELEMENTS

Hickson et al., Joint Commission Resources, 2012.
What do you need to move the needle on...Testing?

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What do you need to move the needle on...PrEP?

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What do you need to move the needle on...Linkage?

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</table>
Select 2 Factors that are likely to be important for your team’s focus — Testing, PrEP or Linkage
# Increasing Testing

**Driver A:** Medical Director Engagement

<table>
<thead>
<tr>
<th>Optimal (define): Very engaged, supportive, and modeling testing, PrEP, and linkage</th>
<th>Sub-optimal (define): Distant medical director who is unwilling or unable to help with your efforts</th>
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</thead>
<tbody>
<tr>
<td>Practice Transformed</td>
<td>Missed opportunities</td>
</tr>
<tr>
<td>Increased rates, staff engaged, center making a difference</td>
<td>We have great data, but we make little progress because of challenges getting traction</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Optimal (define): Great Data that allows us to track and share progress frequently</th>
<th>Sub-optimal (define): Very little data, sporadically posted and difficult to interpret/sort</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do we know?</td>
<td>Worse off than we were</td>
</tr>
<tr>
<td>Things seem to be going well, but we aren’t able to know and people get discouraged when they aren’t sure if we’re making progress</td>
<td>Unable to implement change, discouraged staff are unsure what their efforts have done and they feel unsupported in their work</td>
</tr>
</tbody>
</table>
Create a 2x2 table
Human Factors
Have You Faced Any of These Challenges?

• **The Terror of Turn-Over**: How best to gain support from a new leader.

• **Ain’t Got Time For That**: Not able to make time for training.

• **Administrative Quick Sand**: A lot of time pondering and less time acting.

• **One Bad Apple**: Most on board but one person influences others

• **Unrealistic Expectations**: “Can you get this done tomorrow?”