



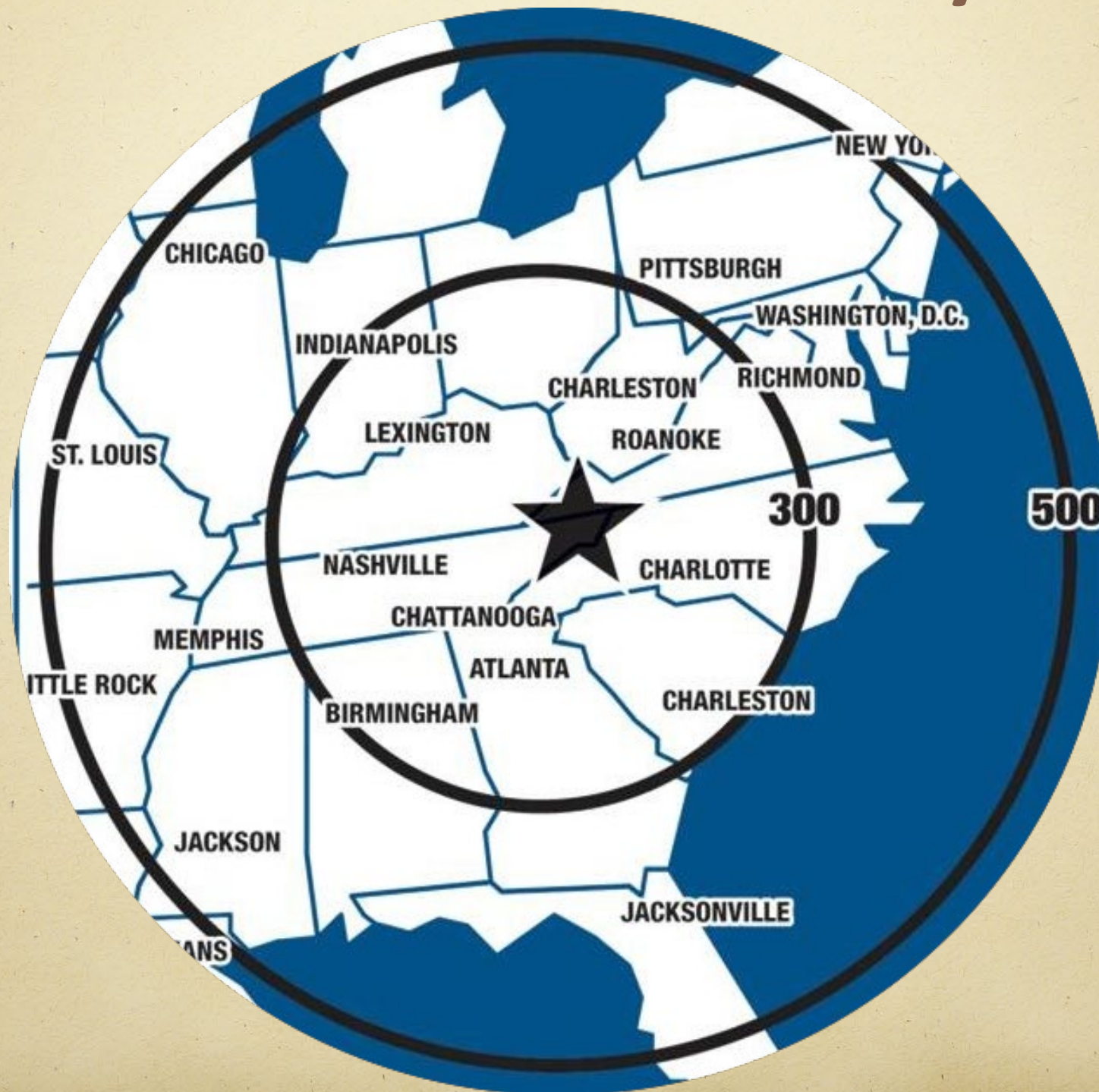
People and Programs

A Management Philosophy

Recognition

- Epic and Wellmont: Organization
- John Kotter: Management Author
- Transtheoretical Model of Behavior Change
(Precontemplation, Contemplation, Preparation, Action, Maintenance, Termination)
- Kubler-Ross Five Stages of Grief (DABDA)
(Denial, Anger, Bargaining, Depression, Acceptance)

Wellmont Health System



Organizational Statistics

8 Hospitals (~1200 licensed beds)

Integrated network of 130 providers

Wide Range of Tertiary Services

Level I Trauma Center

Level III NICU

Bristol Motor Speedway



Changing Times



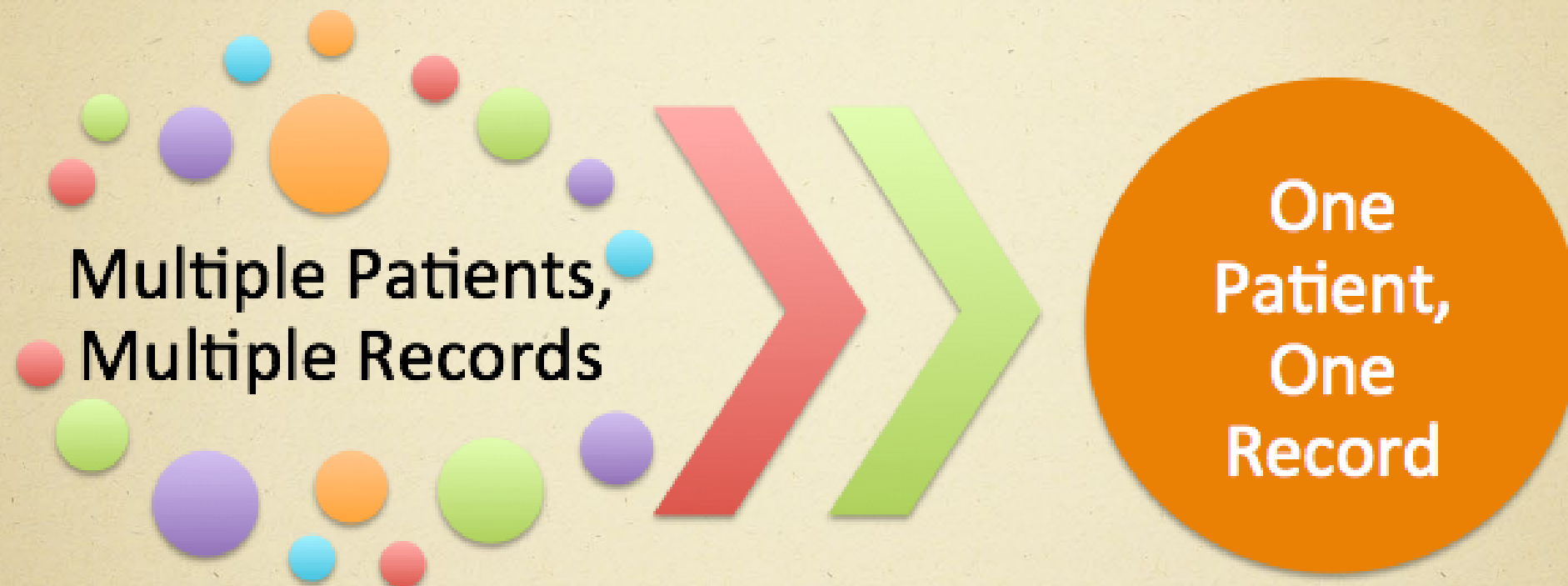


Health Reform



Meaningful Use
of the tools for patient care

Evolving Along the Patient Journey



Allscripts,
NextGen, Varian,
McKesson

Epic

ED

Home

OR

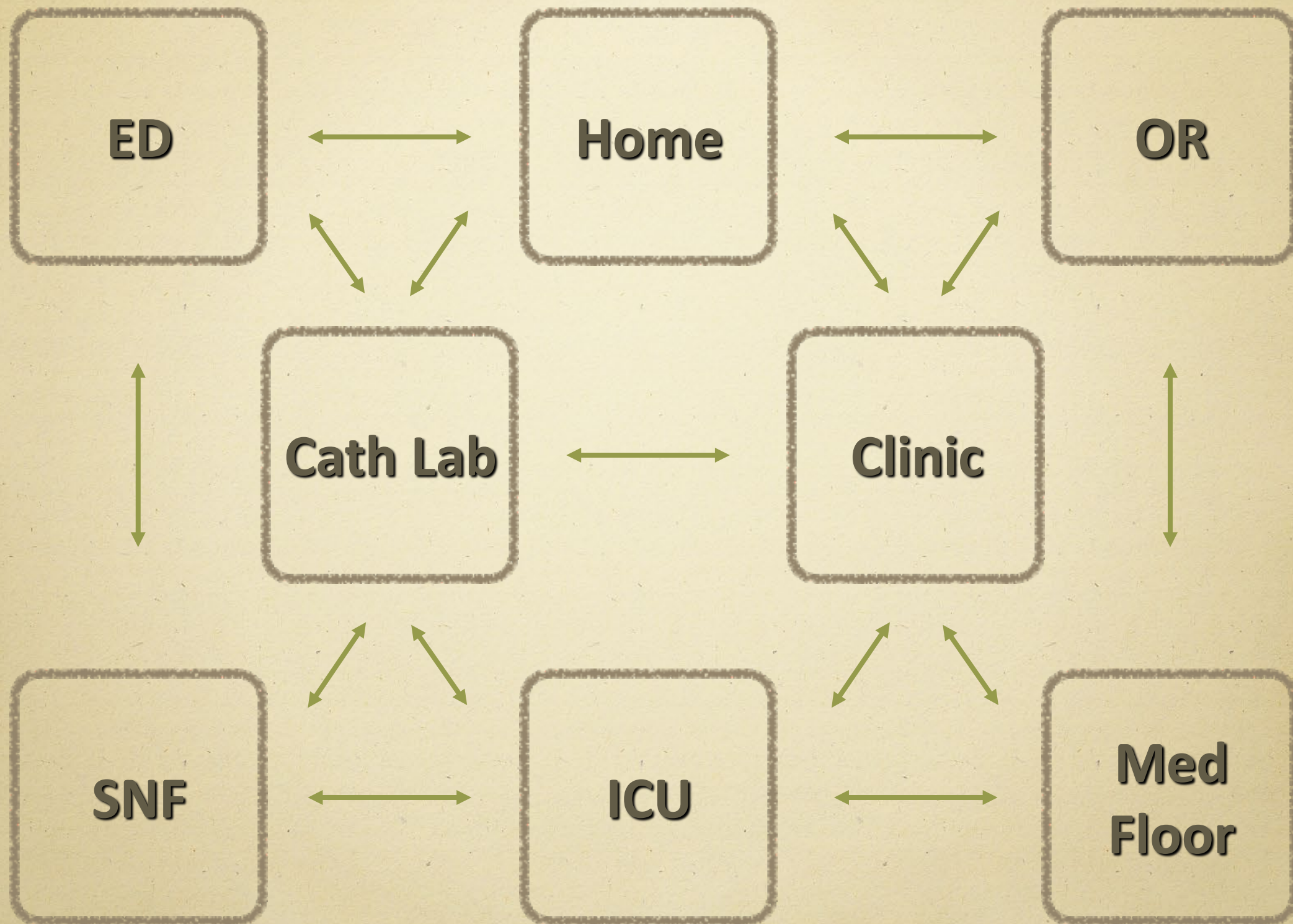
HD Unit

Clinic

SNF

ICU

**Med
Floor**



Evolving Along the Patient Journey



WMA, CVA,
KHO, Hospital

Wellmont

Issues/Barriers

- Multiple Support Structures
- Multiple Committees
- Separate Agendas/No Synchronization
- Decision-Making producing Disagreements
- All stakeholders not present in any one forum resulting in duplicate discussions
- No checks/balances for validation process resulting in large volume of work needing prioritized
- **Can't Be...**
 - **Physicians vs. Nurses**
 - **Inpatient vs Outpatient**

The Basics

Structure + Process

Outcome

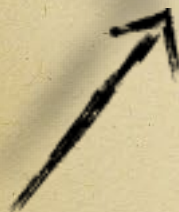
Process

Managing change should be a deliberate effort.

**Implement and
Sustain Change**



**Engage and
Enable the
Whole
Organization**



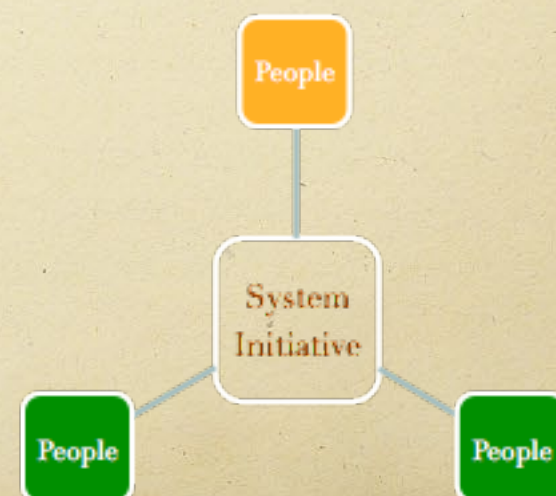
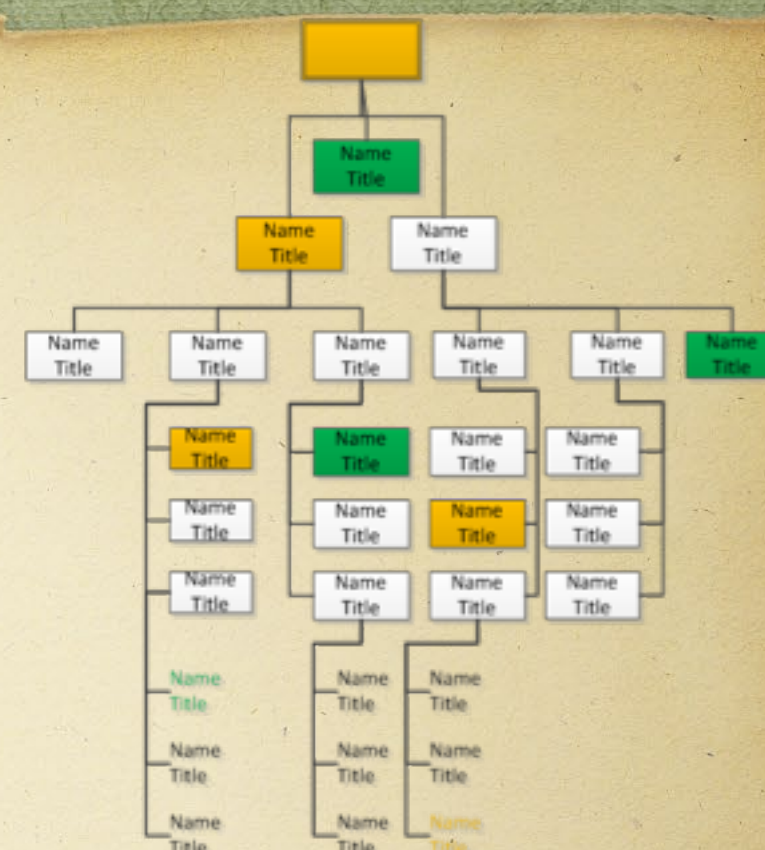
**Create a Climate
for Change**

**Step 2
Create a Guiding Coalition**

**Step 1
Establish a Sense of Urgency**

Structure

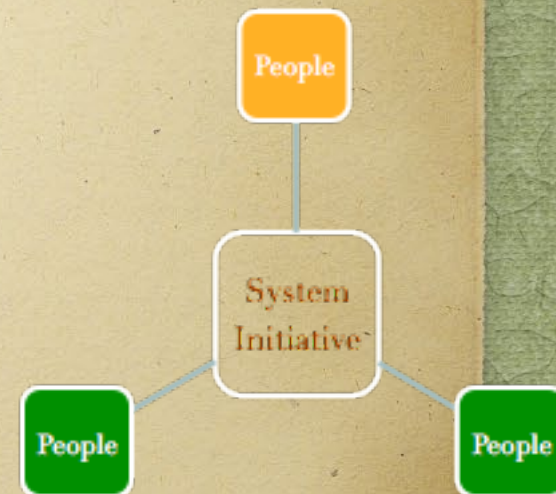
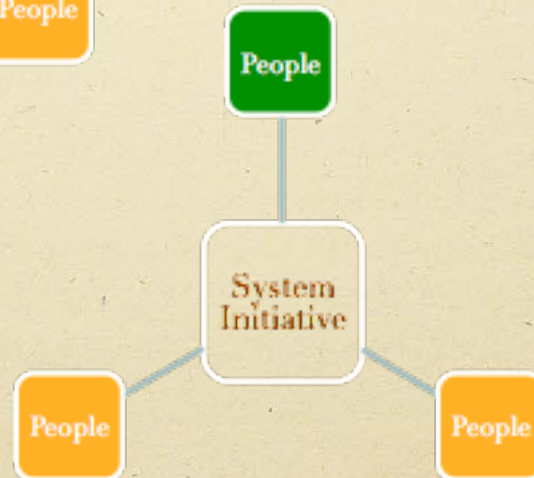
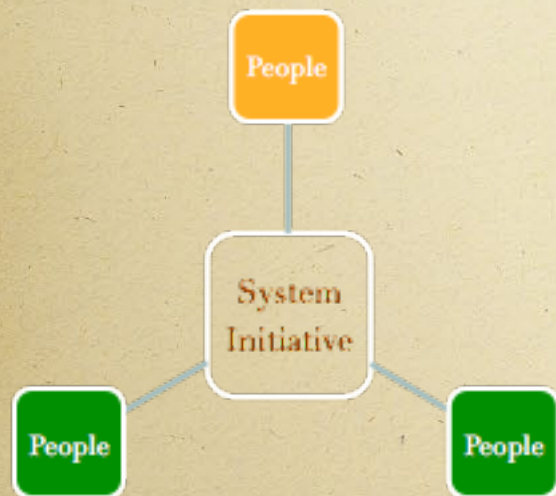
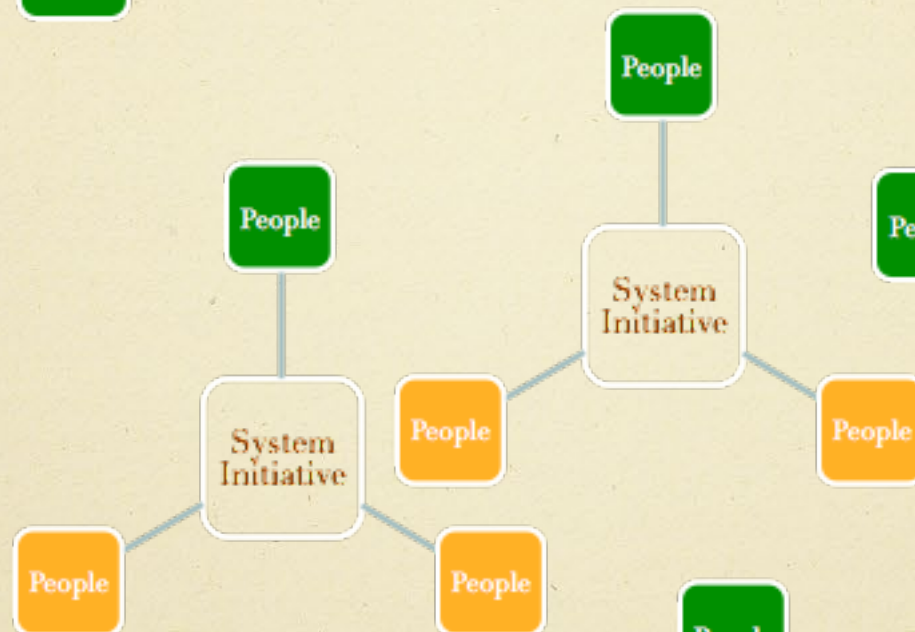
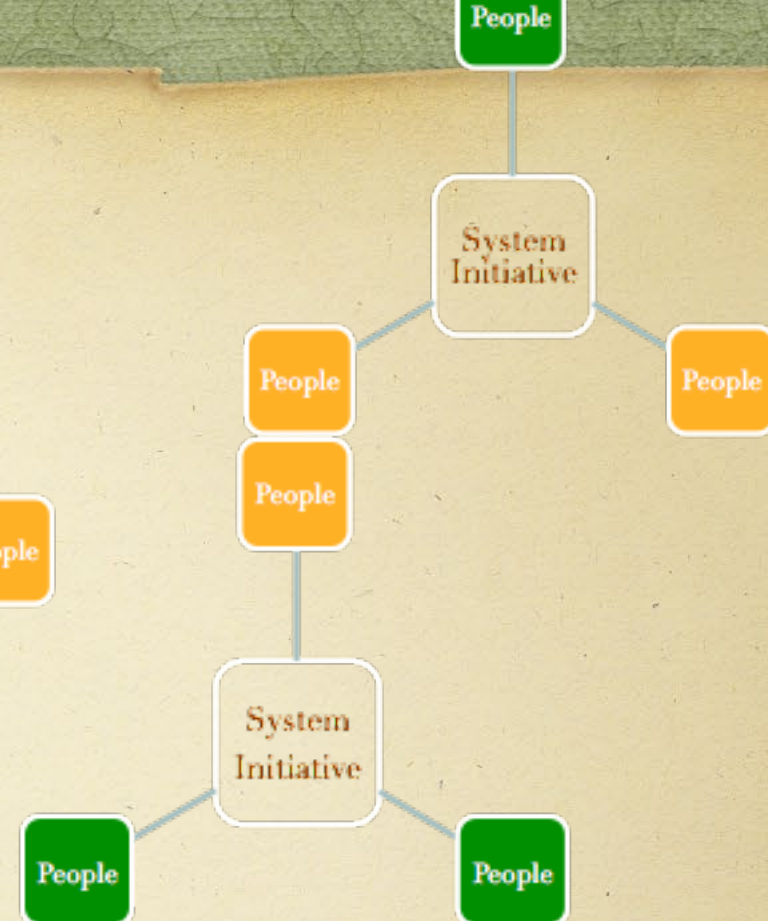
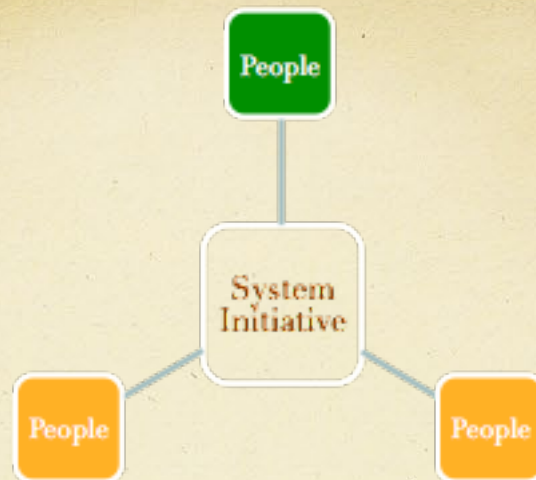
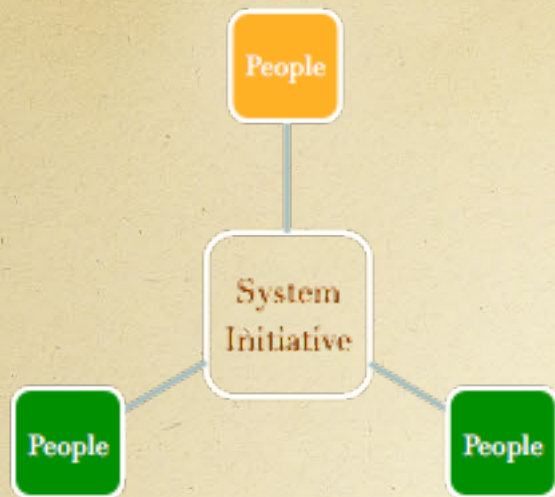
A given structure will produce a given outcome.

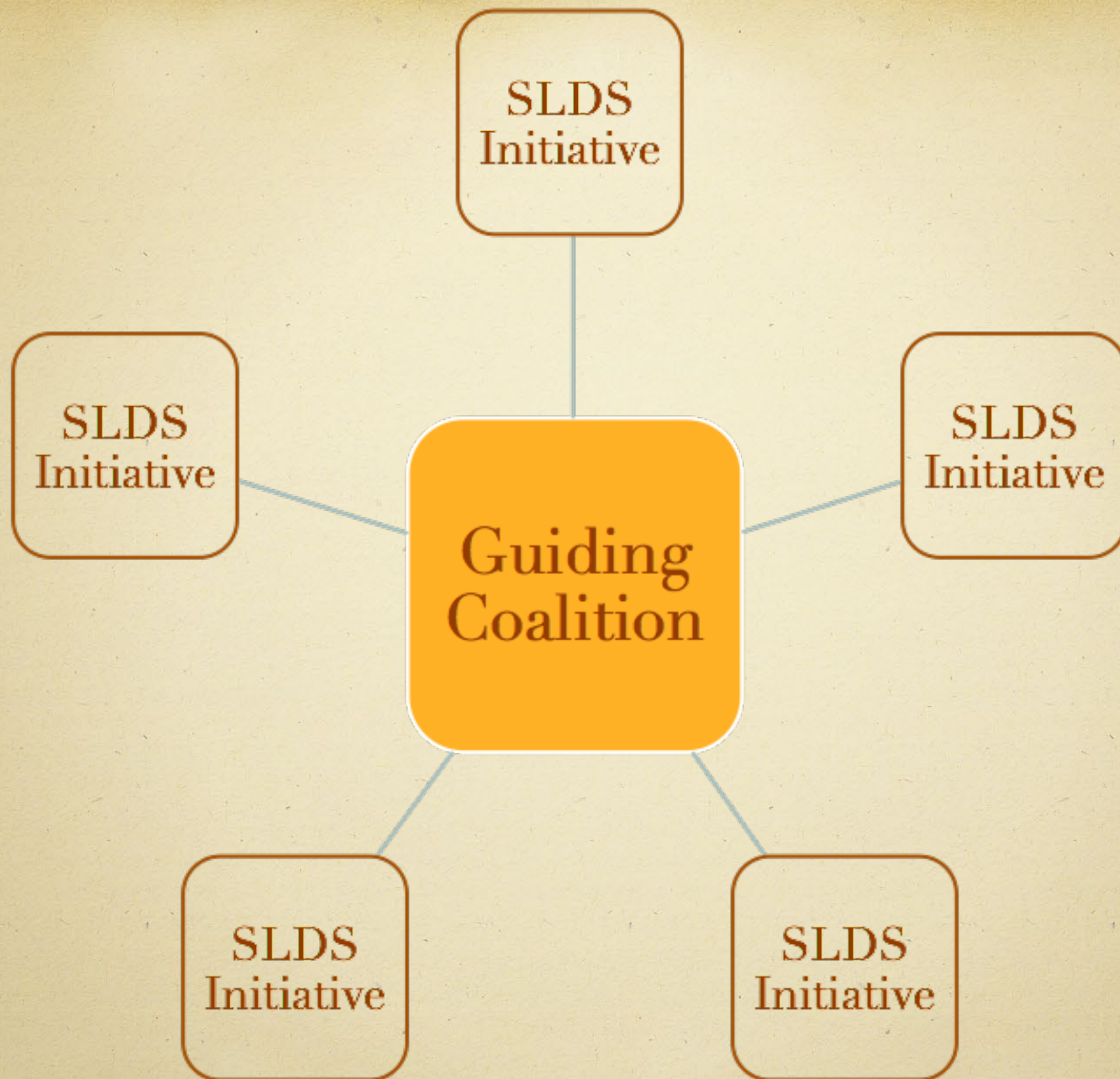


SLDS Model

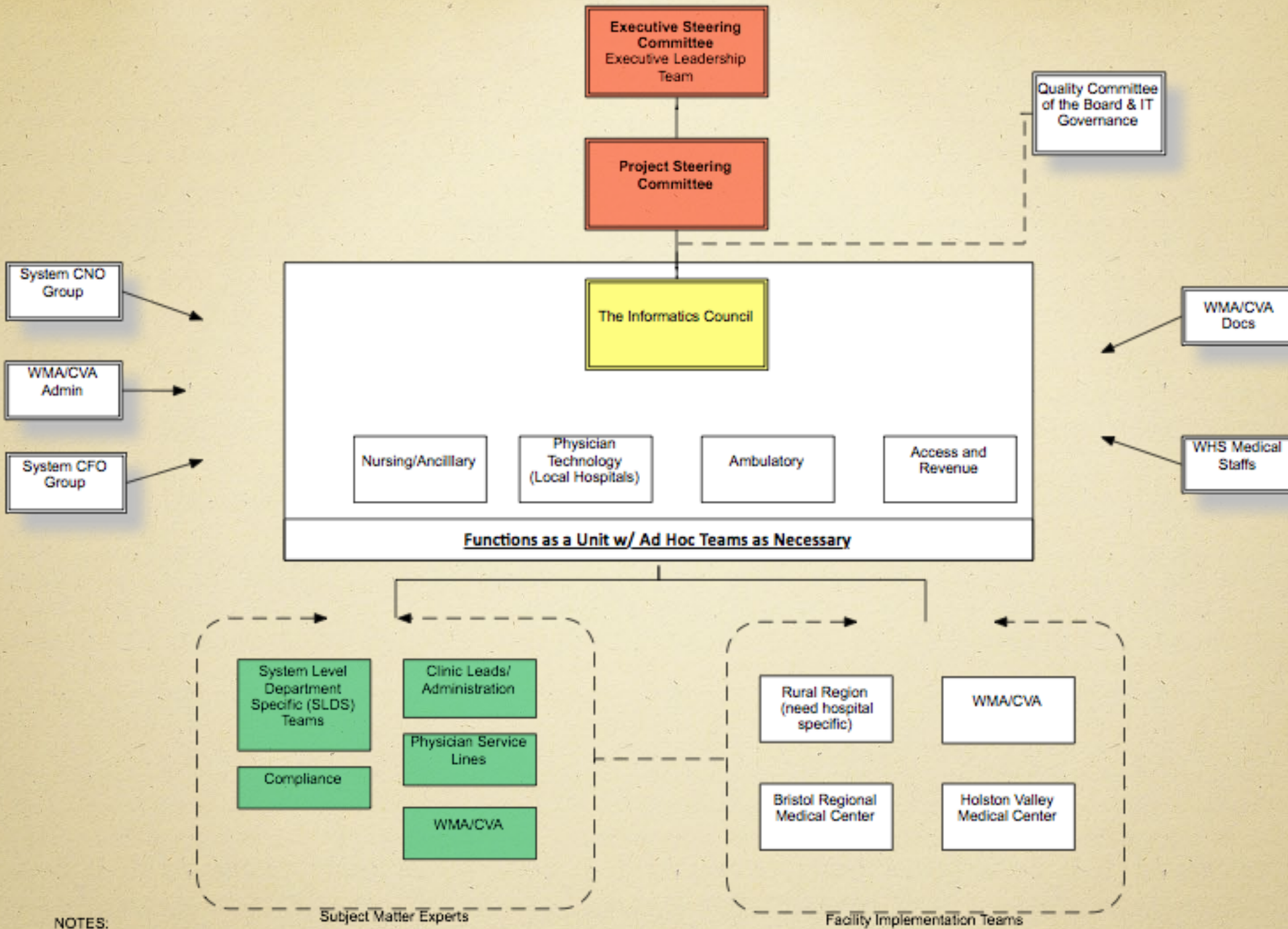
(Unit of Activity)

- System Level Department Specific Teams
 - All Facilities
 - Multidisciplinary (MD, RN, non-clinical, etc.)
 - Managed as a unit





EMR Migration Escalation Structure Wellmont Health System



NOTES:

1. Green-Yellow-Red represents escalation pathway.
2. Dotted lines indicate required lines of communication.
3. Advisory councils will require robust communication as issues cross paths.
4. Project Team expected to navigate along escalation pathways and facilitate communication.
5. Facility Implementation Teams will have primary sign-off for Go-Live Process and will need to own adoption.

**Implement and
Sustain Change**



**Engage and
Enable the
Whole
Organization**

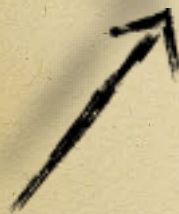
Step 4
Communicate the Vision for Buy-In

Step 3
Develop a Change Vision

Step 2
Create a Guiding Coalition

Step 1
Establish a Sense of Urgency

**Create a Climate
for Change**



Relevance to Values

- Patient Safety
- Efficiency
- Evidence Based Medicine (i.e., standardize to best practices)
- Economics (i.e., federal mandates, cost savings)



Danger!! Will Robinson!

hydrosolids 7.5/750 in no VLO.
 chlorinated 25 g no g day
 Syntex 200 g no g day
 isonopel 5 g no g day
 2 min. hour 25 g no g day
 Degradation 125 g no g day

**Implement and
Sustain Change**



**Engage and
Enable the
Whole
Organization**



**Create a Climate
for Change**

Step 6
Generate Short-Term Wins

Step 5
Empower Broad-Based Action

Step 4
Communicate the Vision for Buy-In

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Step 1
Establish a Sense of Urgency

Empower Broad-Based Action

Mindset

Change is not possible or will not occur.

Systems

Formal structures make it difficult to act.

Bosses

Key players discourage employees from
behaving differently.

Project Management

- Absolutely essential...
- But not enough....

People have got to be led down the road of behavior change.

Changing Behavior: Precontemplation

People are not intending to take action and can be unaware their behavior is problematic.

He's one of the best-kept secrets in town. While he does smoke, he likes Camels. For a doctor, it's usually around 10 a day.

The doctor is a serious, sophisticated, and friendly professional. He's smoking all in all, as most of us are, but he's not letting it get to him.

According to a recent nationwide survey:
MORE DOCTORS SMOKE CAMELS THAN ANY OTHER CIGARETTE

DOctors smoke because they know it's the best. It's often quoted in the medical study of cigarette preference. They're looking for a cigarette that's smooth, in proportion with the body. The goal of the survey was to find out what doctors do for their health.

The best kept secret was your health.

The old, old Camel and gold address of Camels is the best. It's the only cigarette that's been the most popular in the smoking history of America as a whole. It's the only cigarette that's been the most popular among doctors, and it's the only cigarette that's been the most popular among the people who smoke.

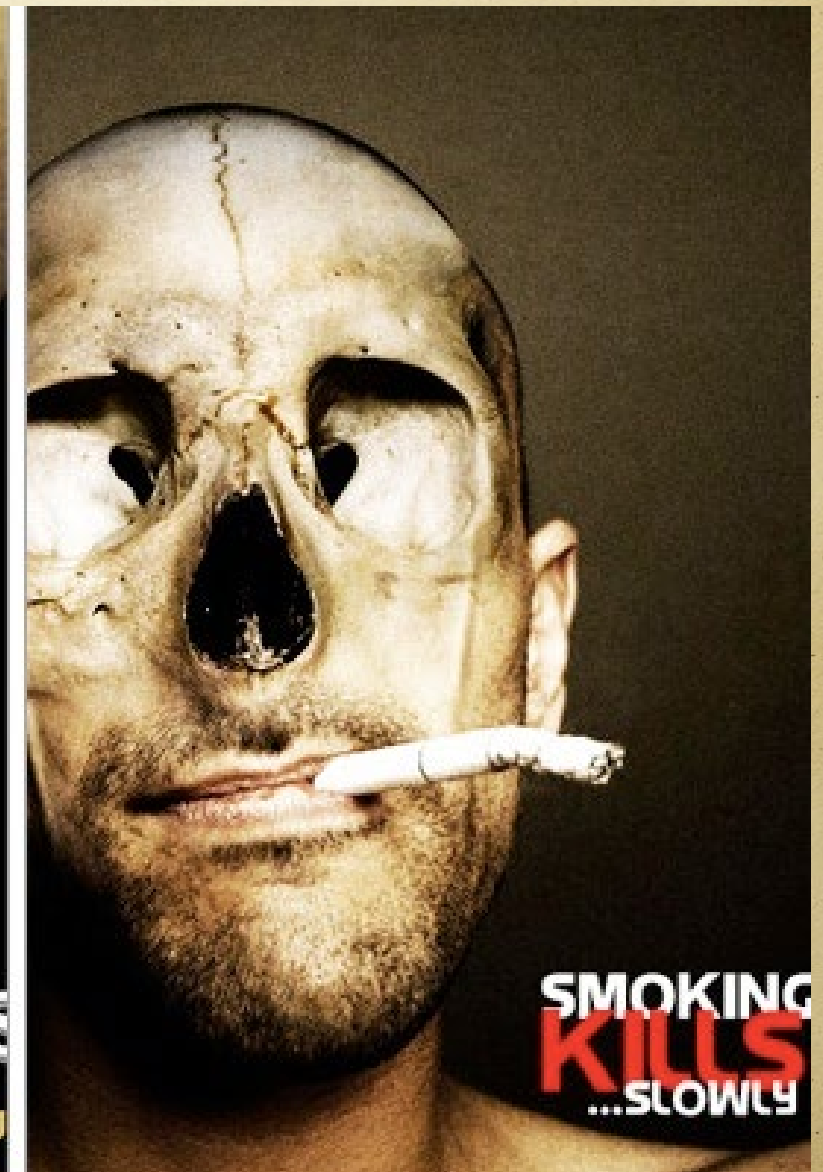
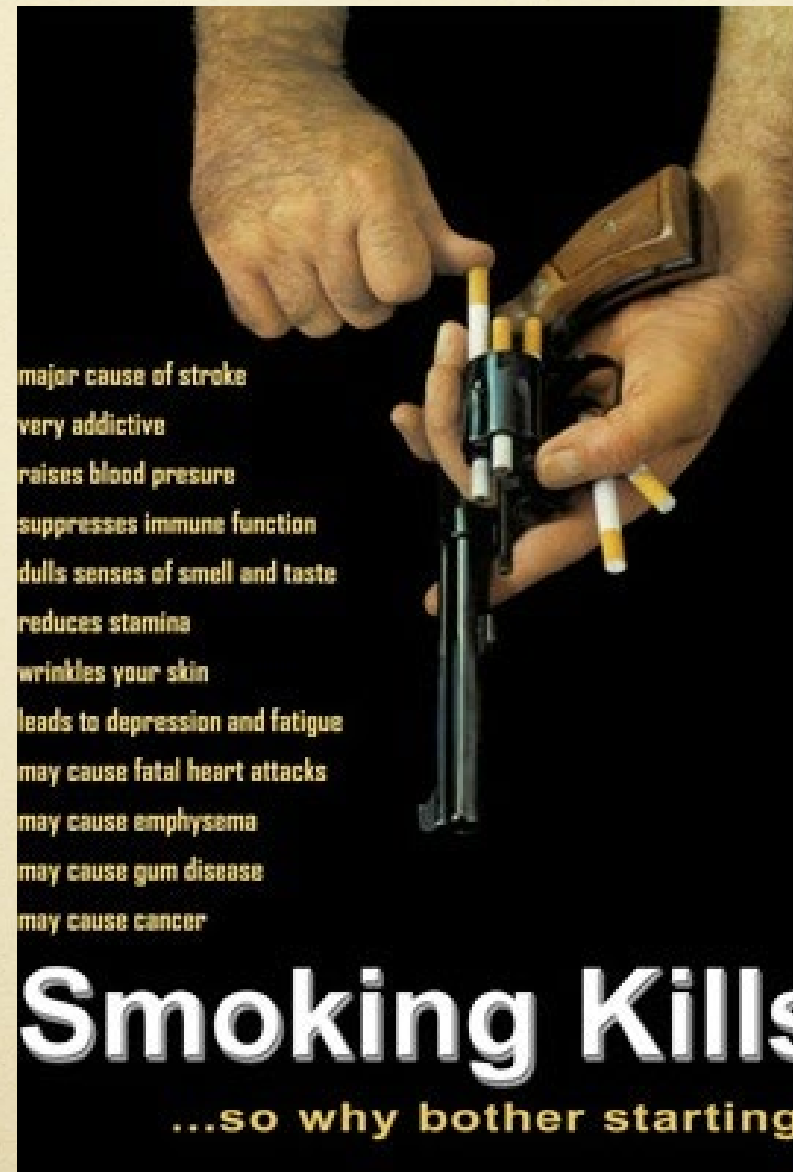
Camels Gentle Tobacco

See "The Facts" Will Tell You...

The Facts:
1. Camels are the most popular cigarette in America.
2. Camels are the only cigarette that's been the most popular among doctors, and it's the only cigarette that's been the most popular among the people who smoke.

Changing Behavior: Contemplation

People begin to recognize their behavior is problematic and start looking at pros and cons of changing.

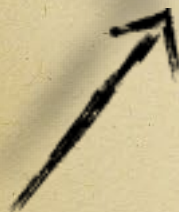


Engage and
Enable the
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Organization



Implement and
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Create a Climate
for Change



Step 1
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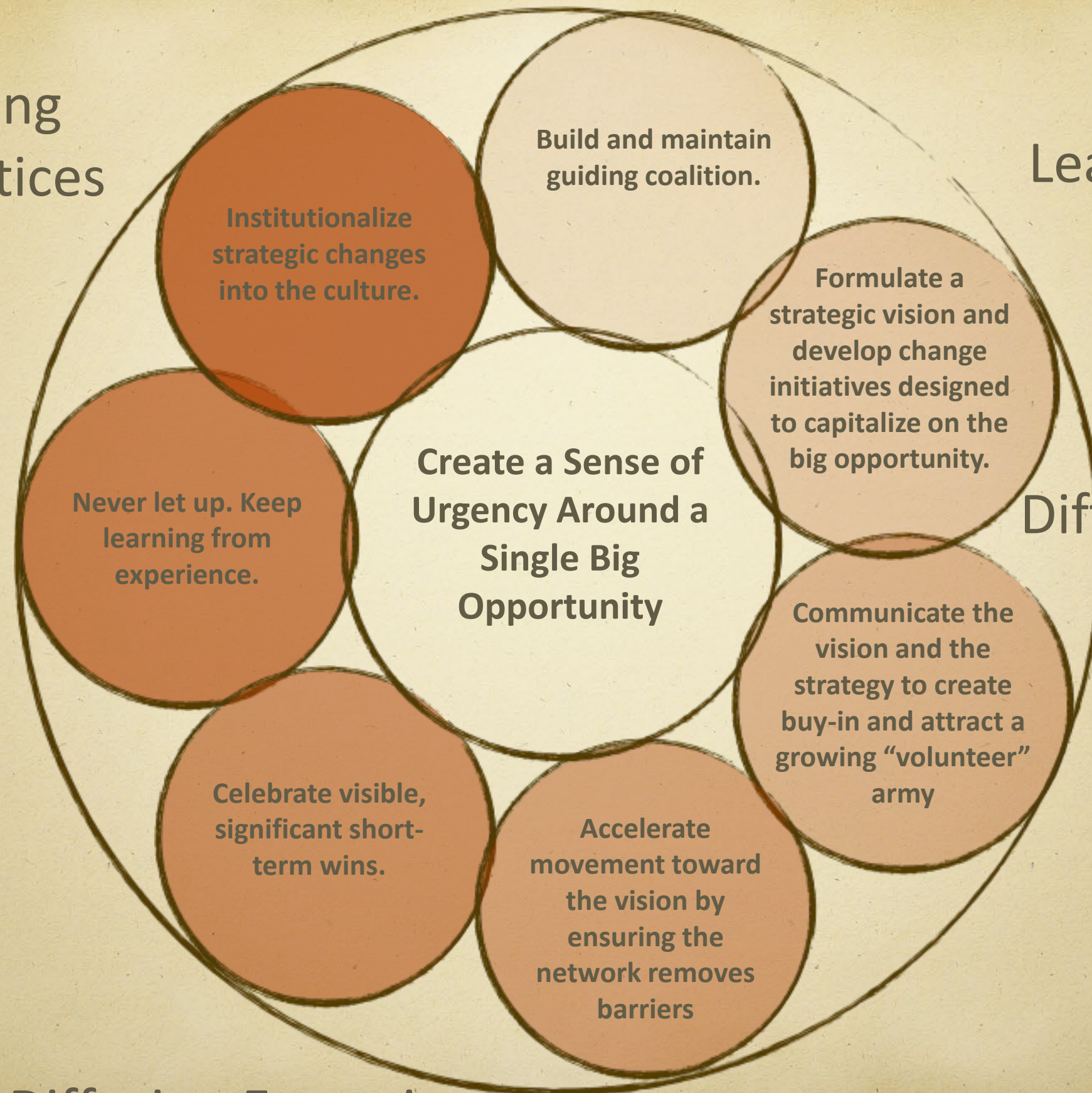
Step 7
Never Let Up

Step 8
Incorporate into Culture

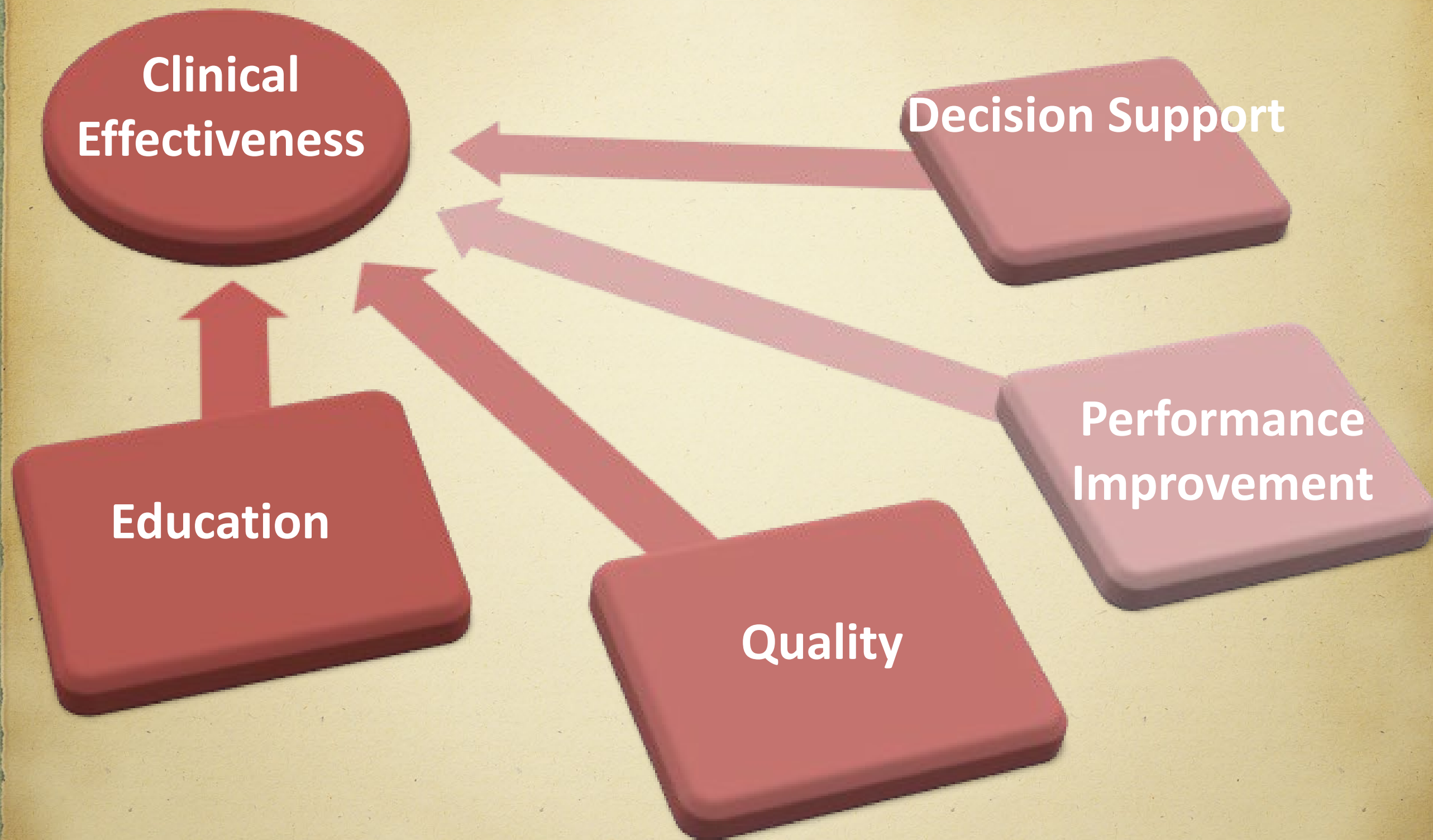
Sustaining
Best Practices

Leadership

Diffusion Planning



Diffusion Execution





Troy Sybert, MD, MPH
Chief Quality Officer
Wellmont Health System
Troy.Sybert@Wellmont.org