Mission Possible: Using Kotter’s Change Model to Drive Sustainable Change – A Case Study

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### Faculty Disclosure

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<td>None</td>
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<td>None</td>
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Goals and Objectives

• Session Goal
  - Steps to improve an organization’s hand hygiene compliance rate by using J. Kotter’s change model as a framework for success

• Session Objective
  - Participant will have an understanding of how to implement a sustainable quality initiative using J. Kotter’s change model
MISSION: POSSIBLE

Leading Change with Kotter: A Case Study
“Where are we going?”

Overarching goals of hand hygiene improvement plan:
• Improve hand hygiene observation rate to 90% or better
• Improve HAI rates

Objectives of hand hygiene improvement plan:
• Utilize a multi-modal strategy as outlined by the World Health Organization (WHO)
Kotter’s 8 Stages of Organizational Transformation:

1. **Establishing a sense of urgency**
2. Forming a powerful guiding coalition
3. Creating a vision
4. Communicating the vision
5. Empowering others to act on the vision
6. Planning for and creating short-term wins
7. Consolidating improvement plans and producing still more change
8. Institutionalizing new approaches
“It’s a priority!”

In 2014, identified hand hygiene improvement as a priority due to:

• Low hand hygiene compliance rates as noted by The Joint Commission during the 2013 survey- standards state “must show improvement”

• Candid observational data reveals a compliance rate less than 70%

• Lack of an evidence-based hand hygiene strategy
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Forming A Guiding Coalition

• Who are your key stakeholders?
• Who are your formal and informal leaders?
• Who can help support the team’s efforts?
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What’s The Vision?

- Where do you want to be?
- Show improvement?
- Have a target?
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Communicating The Vision

- Staff meetings
- Newsletters
- 1:1 meetings
- Using *EVERY* opportunity
- Senior leaders involved
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Empowering Others To Act

- Everyone must own the issue and feel part of the solution
- Ideas should be shared and encouraged
- Remove obstacles
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Creating And Celebrating Short Term Wins

• Reinforces the behavior
• Positive feedback
• Food, personal cards, monthly pizza parties
• Senior leader acknowledgement
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Consolidating Improvement Plans
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7. Consolidating improvement plans and producing still more change
8. **Institutionalizing new approaches**
Cementing The Changes: Sustainability

• Weave the change into the culture
• Policy changes
• Regular updates and communications
• Staff evaluations
Kotter/Hand Hygiene

1) Sharing data
2) Formation of a multi-disciplinary team
3) SWOT analysis, GAP analysis, staff survey
4) Nurses Week, staff participation in committee
Kotter/Hand Hygiene

8) Senior leadership and communication
7) New employee orientation
6) Unit pizza parties
5) Secret Shopper model & peer review process

Kotter Model of Change

1) increase urgency
2) build guiding teams
3) get the vision right
4) communication for buy in
5) enable action
6) create short-term wins
7) don’t let-up
8) make it stick
Results

2014: Hand Hygiene Compliance
- Consistently below 70% compliance
- Initiative started April, 2014

2015: Improvement to 90%

2016: Improvement to 92%
Questions???