

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

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Faculty Disclosure

Faculty Name:	Beverly A. Bokovitz, MSN, RN, NEA-BC
Conflicts of Interest:	None
Employer:	St. Anthony's Medical Center
Sponsorship/Commercial Support:	None

Goals and Objectives

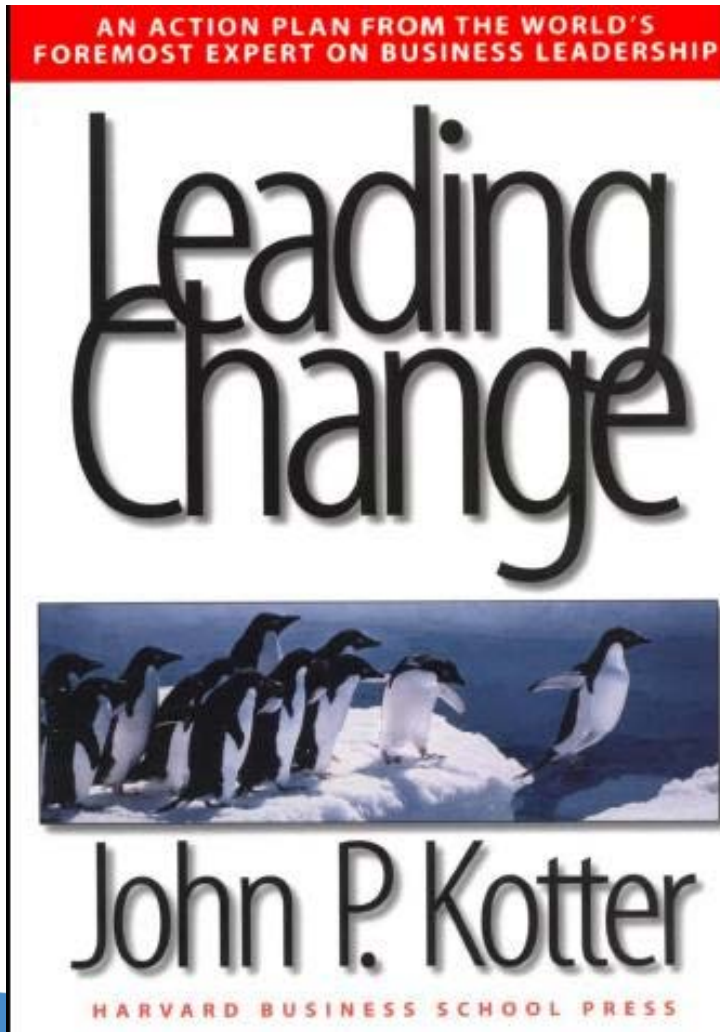
- Session Goal
 - Steps to improve an organization's hand hygiene compliance rate by using J. Kotter's change model as a framework for success
- Session Objective
 - Participant will have an understanding of how to implement a sustainable quality initiative using J. Kotter's change model

MISSION: POSSIBLE

**Leading Change with Kotter:
A Case Study**



Why Change? Why Kotter?



“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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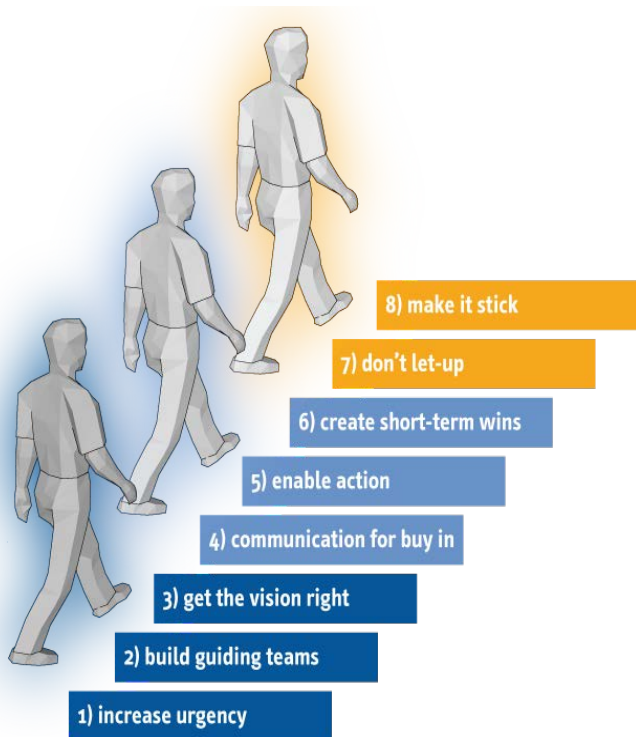


Cementing The Changes: Sustainability

- Weave the change into the culture
- Policy changes
- Regular updates and communications
- Staff evaluations



Kotter/Hand Hygiene



Kotter
Model of Change

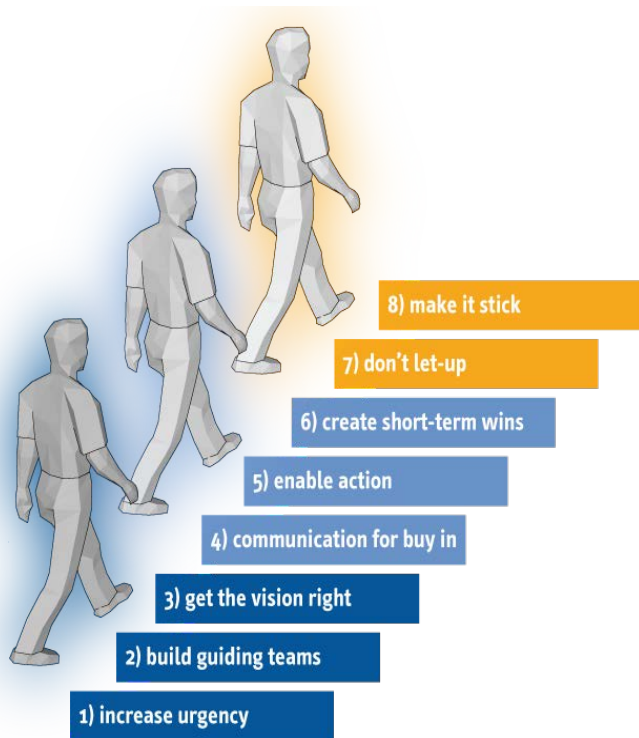
4) Nurses Week, staff participation in committee

3) SWOT analysis, GAP analysis ,staff survey

2) Formation of a multi-disciplinary team

1) Sharing data

Kotter/Hand Hygiene



Kotter
Model of Change

8) Senior leadership and communication

7) New employee orientation

6) Unit pizza parties

5) Secret Shopper model & peer review process

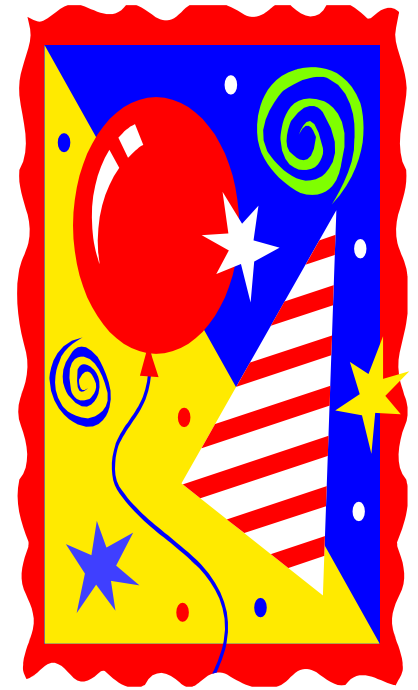
Results

2014: Hand Hygiene Compliance

- Consistently below 70 % compliance
- Initiative started April, 2014

2015: Improvement to 90%

2016: Improvement to 92%



Questions???