Coping with Change
Fatigue and Managing Risks

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Coping with Change Fatigue and Managing Risks

Objectives:

Define Change Fatigue and how to identify it in the practice setting

Identify practical ways leaders and teams can manage risk and change fatigue while sustaining transformative practice change over time.
Coping with Change Fatigue and Managing Risks

WellSpan Health Mission:
Working as one to improve health through exceptional care for all, lifelong wellness and healthy communities.
Coping with Change Fatigue and Managing Risks: Pop Quiz
What is change fatigue?

- If you’re here, you’ve probably felt it
- “I know it when I see it”
- What exactly is the definition of change fatigue?
What is Change Fatigue?

Two areas that contribute to change fatigue:
- Change capacity
- Change disruption
What is change fatigue?

- Change capacity = How much change can you personally tolerate
- Change Disruption = How much change is occurring
Change Fatigue occurs when Change Disruption exceeds Change Capacity
What Does Change Fatigue Look Like?

- On a staff level/practice setting:
  - Disengagement
  - Apathy/Indifference
  - Burn out & fatigue
  - Anxiety, stress and weariness
  - Confusion
  - More complaints and “noise”
  - Cynicism and skepticism
What Does Change Fatigue Look Like?

- On an organizational level:
  - Automatic resistance to any changes
  - Lack of focus on operations
  - Increased attrition and turnover
  - Low morale throughout the organization
  - Changes viewed as distractions
  - No one can quite understand the “why” things are done and changes are seen as arbitrary
How Do We Avoid Change Fatigue?
Change Fatigue occurs when Change Disruption exceeds Change Capacity
How Do We Avoid Change Fatigue?

Either:
- Increase your staff/organization’s change capacity
- Decrease the amount of change disruption
Decreasing Change Fatigue by Increasing Change Capacity
Decreasing Change Fatigue by Increasing Change Capacity: Providers as Leaders

- Every provider in the office is a leader
- For clinicians working with a provider, the only thing that matters to them at the end of the day is what matters to their provider
- Providers have to lead by example
Decreasing Change Fatigue: Providers as Leaders

- Step 1: Set the foundation - the provider compact
- Step 2: Introduce the concept to all your clinical leads that they are all leaders.
- Step 3: Have your providers find their “sense of purpose”
Decreasing Change Fatigue: Providers as Leaders

- Step 4: Reinforce the need for leaders to act professionally.
- Step 5: Give regular constructive feedback to providers as part of their regular feedback mechanism.
<table>
<thead>
<tr>
<th>All Staff Survey Responses for WMG (all providers)</th>
<th>Your score</th>
<th>WMG Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appreciates and recognizes staff for their effort.</td>
<td>86%</td>
<td>86%</td>
</tr>
<tr>
<td>Arrives to office on time</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Communicates when unavailable, out of office, leaving, etc.</td>
<td>91%</td>
<td>91%</td>
</tr>
<tr>
<td>Completes documentation in a timely manner.</td>
<td>89%</td>
<td>89%</td>
</tr>
<tr>
<td>Effectively communicates to staff and is easily approachable with questions.</td>
<td>87%</td>
<td>87%</td>
</tr>
<tr>
<td>Is willing to accommodate patient needs in a timely manner.</td>
<td>89%</td>
<td>89%</td>
</tr>
<tr>
<td>Manages tasks lists in a timely and efficient manner.</td>
<td>88%</td>
<td>88%</td>
</tr>
<tr>
<td>Overall rating for the ease of working with this provider</td>
<td>89%</td>
<td>89%</td>
</tr>
<tr>
<td>Overall rating of the total care for patients by this provider</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Overall would recommend to friends and family</td>
<td>91%</td>
<td>91%</td>
</tr>
<tr>
<td>Prioritizes well</td>
<td>87%</td>
<td>87%</td>
</tr>
<tr>
<td>Shows caring and concern for patients and their families.</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Stays on Schedule (excluding emergencies)</td>
<td>77%</td>
<td>77%</td>
</tr>
<tr>
<td>Treats staff with respect and dignity.</td>
<td>91%</td>
<td>91%</td>
</tr>
</tbody>
</table>
Decreasing Change Fatigue by Decreasing Change Disruption
Change Fatigue occurs when Change Disruption exceeds Change Capacity
Decreasing Change Fatigue by Decreasing Change Disruption: W3H

- The Why, What, Who and How’s of change
  - Have to be communicated every time
  - Have multiple modes of communication:
    - Bi-annual leadership forums
    - State of the Medical Group - Quarterly
    - Collaboratives (monthly)
    - All staff all provider meetings - monthly
    - Quality Improvement Team meetings - biweekly to monthly
Decreasing Change Fatigue by Decreasing Change Disruption: W3H

- The Why, What, Who and How’s of change
  - Always communicate the “why”
    - If people know the “why” it feels less like a change and more like something we should be doing anyway
  - Having Patient Partners makes the “why” constantly visible
Decreasing Change Fatigue by Decreasing Change Disruption: W3H

- Always follow up the “why” with the “what, who & how”
  - What - will be the change
  - Who - will be in charge of each bit
  - How - are you expected to do it.
Decreasing Change Fatigue by Decreasing Change Disruption: Aligning Incentives

- Maintenance of Certification (MOC)/Continuing Medical Education (CME)
- Cascading goals
  - Quality & Safety
  - Patient Experience
  - Employee Engagement
  - Stewardship
Decreasing Change Fatigue by Decreasing Change Disruption: Aligning Incentives

- Compensation redesign
- Give tools to make these goals achievable
  - Tools to help identify population of focus
  - Recommended follow up and identify patients missing recommended care
- Clinical Evidence
Decreasing Change Fatigue by Decreasing Change Disruption: Showing Appreciation

▶ Show appreciation for Good Work!
  ▶ Working as One Stories
  ▶ Bright Spots
  ▶ Meaningful Thank You’s
Decreasing Change Fatigue by Decreasing Change Disruption: Showing Appreciation

- All Staff All Provider Meetings:
  - Bright Spots (celebrate your successes)
  - Quality & Safety
  - Patient Experience
  - Employee Engagement
  - Stewardship
In Summary: Change Fatigue Occurs when Change Disruption exceeds Change Capacity

**Increasing Change Capacity**
- Providers as Leaders
  - Provider Compact
  - All clinical leads are leaders
  - Find their "sense of purpose"
  - Leaders act professionally
  - Feedback is key

**Decreasing Change Disruption**
- W3H - the why, what, who, and how of change
- Align Incentives
- Show Appreciation
Lessons Learned

- Always start with the why
- Transparency is the foundation of any sustained change
- Communication is key
- Follow up always
Questions?