

Winning Hearts & Minds: 20 Simple Techniques to Create Buy-In

Nanette Richardson, Berger Health System
Julie Amling, Wexner Medical Center
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Today's Program

- Welcome
- Introduction of MBB Webcast Series
 - Ellen Milnes, MoreSteam.com
- Panelists:
 - Nanette Richardson, Berger Health System
 - Julie Amling, Wexner Medical Center
- Open Discussion and Questions



About Our Panelists



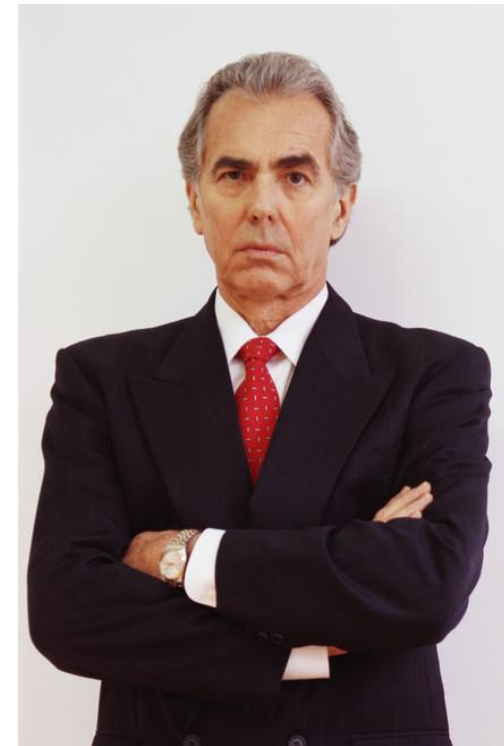
**Nanette Richardson, Berger Health System
Director of Clinical Transformation**



**Julie Amling, Wexner Medical Center
Senior Project Manager**

Sustaining change can be hard

- Even when it's simple



Sustaining change can be hard

- Even when it's to something better

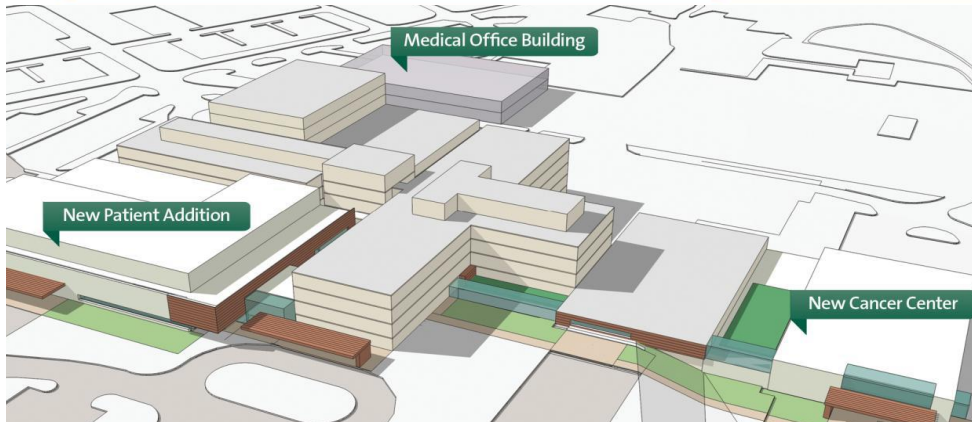


Change Experience: Nationwide Children's

750,000 sq. ft. expansion + EMR + ERP +



Change Experience: Genesis Healthcare & Berger Health System



- **\$125 million project**
- **Single, expanded medical center**
- **State-of-the-art facility using best practice design principles**
- **Centers of Excellence for heart & vascular, cancer, orthopedics, women's health, neuroscience and trauma/emergency**

CONSTRUCTION UNDERWAY ON 2ND FLOOR



- **\$3 million project**
- **Convert existing semiprivate rooms into single patient rooms**
- **Creating new and more efficient single patient rooms**
- **Improve infection control**
- **Improve privacy and patient comfort**
- **Strengthen the hospital to meet competition**
- **Aid in physician recruiting**

Think of a project

- “Some people don’t see the need to change.”
- “Sometimes it’s hard to see the point of the new process.”
- “It’s hard when you weren’t involved in designing the new process.”
- “It’s hard when you don’t know what to expect.”
- “It’s hard to learn new skills or develop new routines when things are constantly changing.”
- “Sometimes the new process is isolating, tedious or plain boring.”





VISUAL TOOLS

1. Blend in

- Move in for a while
- Dress down
- Pack your lunch

❖ *People act naturally
when you blend in.*



2. “The scroll”



❖ *Rolled documents raise people's curiosity.*

3. Photographs

- Problem = messy room



3. Photographs



❖ *A picture is worth a thousand words.*

4. Amateur Videos

- Stage the “new normal”
- Film the voice of the customer
- Set up “bad outcome” scenario



❖ *Videos provide clarity
& promote fun.*

5. Gallery Hop



❖ *Gallery hops capture a lot of feedback without a lot of discussion.*



VERBAL TOOLS

6. Elevator speech

- Develop as a team
- Keep it simple



6. Elevator speech

Tip 1:

“If you can’t explain it to your grandmother, forget it.”

- Luc Gallopin, co-author of “Managing Organizational Change during SAP Implementation”

6. Elevator speech

Tip 2:

Tell a story.

6. Elevator speech

Tip 3:

Engage them.

Everyone associated with the project should know it!

❖ *Your grandmother should understand it.*

7. Analogies



7. Analogies



❖ *Analogies make it “click”.*

8. “You were right!”

- Ask what they think
- Look into it!
- Tell them what they were right about
- “You know what else we found?”

❖ *Telling people they were right creates energy.*

9. “Trading Places”

- Literally trade spaces
- Hypothetically on paper

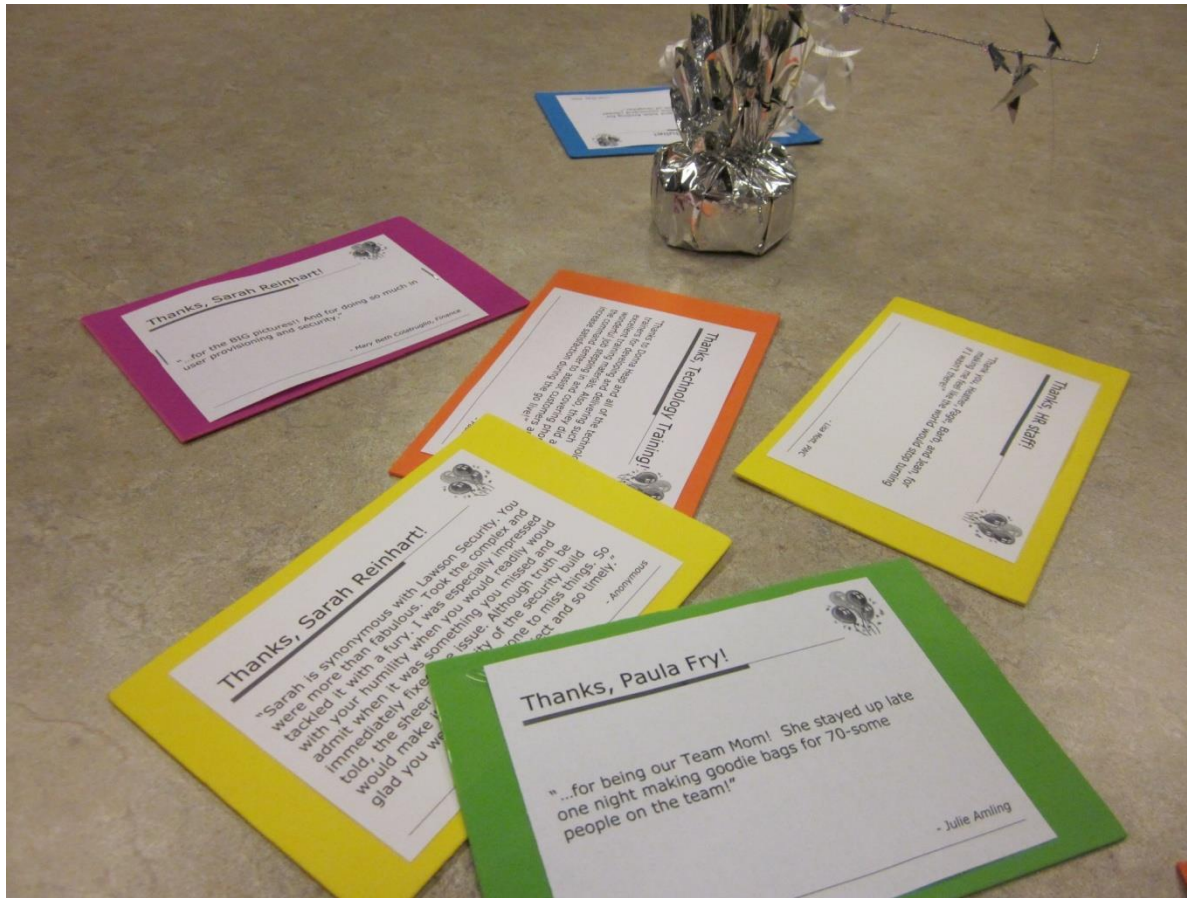


❖ *Trading places creates common ground.*

10. Closure

- Throw a fake wake
- Burn something, or give it away
- Kudos cards/slides

10. Closure



❖ *Letting go can help in moving on.*



TACTILE TOOLS

11. Models



Mock rooms



11. Models



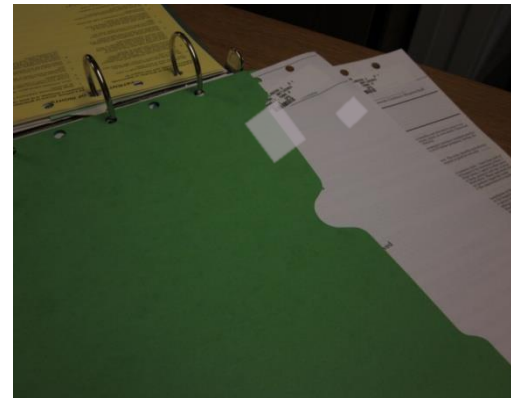
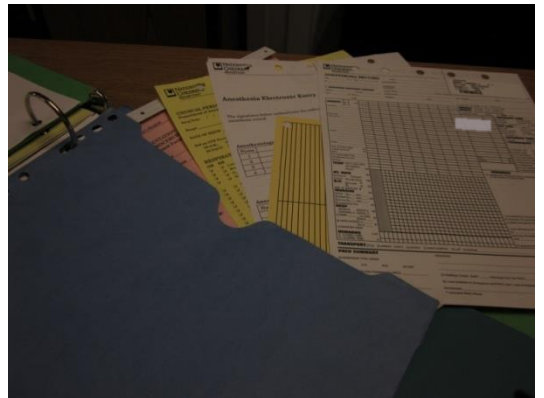
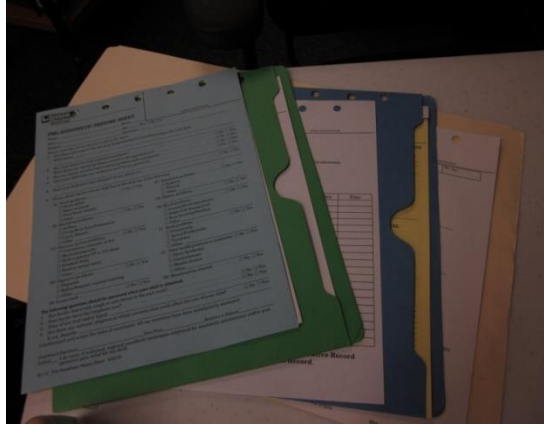
❖ *Visuals are easier to respond to.*

12. Small appliances



❖ *Small appliances are great “bait”.*

13. Committee demo



13. Committee demo



❖ *Demos get people involved.
(And fine tune a process quickly.)*

14. “Secret Shopper”

- Pick up the phone
- Ask your neighbors
- Adults vs. children
- Hospital vs. industry vs. service

❖ *Comparisons can highlight the need to change.*

15. Expert Opinion

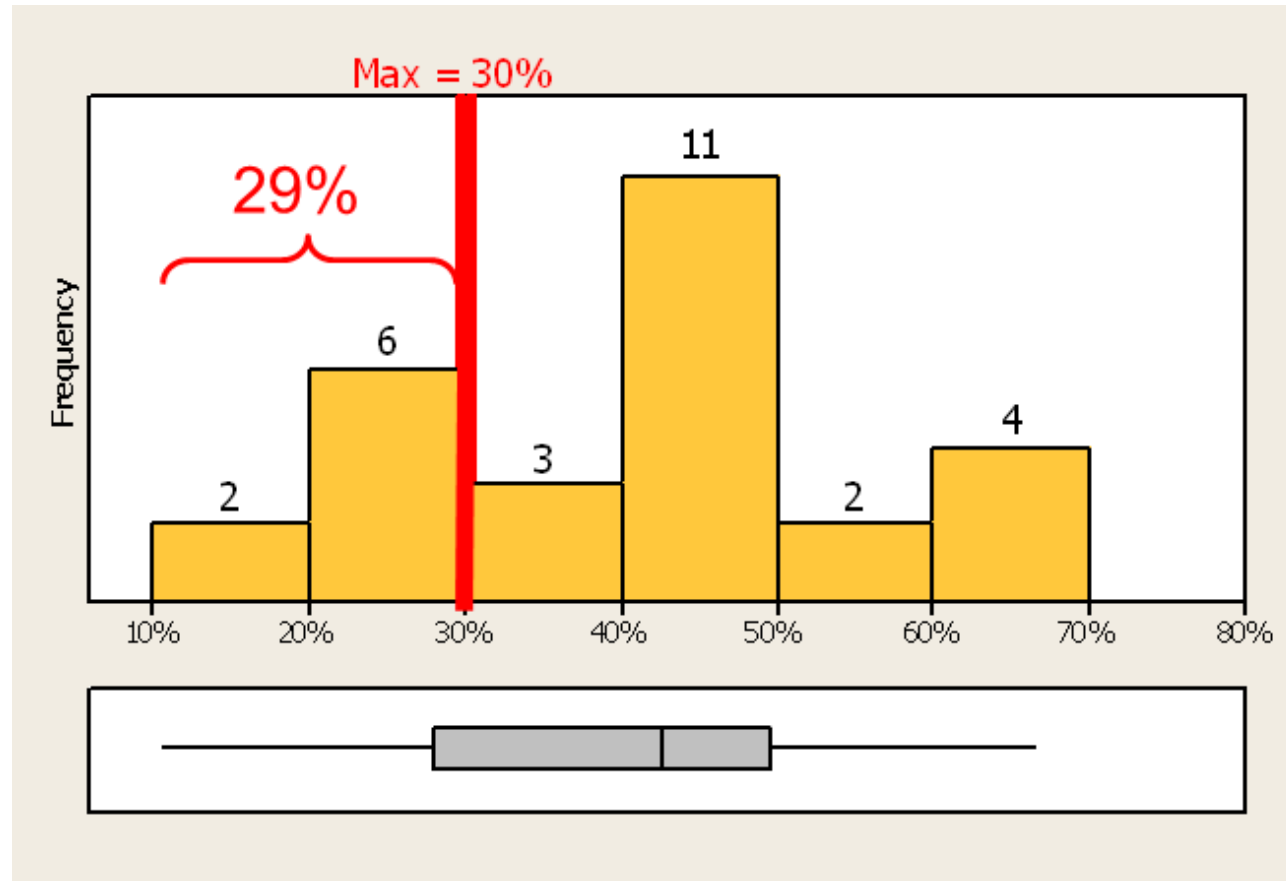
- Respect professional networks
- Schedule a conference call
- Invite to a staff meeting
- Share literature

❖ *Experts provide weight to recommendations.*



DATA-DRIVEN TOOLS

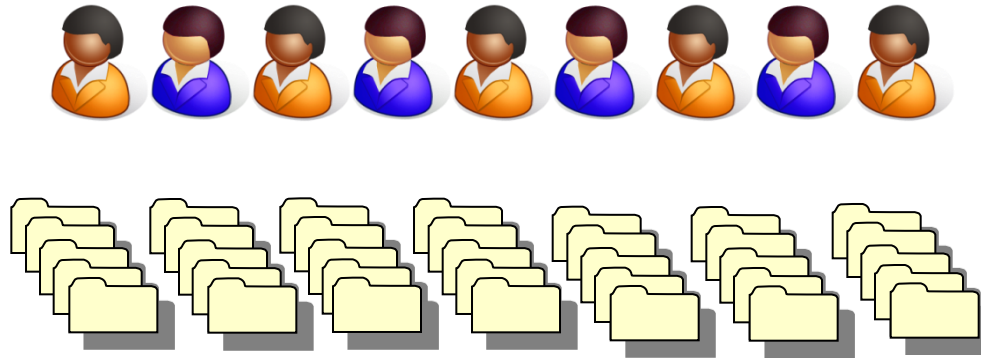
16. Percent within goal



❖ *Customers don't experience averages.*

17. Count things

File hand-offs & locations



17. Count things

- **68** tasks
- 13 decisions points
- 2 tasks repeated 3+ times
- Charts handled 3-5 times

❖ *Counting raises awareness & makes an impact.*

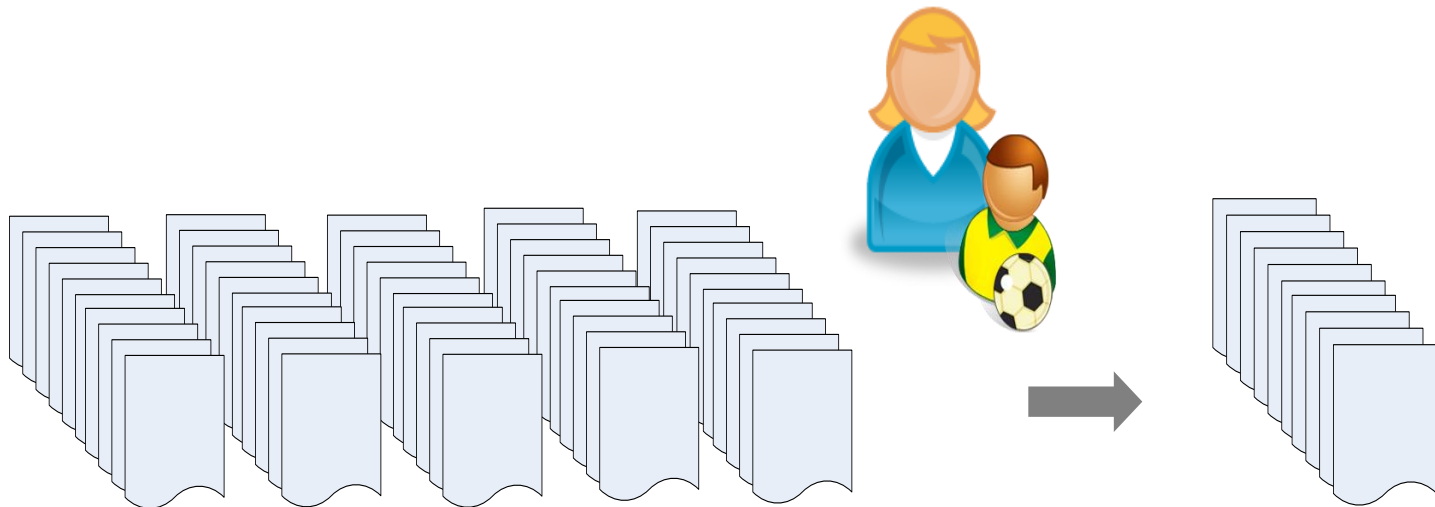


18. Animated Slides

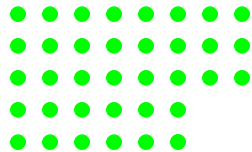
Reduced family's paperwork by 80%

18. Animated Slides

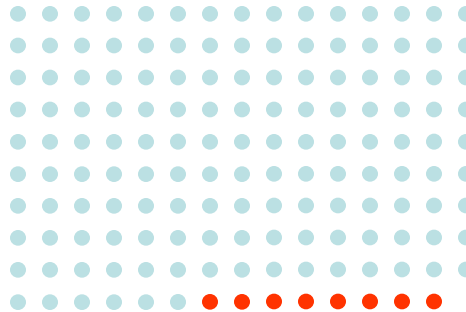
Reduced family's paperwork by 80%



18. Animated Slides



36
changes



141 visits +
8 procedures



8 staff:
38 hrs/mo

❖ *Animated slides create clarity.*

19. Core Behaviors

**Before
campaign:
18%**



**After
campaign:
41% → 35%**

Study summarized in *Switch*, by Heath & Heath

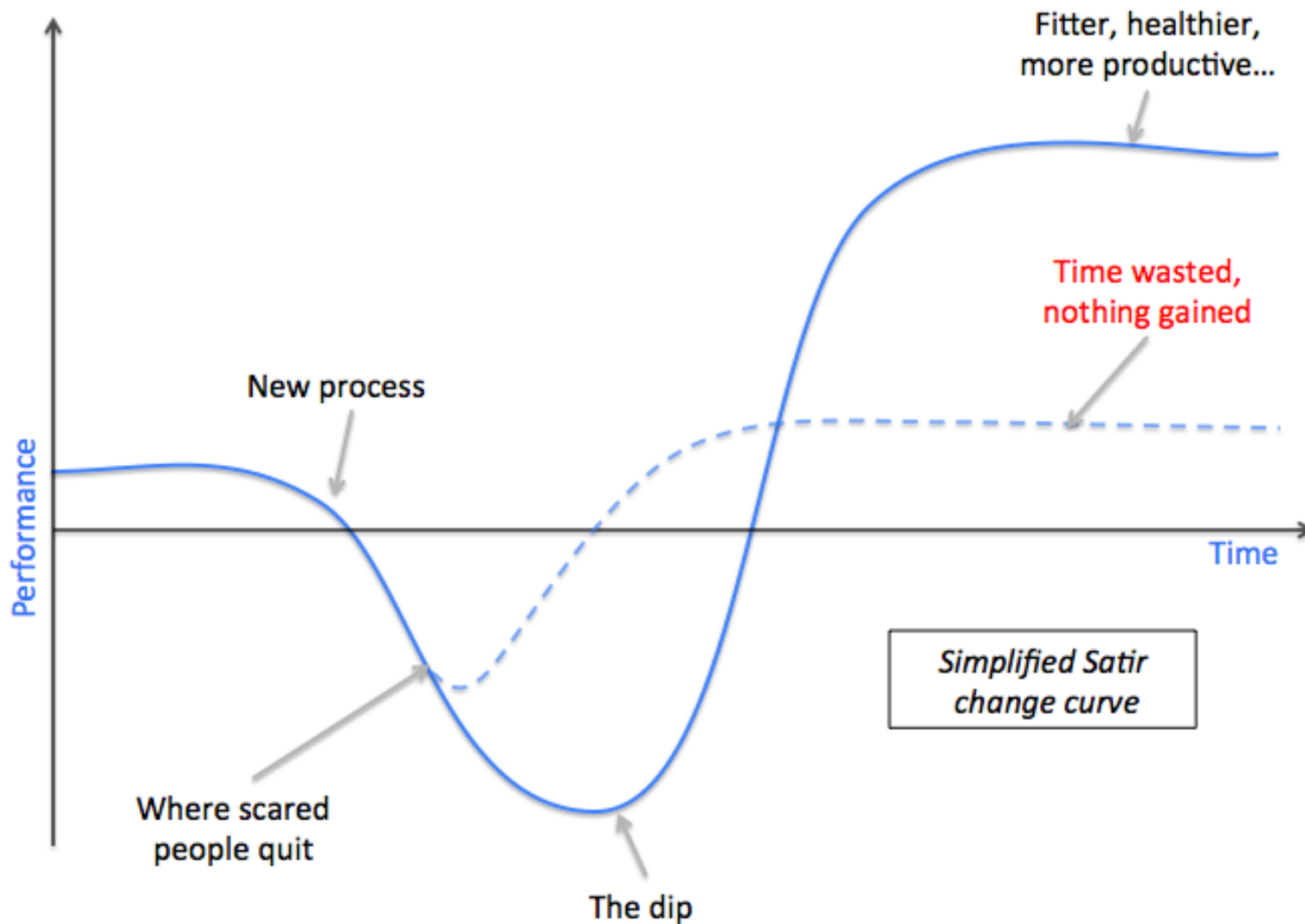
❖ *Uncovering core behaviors provides incredible leverage.*

20. Change Manager

- Assign one
- Include them
- Put them on every agenda

❖ *A change manager is like air traffic control.*

20. Change Manager



Questions



**Nanette
Richardson**

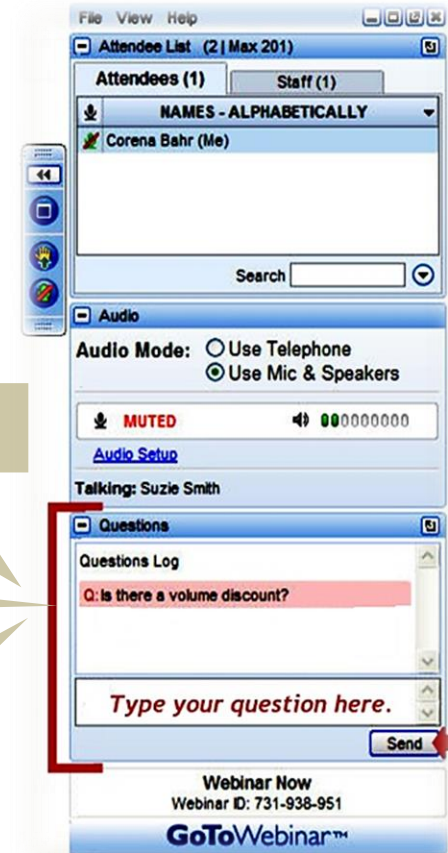


**Julie
Amling**

How have you handled

*Have you ever
encountered*

*Would you explain more how
you've approached*



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Thank you for joining us

Questions? Comments about today's program?

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