

Surviving and Thriving in Times of High Change

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Objectives

- Understand the role that both *Anticipation* and *Understanding* play in how well people cope with change
- Discuss several new trends affecting business and healthcare in the US and extrapolate the effect these trends may have on you and your work environment
- Understand common reactions to change
- Identify ways that leaders and peers can help themselves and others deal with change effectively

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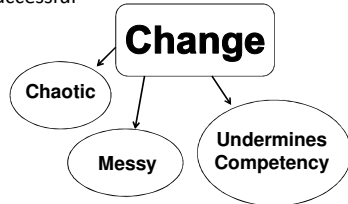
Change is always hard....

But it's especially hard for Healthcare Professionals.

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Healthcare Professionals... and Change

- Organized, Detail Oriented
- Protocol and Sequence Sensitive
- Intelligent, Successful



Keys to Coping with Change

- Anticipation
 - Did you see it coming?
 - Are you ready?
- Understanding Reactions to Change
 - Do you understand your own reaction?
 - Can you help others cope?
 - What can you do to make the transition easier?

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Volume of Change

- What changes have you endured individually and/or as a group in the last 12 months?

CHANGE

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New Trends are Heralded by New Language

- New trends show up with New Language.
 - Carbon Footprint/Green Technology
 - Apps
 - Tweeting
 - Healthcare Providers and Healthcare Consumers
- New words are early indicators of a new trend.



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More new words and their trends

- Biosimilar
- The Gig Economy
- Brexit
- Personalized Medicine

What new words or phrases have entered your vocabulary in the last 2-3 years?

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Trends and Predictions in Global Business and Healthcare

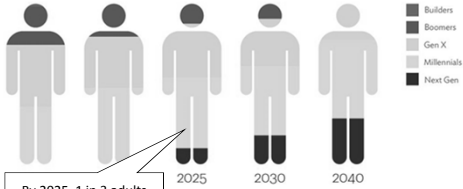
2017

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Millennials in the U.S./1980-2000

Ages 17-37

Millennials will comprise the majority of the workforce by 2025



By 2025, 1 in 3 adults will be Millennials.
Brookings Inst. 6/2014

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Millennials in the US

- Gen X: 52 mil vs. Millennials: 76 mil
 - Experience gap: Relatively few employees with 7-10 yrs of experience
 - The challenge of pulling new leaders through the organization faster.

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Generation Z: Defining Characteristics

- Global
- Social
- Visual
- Technological

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Generation Z in the U.S.

In 2014, those younger than 5 years old became majority-minority for the first time, with 50.2 percent being part of a minority race or ethnic group.

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It's not attention deficit, but rather an 8 second filter.

With all the information in the world at your disposal, you need to be good at determining what is worth your time...quickly.

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When asked, "What are your goals for the future?", incoming college freshmen answer, *"Change the World"*.

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The Gig Economy

- 1 in 3 Workers!
- Peer-to-Peer Platforms: Uber, Airbnb, Etsy
- Healthcare: Locum Tenens
- Issues: Benefits, Discrimination

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The Sharing Economy

- Access...Not Ownership
- Car sharing
- Open-source software
- Freecycle, Craigslist
- Crowdfunding

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Biosimilar Drugs

- US has been slow to adopt. Other countries have been more accepting.
- Zarxio (Sandoz), a biosimilar version of Neupogen was approved by the FDA in 2015.
- *Implications of increased acceptance in the US*

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3D Printed Drugs

- Spritam, a 3D printed drug, was approved by the FDA in 2015
- Implications for the industry? For Patients? For Your Team?

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Rx Decisions Made by Payors and Policy Makers...Not MDs

- EMRs making it possible to demand “Outcomes Based Pricing”
- Looking for hard, real-world outcomes data to back up claims of treatment superiority
- “Minor incremental innovation on existing therapeutics just doesn’t cut it anymore.”

Alan Butcher, Purdue Pharmaceuticals

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Personalized Medicine

- The Advantages...Targeted treatment
- The Costs
 - Avg 1-yr Rx costs of 115 Specialty Drugs: \$53,384
 - Higher than the medium household income in 2015
- Distribution and Tracking
 - Getting specialty drugs to patients requires new distribution networks
 - Tracking and understanding side effects

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The Empowered Patient

- Driving New Healthcare Models
- Wireless Monitoring
- Social Media
- On-line complaints
- Implications??

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How are these trends playing out in your backyard?

- Which of these trends are you seeing in your practice?
- Looking to the future, how will these trends (or others) impact your practice? Your patients?

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Understanding and Leading Change

If you don't like change, you are going to like irrelevance a lot less.

Gen. Eric Shinseki

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Change

- Situational, external, and quick.
- Getting a promotion
- Getting a new boss
- Realignment of the team

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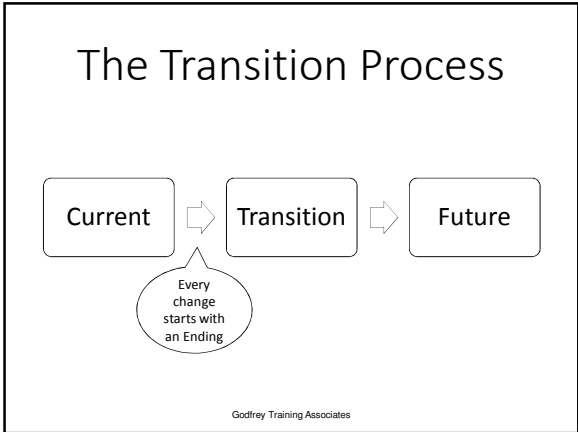
Transition

- Occurs more slowly
- Is an internal process
- Takes much, much longer
- The interval between 'The New' and 'The New Normal'

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Healthcare Example: EMRs

- | | |
|---|---|
| <ul style="list-style-type: none">• Change to EMRs<ul style="list-style-type: none">• Rollout schedule and budget• Software upgrade and implementation• Training sessions | <ul style="list-style-type: none">• Transition to EMRs<ul style="list-style-type: none">• Weeks/months/years later still struggling to integrate paper with digital files• Weeks/months later still feels slower, harder• Frustration, anger, polarization within the group |
|---|---|



Step 1: Ending

Every change begins with an ending.

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Things are LOST

- Feelings of competence and security
- Routines
- Seniority and tenure on the team
- Relationships with peers, partners, and customers

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Grief is almost always a part of the transition process.

- Even when the change is good, welcome, and expected...things are lost.
- Grieving doesn't necessarily mean you are unhappy or that you don't support the change.

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Overreaction

Donna's Definition of "Overreaction"

Any reaction bigger than the one you are having.

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Oh, and by the way,
the 2 most inflammatory words
words in the English Language are:

CALM DOWN!

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Reaction to Change depends on:

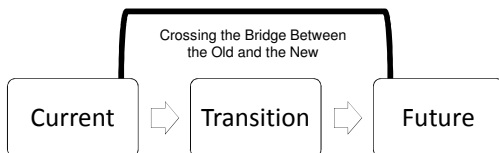
- **Impact**
 - How will the change impact you personally?
 - Is the impact localized or global?
- **Input**
 - How much input did you or will you have?
 - Were you consulted or involved in the process?
- **Timing**
 - Did you see the change coming?
 - How much prep time have you had?

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Note:
The more isolated and personal
the change...the more sinister it
seems.

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The Transition Process

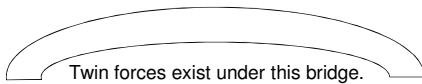


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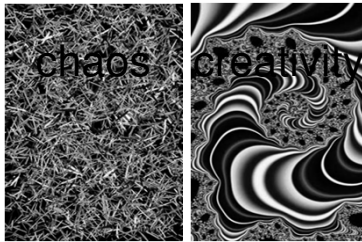
Step 2: Crossing the Bridge

The distance between the arrival of *The New* and the acceptance of *The New-Normal*

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Twin forces exist under this bridge.



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People may become overloaded... and ultimately snap.

It wasn't really the last straw that did it... It was all the other straws that piled on before that.

What to expect on the bridge:

Systems may become unreliable and timetables will shift.

Creativity surges and new ideas flourish.

Helping people (including yourself) cross the bridge:

- Maintain focus by setting short-term goals.
- Be positive yet realistic.
- Just listen. People need to vent.

Maintain Positive Traditions and Routines

Traditions provide a sense of continuity .

Alter, modify, and/or update traditions, but don't throw them away

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Maintain Positive Traditions and Routines

Personal routines are like a cozy, warm sweater in a storm.

- Daily rituals
- Transition rituals

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A brief review of Change Theory:

- Broad national and global trends are constantly changing the environment. Adapt or become irrelevant.
- Change happens quickly. Transitions take much longer.
- Your reaction to a change is very individual and is related to impact, input, and timing.

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A brief review of Change Theory:

- Chaos and Creativity are usually partners in the change process.
- Even positive and welcome change can trigger grief.
- Set short term goals and treasure rituals and traditions as a stabilizing force amid change

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References



Managing Transitions: Making
the Most of Change
William Bridges, PhD and Susan Bridges



Leading Change
John P. Kotter



The Leadership Challenge
James Kouzes and Barry Posner

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BFOs

Blinding Flashes of the Obvious

Take a minute and consider the top 3
connections, revelations, or simple BFOs from
this segment.

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Questions? Comments?

Thank You!

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