Realize Your Vision

Leading Change in Your Practice
Presenters:

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Session Agenda

- Change readiness and management approaches
- Overcoming resistance to change
- Leading by inspiration and example
- Case study: Inventory, Electronic Whiteboard, Efficiency and Becoming Chartless
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Convincing Reasons for Change Management are found in the 10 Common Reasons for Change Failure

1. No compelling reason to change
2. No sense of urgency
3. Lack of undivided attention
4. Leaders not accountable for change
5. Failure to learn
6. Insufficient and erratic communication about the change
7. No defined staff leadership
8. Lack of a critical mass
9. Insufficient change in the culture
10. Staff sees change as an organizational responsibility, not an individual contribution
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Managing Change

Effecting Change

Staff Alignment → Staff Training on the Change → New Protocol Guidance Accessible → Client Education Support → Measurement and Checking In
Managing Change

Questions for Leaders
Managing Change

Compelling Reason:

?
Managing Change

Practice Owner Support

- Identify barriers
- Identify enablers

Create plan to manage one and leverage the other
Managing Change

Practice Owner Support

- Emotional support
- Financial support
- Time investment support
Managing Change

Champions with Vision

“I want the daily experience to be like …”
Managing Change

Champions with Vision communicate!
Managing Change

Introducing and Sustaining Change

(Staff alignment)
Emotional Change to Work Through

What do we have to watch out for?
Staff Training on the Change Measurement and Checking In

Managing Change

Effecting Change

Staff Alignment

Staff Training on the Change

New Protocol Guidance Accessible

Staff Training

Preparing to Sustain Change

Compelling Reason

Practice Owner Support

Champions with a Vision

The 2011 Cornerstone® User Conference
Effecting Change

Developing protocols builds a collaborative environment and can bring about change in the hospital culture.
Effecting Change

Leaders and Team

- Have staff embraced the upcoming change?
- Has project team formation occurred?
- Have you taken baseline measurement?
- Have you decided what will demonstrate your successful process change?

Ex. “We know we’ve succeeded in embracing this change because…”
Effecting Change

Client Communication
- No compelling reason
- Insufficient communication
- No sense of urgency
- Failure to learn

Implementation
- Leaders not accountable
- No defined staff leadership
- Lack of a critical mass

Staff Training
- Lack of undivided attention
- Organizational responsibility or individual contributions
- Insufficient change in the culture

Effecting Change

Client Communication

Implementation

Staff Training
Case Study:

Thomas J. Daly, MBA
Gibraltar Veterinary Hospital
Gibraltar, Michigan

- Veterinarians: 4
- Technicians/Assistants: 14
- Receptionists: 7
- Workstations: 30

- Fully Integrated with:
  - IDEXX in-house analyzers
  - IDEXX Reference Laboratories
  - IDEXX Digital Imaging
  - Cornerstone, version 8.1
  - IDEXX SmartLink® technology
Case Study:
Thomas J. Daly, MBA
Daly Merritt, Inc./Gibraltar Animal Hospital
Wyandotte, Michigan

Goal: Chartless, fully integrated work flow

Project included: Coaching Database Analysis
Pre-training Onsite event
Workflow Overview Analysis
Change Management Coaching
Onsite Coaching
Initiating Inventory Management Coaching
Improving Inventory Management Coaching
Last Words
Renewable Change

Harvard Business Review

How Customers Can Rally Your Troops

End users can energize your workforce far better than your managers can. by Adam M. Grant
Questions?

- Thank you!
- Please fill out the survey and turn it in
- Lunch/Plan Consultations/Peer Matchups
- Next sessions
  - Limiting Liability with Electronic Medical Records
  - Using Your Time Wisely
  - Instructor-Led Lab: Improving Inventory Management Performance
Thank you for attending…

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