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# Navigating Institutional Change

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VTC Family and Community  
Medicine



# Focus?

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# Leading Change: Moving from Volume to Value

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- Accelerating change in a dynamic landscape
- Optimizing efficiency
- Invite and encourage many acts of leadership
- Ensure alignment
- Integrate changes into the culture



# Management vs Leadership

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## Transactional

Planning  
Budgeting  
Staffing  
Measuring  
Problem solving  
Producing reliable results  
Organizing work

## Transformational

Establishing direction  
Aligning people  
Inspiring  
Motivating  
Mobilizing  
Future oriented



# Kotter's Leading Change Diagram

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# Opportunities

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- Create a sense of urgency
- Build a guiding coalition
- Form a strategic vision
- Enlist a volunteer army
- Enable action by removing barriers
- Generate short term wins
- Sustain- Hold the gains
- Institute change



# Case Study

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- You have been asked by your Chair to lead a quality improvement project that impacts the entire department. Your quality measures of high risk medications management are dismal despite having the information available to each clinic.



# Questions to ponder

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- What is the big opportunity here?
- How do you go about tackling this challenge
- Who is on your team?
- How do you create a sense of urgency
- What is your timeline?
- What are the barriers?
- How do you remain positive?
- How did you integrate the change into the culture?
- How do you know you are successful?





# Action Items

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## Action

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### A. High Risk Medication Annual Lab Monitoring

- ACE/ARBs, Diuretics, Digoxin
  - Created straightforward workflow for anyone to follow
  - Centralized process with accountability
  - PDSA in Feb/Mar to test workflow and clean up lists
  - Standing agenda item
  - Pushed data out monthly
  - Recognition of wins and continued encouragement

### B. Chronic Kidney Disease Staging for Safe and Appropriate Care (Epic Data Source)

- Adding appropriate CKD stage to the Problem List for all clinicians to view
- Capturing the clinical complexity impacts reimbursement
  - Centralized process and developed subject matter experts

### C. Standardization of Supplies for Cost Reduction and Resource Management (Lawson, Hyperion)

- Transitioned from paper process to electronic system (Lawson)
- Developed a standard supply formulary for all of FCM



# KPI Performance

HIGH RISK MEDICATION MONITORING - Target 93.83%																									
December	January	February	March	April	May	June	July	August	September																
MedEd 93.7 <b>YELLOW</b>	MedEd 92.6 <b>YELLOW</b>	Boomer Mill 94.3 <b>GREEN</b> Martinsville 93.4 <b>YELLOW</b> Staunton 93.4 <b>YELLOW</b> FP Radford 93 <b>YELLOW</b> Dumbarton 93 <b>YELLOW</b>	Boomer Mill 93.9 <b>GREEN</b> Staunton 93.6 <b>YELLOW</b> Oabville 92.9 <b>YELLOW</b> Martinsville 92.9 <b>YELLOW</b> Shawsville 92.5 <b>YELLOW</b> Floyd Franklin 92.4 <b>YELLOW</b> Dumbarton 92.4 <b>YELLOW</b> Radford FP 92.09 <b>YELLOW</b>	Boomer Mill 95.61 <b>GREEN</b> Staunton 94.29 <b>GREEN</b> Floyd Franklin 93.87 <b>GREEN</b> Boomer Mill 93.80 <b>YELLOW</b> Waynes Cave 93.62 <b>YELLOW</b> Floyd Franklin 92.73 <b>YELLOW</b> Martinsville 92.51 <b>YELLOW</b> Dumbarton 92.50 <b>YELLOW</b> Rocky Mt S Main 92.36 <b>YELLOW</b>	Hillsville 95.52 <b>GREEN</b> Staunton 95.23 <b>GREEN</b> Shawsville 94.5 <b>GREEN</b> Staunton 94.37 <b>GREEN</b> Boomer Mill 94.37 <b>GREEN</b> Waynes Cave 93.50 <b>YELLOW</b> Floyd Franklin 93.3 <b>GREEN</b> Waynes Cave 93.41 <b>YELLOW</b> Martinsville 93.04 <b>YELLOW</b> Radford FP 93.02 <b>YELLOW</b> Blacksburg 92.79 <b>YELLOW</b> Rocky Mt S Main 92.43 <b>YELLOW</b> Salem 92.40 <b>YELLOW</b>	Hillsville 95.47 <b>GREEN</b> Shawsville 95.4 <b>GREEN</b> Staunton 95.03 <b>GREEN</b> Boomer Mill 94.38 <b>GREEN</b> Martinsville 94.31 <b>GREEN</b> Floyd Franklin 93.3 <b>GREEN</b> Waynes Cave 93.41 <b>YELLOW</b> Martinsville 93.04 <b>YELLOW</b> Radford FP 93.02 <b>YELLOW</b> Blacksburg 92.79 <b>YELLOW</b> Rocky Mt S Main 92.43 <b>YELLOW</b> Salem 92.40 <b>YELLOW</b>	FP SHAWSVILLE 93.9 <b>GREEN</b> FP STAUNTON 93.9 <b>GREEN</b> FP IN DOONES MILL 94.36 <b>GREEN</b> FP IN MARTINSVILLE 94.36 <b>GREEN</b> FP BELLEVILLE 94.36 <b>GREEN</b> FP FLOYD FRANKLIN 94.36 <b>GREEN</b> FP WYTERS CAVE 94.35 <b>GREEN</b> FP FLOYD FRANKLIN I 93.96 <b>GREEN</b> FP RADFORD 92.95 <b>YELLOW</b> FP BLACKSBURG 92.95 <b>YELLOW</b> FP FORT DEFANCE 92.95 <b>YELLOW</b> FP ROCKY MT FRANK 92.95 <b>YELLOW</b> FP DUBLIN 92.95 <b>YELLOW</b> FP SALEM WEST MAIN 92.95 <b>YELLOW</b> FP NORTH ROANOKE 92.95 <b>YELLOW</b>	FP SHAWSVILLE 95.92 <b>GREEN</b> FP STAUNTON 95.92 <b>GREEN</b> FP IN DOONES MILL 94.36 <b>GREEN</b> FP REE ELECTRIC RD 94.32 <b>GREEN</b> FP IN MARTINSVILLE 94.36 <b>GREEN</b> FP WYTERS CAVE 94.35 <b>GREEN</b> FP FLOYD FRANKLIN I 93.96 <b>GREEN</b> FP BELLEVILLE 93.96 <b>YELLOW</b> FP ROCKY MT FRANK 92.95 <b>YELLOW</b> FP RADFORD 92.95 <b>YELLOW</b> FP SOUTH EAST 92.95 <b>YELLOW</b> FP BLACKSBURG 92.95 <b>YELLOW</b> FP FORT DEFANCE 92.95 <b>YELLOW</b> FP SALEM WEST MAIN 92.95 <b>YELLOW</b> FP DUBLIN 92.95 <b>YELLOW</b> FP SALEM WEST MAIN 92.95 <b>YELLOW</b> FP ROCKY MT S MAIN 92.95 <b>YELLOW</b> FP NORTH ROANOKE 92.95 <b>YELLOW</b> FP ROANOKE SALEM 92.95 <b>YELLOW</b>	FP SHAWSVILLE 96.41 <b>GREEN</b> FP IN DOONES MILL 96.45 <b>GREEN</b> FP SOUTH EAST 95.95 <b>GREEN</b> FP STAUNTON 95.95 <b>GREEN</b> FP ROANOKE SALEM 95.95 <b>GREEN</b> FP BELLEVILLE 94.44 <b>YELLOW</b> FP ROCKY MT FRANK 94.44 <b>YELLOW</b> FP SALEM WEST MAIN 94.44 <b>YELLOW</b> FP DUBLIN 94.44 <b>YELLOW</b> FP SALEM WEST MAIN 94.44 <b>YELLOW</b> FP ROCKY MT S MAIN 94.44 <b>YELLOW</b> FP NORTH ROANOKE 94.44 <b>YELLOW</b> FP ROANOKE SALEM 94.44 <b>YELLOW</b>																

CKD - Target 80.00%																									
December	January	February	March	April	May	June	July	August	September																
FP Roanoke S 96.95 <b>GREEN</b> N Lexington H 96.30 <b>GREEN</b> F. Defiance 91.51 <b>GREEN</b> FP Southeast 91.04 <b>GREEN</b> Rocky Mount F 87.90 <b>GREEN</b> Boomer Mill 86.67 <b>GREEN</b> Christiansburg 85.03 <b>GREEN</b> Martinsville 84.51 <b>GREEN</b> Martinsville 84.44 <b>GREEN</b> N Galax 83.01 <b>GREEN</b> FP Lexington H 82.22 <b>GREEN</b> Rocky Mount H 81.20 <b>GREEN</b> Blacksburg 81.00 <b>GREEN</b> Electric Rd 80.75 <b>GREEN</b>	FP Roanoke S 95.63 <b>GREEN</b> FP Lexington H 95.12 <b>GREEN</b> N Lexington H 92.59 <b>GREEN</b> F. Defiance 85.22 <b>GREEN</b> FP Southeast 85.24 <b>GREEN</b> Christiansburg 85.00 <b>GREEN</b> Martinsville 84.51 <b>GREEN</b> Rocky Mt Frank 83.53 <b>GREEN</b> Shawsville 80.80 <b>GREEN</b> FP Radford 80.80 <b>GREEN</b> Blacksburg 80.37 <b>GREEN</b>	Radford FP 96.23 <b>GREEN</b> FP Lexington 95.35 <b>GREEN</b> M Lexington 94.87 <b>GREEN</b> Rocky Mt Franklin 93.41 <b>GREEN</b> M Houston 94.37 <b>GREEN</b> Buena Vista 92.95 <b>GREEN</b> Staunton 92.70 <b>GREEN</b> Waynesville 89.90 <b>GREEN</b> Staunton 88.97 <b>GREEN</b> F. Defiance 84.94 <b>GREEN</b> Martinsville 83.82 <b>GREEN</b> Buena Vista 82.46 <b>GREEN</b>	Bridgewater 95.16 <b>GREEN</b> Rocky Mt Franklin 95.09 <b>GREEN</b> FP Lexington 95.00 <b>GREEN</b> M Houston 94.37 <b>GREEN</b> Buena Vista 92.95 <b>GREEN</b> Staunton 92.09 <b>GREEN</b> Waynesville 89.90 <b>GREEN</b> Staunton 88.97 <b>GREEN</b> F. Defiance 84.94 <b>GREEN</b> Martinsville 83.82 <b>GREEN</b> Rocky Mt S Main 78.26 <b>GREEN</b>	FP Lexington 97.50 <b>GREEN</b> FP Southeast 97.28 <b>GREEN</b> FP Roanoke Salem 95.93 <b>GREEN</b> Waynesville 95.70 <b>GREEN</b> Buena Vista 94.34 <b>GREEN</b> Radford FP 92.99 <b>GREEN</b> M Houston 93.67 <b>GREEN</b> Blacksburg 89.00 <b>GREEN</b> Rocky Mt Franklin 88.94 <b>GREEN</b> Staunton 87.70 <b>GREEN</b> FP Galax 84.70 <b>GREEN</b> Deok Rd 84.75 <b>GREEN</b> Christiansburg 83.23 <b>GREEN</b> Martinsville 82.93 <b>GREEN</b> F. Defiance 80.41 <b>GREEN</b>	FP Radford 96.47 <b>GREEN</b> Roanoke Salem 97.97 <b>GREEN</b> Nash Mills 92.94 <b>GREEN</b> Buena Vista 92.85 <b>GREEN</b> Staunton 92.74 <b>GREEN</b> South East 91.67 <b>GREEN</b> Buena Vista 90.74 <b>GREEN</b> North Main 89.83 <b>GREEN</b> M Houston 89.39 <b>GREEN</b> Waynesville 88.30 <b>GREEN</b> N Lexington 88.25 <b>GREEN</b> Rocky Mt Franklin 86.23 <b>GREEN</b> Deok Rd 85.30 <b>GREEN</b> Waynsville 81.87 <b>GREEN</b> Fairfield 80.27 <b>GREEN</b> Rocky Mt Franklin 65.52 <b>GREEN</b> North Roanoke 65.90 <b>GREEN</b> Boomer Mill 65.2 <b>GREEN</b> Waynes Cave 65.1 <b>GREEN</b> Colonial Ave 64.65 <b>GREEN</b> PCHRY 64.55 <b>GREEN</b> Bridgewater 84.5 <b>GREEN</b> Martinsville 83 <b>GREEN</b> Buchanan 82.2 <b>GREEN</b> Rocky Mt S Main 82.20 <b>GREEN</b> Christiansburg 81.25 <b>GREEN</b> Dumbarton 80.41 <b>GREEN</b>	FP Radford 97.99 <b>GREEN</b> FP Southeast 96.40 <b>GREEN</b> Staunton 95.90 <b>GREEN</b> FP Roanoke Salem 94 <b>GREEN</b> Deok Rd 92.8 <b>GREEN</b> FP Galax 91.2 <b>GREEN</b> Blacksburg 89.20 <b>GREEN</b> North Main 89.83 <b>GREEN</b> M Houston 89.39 <b>GREEN</b> Waynesville 88.30 <b>GREEN</b> N Lexington 88.25 <b>GREEN</b> Rocky Mt Franklin 86.23 <b>GREEN</b> Deok Rd 85.30 <b>GREEN</b> Waynsville 81.87 <b>GREEN</b> Fairfield 80.27 <b>GREEN</b> Rocky Mt Franklin 65.52 <b>GREEN</b> North Roanoke 65.90 <b>GREEN</b> Boomer Mill 65.2 <b>GREEN</b> Waynes Cave 65.1 <b>GREEN</b> Colonial Ave 64.65 <b>GREEN</b> PCHRY 64.55 <b>GREEN</b> Bridgewater 84.5 <b>GREEN</b> Martinsville 83 <b>GREEN</b> Buchanan 82.2 <b>GREEN</b> Rocky Mt S Main 82.20 <b>GREEN</b> Christiansburg 81.25 <b>GREEN</b> Dumbarton 80.41 <b>GREEN</b>	FP RADFORD 93.9 <b>GREEN</b> FP SOUTHEAST 93.9 <b>GREEN</b> FP STAUNTON 93.9 <b>GREEN</b> FP BUCHANAN MAIN 93.9 <b>GREEN</b> FP ROANOKE SALEM 93.9 <b>GREEN</b> FP REE ELECTRIC RD 93.9 <b>GREEN</b> FP ROCKY MT FRANK 93.9 <b>GREEN</b> FP FLOYD FRANKLIN I 93.9 <b>GREEN</b> FP STAUNTON 93.9 <b>GREEN</b> FP SOUTH EAST 93.9 <b>GREEN</b> FP BLACKSBURG 93.9 <b>GREEN</b> FP FAIRFIELD 93.9 <b>GREEN</b> FP WYTERS CAVE 93.9 <b>GREEN</b> FP SALEM WEST MAIN 93.9 <b>GREEN</b> FP CHRISTIANSBURG 93.9 <b>GREEN</b> FP LEX HOUSTON STE 93.9 <b>GREEN</b> FP IN MARTINSVILLE 93.9 <b>GREEN</b> FP ROCKY MT S MAIN 93.9 <b>GREEN</b> FP NORTH ROANOKE 93.9 <b>GREEN</b> FP WYTERS CAVE 93.9 <b>GREEN</b> FP BUENA VISTA 93.9 <b>GREEN</b> FP FAIRFIELD 93.9 <b>GREEN</b> FP NORTH MAIN SLICES 93.9 <b>GREEN</b> FP WAYNESBORO 93.9 <b>GREEN</b> FP IN CRIVY 93.9 <b>GREEN</b> FP FORT DEFANCE 93.9 <b>GREEN</b> FP WYTERSVILLE 93.9 <b>GREEN</b>	FP RADFORD 92.94 <b>GREEN</b> FP ROANOKE SALEM 95.95 <b>GREEN</b> FP BELLEVILLE 95.95 <b>GREEN</b> FP LEXINGTON ROUST 95.95 <b>GREEN</b> FP SALEM WEST MAIN 94.53 <b>GREEN</b> FP REE ELECTRIC RD 94.53 <b>GREEN</b> FP VYTERVILLE 94.49 <b>GREEN</b> FP STAUNTON 93.96 <b>GREEN</b> FP SOUTH EAST 93.96 <b>GREEN</b> FP BLACKSBURG 93.96 <b>GREEN</b> FP SHAWSVILLE 93.41 <b>GREEN</b> FP GALAX 89.83 <b>GREEN</b> FP LEX SOUTH MAIN 89.83 <b>GREEN</b> FP GALAX 89.83 <b>GREEN</b> FP FLOYD FRANKLIN I 80.95 <b>GREEN</b> FP SOUTH EAST MAIN 80.95 <b>GREEN</b> FP BUCHANAN MAIN 80.95 <b>GREEN</b> FP ROCKY MT FRANK 80.95 <b>GREEN</b> FP CHRISTIANSBURG 80.95 <b>GREEN</b> FP VYTERS CAVE 80.95 <b>GREEN</b> FP BLUE BOZWOOD 80.95 <b>GREEN</b> FP WYTERS CAVE 80.95 <b>GREEN</b> FP BUENA VISTA 80.95 <b>GREEN</b> FP IN MARTINSVILLE 80.95 <b>GREEN</b> FP NTR MAIN SLICES 80.95 <b>GREEN</b> FP FAIRFIELD 80.95 <b>GREEN</b> FP DRAMBLETON 80.95 <b>GREEN</b> FP DEBFORD BLUE RI 80.95 <b>GREEN</b> FP IN CRIVY 80.95 <b>GREEN</b> FP IN DOONES MILL 80.95 <b>GREEN</b> FP COLONIAL AVE 80.95 <b>GREEN</b> FP ROCKY MT S MAIN 80.95 <b>GREEN</b> FP NORTH ROANOKE 80.95 <b>GREEN</b> FP IN LEX HOUSTON STE 80.95 <b>GREEN</b>	FP RADFORD 95.70 <b>GREEN</b> FP ROANOKE SALEM 96.45 <b>GREEN</b> FP BELLEVILLE 95.95 <b>GREEN</b> FP LEXINGTON ROUST 92.88 <b>GREEN</b> FP SALEM WEST MAIN 91.93 <b>GREEN</b> FP REE ELECTRIC RD 92.49 <b>GREEN</b> FP VYTERVILLE 94.49 <b>GREEN</b> FP STAUNTON 93.96 <b>GREEN</b> FP SOUTH EAST 93.96 <b>GREEN</b> FP BLACKSBURG 93.96 <b>GREEN</b> FP SHAWSVILLE 93.41 <b>GREEN</b> FP GALAX 89.83 <b>GREEN</b> FP LEX SOUTH MAIN 89.83 <b>GREEN</b> FP GALAX 89.83 <b>GREEN</b> FP FLOYD FRANKLIN I 80.95 <b>GREEN</b> FP SOUTH EAST MAIN 80.95 <b>GREEN</b> FP BUCHANAN MAIN 80.95 <b>GREEN</b> FP ROCKY MT FRANK 80.95 <b>GREEN</b> FP CHRISTIANSBURG 80.95 <b>GREEN</b> FP VYTERS CAVE 80.95 <b>GREEN</b> FP BLUE BOZWOOD 80.95 <b>GREEN</b> FP WYTERS CAVE 80.95 <b>GREEN</b> FP BUENA VISTA 80.95 <b>GREEN</b> FP IN MARTINSVILLE 80.95 <b>GREEN</b> FP NTR MAIN SLICES 80.95 <b>GREEN</b> FP FAIRFIELD 80.95 <b>GREEN</b> FP DRAMBLETON 80.95 <b>GREEN</b> FP DEBFORD BLUE RI 80.95 <b>GREEN</b> FP IN CRIVY 80.95 <b>GREEN</b> FP IN DOONES MILL 80.95 <b>GREEN</b> FP COLONIAL AVE 80.95 <b>GREEN</b> FP ROCKY MT S MAIN 80.95 <b>GREEN</b> FP NORTH ROANOKE 80.95 <b>GREEN</b> FP IN LEX HOUSTON STE 80.95 <b>GREEN</b>																

Entity Specific	Individual	CKD Problem List	82.64%	82.64%		63.57%	80.00%	100.00%	5%	5.00%
Entity Specific	Department	RAF Process	96.26%	95.33%		90.00%	95.00%	100.00%	10%	10.00%
Entity Specific	Individual	High Risk Medication Monitoring	91.13%	91.13%		89.37%	93.83%	39.46%	10%	3.95%

# Ponder Points

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***The greatest challenge leaders face today is how to stay competitive amid constant turbulence and disruption.***

***John Kotter***

***It is very difficult to have a meaningful life without meaningful work. Perhaps, then, you might gain that rare tranquility that comes from knowing that you've had a hand in creating something of intrinsic excellence that makes a contribution.***

***Jim Collins, Good to Great***