Changing the way we Change

An Inside Look at Mayo Clinic

PRACTICE  EDUCATION  RESEARCH
Mayo Clinic after 150 years...

6 STATES

5 SCHOOLS

60,000 EMPLOYEES

1 million PATIENTS from 135 countries

8 billion ENTERPRISE reinvests $400 million
Mayo Clinic Enterprise

**Academic Medical Center**
Rochester, MN
- 500,000 patients/year
- 2,000 physicians
- 125 primary care providers

**Community and Regional Health System**
75 communities in Minnesota, Iowa, and Wisconsin
- 4 regions
- 18 hospitals
- 525,000 patients/year
- 1,000+ physicians

**Mayo Clinic in the Southwest**
Arizona
- 90,000 patients/year
- Approximately 400 physicians

**Mayo Clinic in the Southeast**
Florida
- 90,000 patients/year
- Approximately 400 physicians
New Care Delivery Models

The Mayo Clinic Care Network consists of health care organizations that share Mayo Clinic’s values and commitment to improving health care delivery.
Objectives for today

• Define best practices for successful change management (CM)

• Recognize the value of applying a maturity model to assess enterprise change management (ECM)

• Describe the importance of using a structured approach to address the people side of change
Change Management Trends

Over the past ten years, high-performing organizations have

• Developed a greater recognition of the need for change management

• Initiated broader application of change management

• Seen increased leadership support for change management

• Greater effort to establish a Change Management dedicated functional group

What leads to success . . .

• Active and visible executive sponsorship
• Structured change management approach
• Dedicated change management resources
• Frequent and open communication about change and the need for change
• Employee engagement and participation
• Engagement and integration with project management
• Engagement with and support from middle management

Our Journey Begins. . .
<table>
<thead>
<tr>
<th>Level</th>
<th>Category</th>
<th>Description</th>
<th>Continuous process improvement in place</th>
<th>Highest profitability and responsiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 5</td>
<td>Organizational Competency</td>
<td>Change management competency is evident in all levels of the organization and is part of the organization’s intellectual property and competitive edge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 4</td>
<td>Organizational Competency</td>
<td>Organization-wide standards and methods are broadly deployed for managing and leading change</td>
<td>Selection of common approach</td>
<td></td>
</tr>
<tr>
<td>Level 3</td>
<td>Multiple Projects</td>
<td>Comprehensive approach for managing change is being applied in multiple projects</td>
<td>Examples of best practices evident</td>
<td></td>
</tr>
<tr>
<td>Level 2</td>
<td>Isolated Projects</td>
<td>Some elements of change management are being applied in isolated projects</td>
<td>Many different tactics used inconsistently</td>
<td></td>
</tr>
<tr>
<td>Level 1</td>
<td>+-Adhoc or Absent</td>
<td>Little or no change management applied</td>
<td>People-dependent without any formal practices or plans</td>
<td>Highest rate of project failure, turnover and productivity loss</td>
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Why use a maturity model?

• Allows us to have our methods and processes assessed according to change management best practice
• Gives us a precise roadmap and actions on how to improve
• Allows us to compare different parts of the organization and modify our actions
• Gives us the ability to focus our resources on priority actions
• Allows us to take an integrated view of PM and CM maturity levels to work in tandem
Measuring Organizational Capability (Change Management Maturity Model)

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
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| High  | - Consistent change methodology applied across all change projects  
      | - High degree of CM skill and experience throughout the enterprise  
      | - Fully integrated CM and PM  
      | - CM is a core capability understood by the organization  
      | - CM is sought out to provide management, coordination, coaching, resources across all major change projects |
| Medium| - Change methodologies (one or more) exist and are used on many change projects  
      | - Pockets of CM capability in the business  
      | - CM support for some change projects  
      | - Some recognition of the importance of CM in the business |
| Low   | - Limited use of CM on change projects  
      | - Lack of understanding of the need for and importance of CM in the business  
      | - Few resources with deep CM capabilities  
      | - CM coordination may only exist for very large programs, if at all |

Steps taken to increase maturity

• Identified an organizational home for CM; Organization Development (OD)
• Chose a structured methodology (Prosci®)
• Integrate with Enterprise Portfolio Management Office (EPMO), Systems & Procedures, and Quality
• Identify and train additional CM practitioners
• Develop a network of practice
• Integrating CM into Leadership and Employee Development
<table>
<thead>
<tr>
<th>One Methodology Prosci®</th>
<th>One Framework ADKAR®</th>
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</thead>
<tbody>
<tr>
<td>• Prepare for Change</td>
<td>• Awareness</td>
</tr>
<tr>
<td>• Manage Change</td>
<td>• Desire</td>
</tr>
<tr>
<td>• Reinforce Change</td>
<td>• Knowledge</td>
</tr>
<tr>
<td></td>
<td>• Ability</td>
</tr>
<tr>
<td></td>
<td>• Reinforcement</td>
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Key Benefits of Building Capability

**Change Program Effectiveness**
- Increased likelihood & degree of change project success
- Improved view of change portfolio, enabling better decision making & prioritization
- Better management of multiple changes across common stakeholder groups

**Speed & Flexibility**
- Increased speed to benefit realization of change efforts
- Creation of a culture more adaptable to change, enabling greater organization agility

**Capability Development**
- Development of a single structured approach for building change management capability across the organization
- Ability to leverage learning from previous change initiatives

**Measurement and Cost**
- Optimization of change resources & efforts
- Change programs measured at different points in time in order to track progress toward adoption and monitor cost benefit
- Measure the effectiveness of tactics deployed at the portfolio level
Mayo Clinic Change Management

A dedicated group within Mayo, focused on developing, maintaining, sharing and delivering change management expertise, education, methodology, processes and tools for the enterprise.

- Organize and manage CM communities within Mayo
- Provide and train resources to support Mayo change initiatives
- Promote and communicate the value of CM across Mayo
- Provide expertise to support Mayo’s change initiatives
- Define, develop & maintain CM methodology, processes & tools
- Educate and coach Mayo resources on CM
1. Building capabilities in leaders/managers/employees

- Incorporate change management education into existing training programs where possible
- Provide change management education and training to all levels in the organization
  - Managers and supervisors on their role as change leaders (Leadership Foundations, Coaching for Managers and Supervisors, etc.)
  - Physician & administrator partners on their role as sponsors (Leadership Challenge, Leadership Prescription, etc.)
  - Project managers/teams on the integration of the change plan into the project plan (Enterprise PMO Change Management Standard)
  - Those wishing to sharpen their skills for leading and managing local change (Quality Change Management)
  - Frontline employees in skills for understanding change (Change Management Orientation, Employee Survival Guide to Change)
2. Building/embedding structured change management in all key strategic project teams

- Identify and train additional change management practitioners to be resources to the strategic initiatives of the enterprise (Practitioner Program for Project Teams)
- Embed change management into project delivery and project management methodologies
- Include change management considerations in the governance processes already in place and embed change management into the business case process
- Integrate project and change management activities and deliverables
3. Provide change management consulting and facilitation services

- Create/Identify a team of subject matter experts that can act as an advisory group for other change management practitioners throughout Mayo
- Continue to build both formal and informal networks and user groups of change agents
- Create informative webinars & short videos to support teams whenever they need it
Changing the way we change, Putting the pieces together . . .

- Maturity Model
- Define ECM Strategy
- Find a home for ECM
- Identify structured methodology
- Diffuse methodology
- Apply and reinforce
The rubber hits the road . . .
Change – What Worked?

Shared Services Expansion

- Active and visible executive sponsorship
  - Email campaign
  - Teleconferences/web-conferences
  - Face-to-face meetings
  - Listening sessions
Change – What Worked?

Shared Services Expansion

• Frequent and open communication about the change
  • Communication plan
  • Building awareness with external clients
Change – What Worked?

Shared Services Expansion

• Engagement and support from middle management
  • Shifted decision making
  • Involved those impacted
  • Expanded learning on change management
Change – What We Learned?

Practice Design Convergence

• Executive Sponsor was not visible
• No buy-in for change management
• “Boardroom” decisions
• Resistance
Change – What We Learned?

Practice Design Convergence – turning it around

• Identified executive sponsors
• Developed change management/communication plan
• Changing what was said
• Assigned Systems & Procedures resource
• Middle management moved into decision-making role
So how are we doing now?
Change Management Maturity Progress

- Strong sponsorship of ECM
- Single structured approach (mostly)
- Effective CM training programs
- CM toolkit & guides available to everyone
- Good understanding of the benefits of CM
- Many high visibility projects applying CM
Change Management Maturity Opportunities

• Continue building the sponsor coalition
• Diffuse CM into departments and divisions
• Build CM milestones into tollgate reviews
• Develop continuous improvement process for CM approach
• Reinforce and support CM networks
• Fully integrate PM and CM
Objectives Review

• Define best practices for successful change management
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Questions
Think big, start small, move fast