

Action on Managing Cardiovascular Health

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How to make change happen

Medical Management Services

Christophe Gillet of Pentacle, The Virtual Business School (www.pentacle.co.uk), spoke at and encouraged syndicate discussion at the programme of regional workshops associated with *Action on Managing Cardiovascular Health* last year. He provided participants with some management tools to help implement change in their PCOs and practices. A selection of these have been modified by MMS into worksheets in this Action Planner.

Avoid surprising the stakeholders

The world is changing faster than man's ability to adjust and cope with change. Just when we think we are on top of our game, someone alters the rules by issuing another guideline that we have to implement or target we have to hit.

Sudden change -or its threat- stirs up extreme emotional reactions. Typically sudden change produces a reflex resistance to whatever is being proposed. This resistance may be illogical. However, it can be made to appear logical by exaggerating the importance of barriers to change.

To minimise reflex emotional resistance to proposed change, 'Avoid surprising the stakeholders'. Engage them in the project early and give them a sense of creative involvement and ownership of the plans for change.

Stakeholder identification and analysis

Different approaches will be needed for different stakeholders. The grids below will help you pick a general

Action plan to make change happen

- ◆ Avoid surprising the stakeholders
- ◆ Identify the stakeholders
- ◆ Engage the stakeholders
- ◆ Use 'IDBQ' approach to ease change by involvement
- ◆ Repeat the IDBQ approach to build acceptance of each step towards change.

IDBQ approach

Issue: Explain the issue unassertively and listen without giving a solution.

Data: Present the data that engages the audience in thinking about the problem and having opinions about the solutions.

Question: Ask the question that starts them thinking about the data and what they would change

Build: Conclude with the solution, the learning point that is a step towards change.

Identifying the different types of stakeholder

People I can think of who will...

benefit from the change/project

be disadvantaged as a result of the change/project

People I can think of who...
are involved but the change/project could happen without them
the change/project could NOT happen without them

1.	2.
3.	4.

1. Ask these people to commit to supporting the project/change

2. No need to create enemies. Use the process of 'Issue, Data, Question, Build' to involve this group

3. Get strong support from these people. Enlist them as allies to help manage other stakeholders

4. Approach with caution. Know why they think the way they do. Do not to alienate them permanently

strategy for each category of stakeholder.

Avoid the natural tendency to spend 80% of your time with stakeholders who agree with you. To achieve change, you will have to spend time with all the stakeholders

Those who understand but disagree with your change: Engage with them, talk with them and listen to why they disagree.

Those who neither understand nor agree with you: They may 'switch off' in your presence! You may need to approach them through allies. Deal with their lack of understanding and lack of agreement carefully.

They do not understand but they agree with you: People who agree without understanding are dangerous. They can shift against you quickly and as passionately as they appear to support you now. Help them to understand the consequences of the change in question by considering the impact on themselves. Do this by asking specific questions that engage them in exploring the implications of the change: e.g. 'What is the financial impact of this on you as a GP?' 'What will this mean to your work load?'

Issue, Data, Question, Build

The IDQB (Issue, Data, Question, Build) approach (see panel) is a helpful structure to engage stakeholders in the creation of solutions to problems obstructing change. This way, stakeholders feel they have ownership of the project.

Leadership

Ask yourself what good leaders do and do it. Leadership is about public behaviour and building trust. Try to put these qualities into practice. For example, take an hour a day to sit with a group of colleagues: motivate them; share your vision with them; make sure you include someone who has never been included in the group before; listen; learn, and inspire.

Trust: Trust is built through letting people know that what you say you will do, will be done: your word is your bond. Show results consistently on small tasks and you will be trusted to deliver on the large ones. This is the formula for building trust:

$$(\text{Promise} + \text{Do it} + \text{say you did it}) \times 4 = \text{Trust}$$

Learning to use the techniques in this article

Christophe Gillet recommends his company's three-day course to learn to make use of relatively complex tools such as the IDQB approach to making change happen.

Summary

Change and emotion

The world is changing faster than man's ability to cope with it. Change creates illogical emotional reactions, often manifesting as resistance.

Avoid surprising your stakeholders

Minimise reflex resistance to proposed change by engaging your stakeholders early on in the project and never surprising them.

Identify and engage all your stakeholders

Use the grids and the IDQB approach to help

Lead

Leadership is mainly about getting your public behaviour right: so act like a leader and develop trust.

Build trust

$$(\text{Promise} + \text{Do it} + \text{say you did it}) \times 4 = \text{Trust}$$

Engaging commitment

People who seem to...

Disagree with the goals of your project/change

Agree with the goals of your project/change

To understand what you are trying to achieve

Not to understand what you are trying to achieve

People who seem...

a.	b.
c.	d.

a. Listen carefully to their concerns and build them into your risks. Don't try to 'sell' to them

b. Don't spend much time on this group. Just don't upset them

c. Build trust. Get them to listen to the vision of how the change works (probably through a third party). Listen to their concerns

d. Ask them questions on the impact of the change on them. The discussion will make them think about and understand the implications of the change.

Project:.....

Stakeholder	Telephone	e-mail	Stakeholder's aim
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			

Identify the different categories of stakeholder

Beneficiaries of the change/project who are involved in it but not essential to it happening

Ask these people to commit to support the project/change. Their endorsement might be useful pressure to overcome obstacles.

Notes on strategy for each stakeholder:

Beneficiaries of the change/project who are essential to making it happen

Try to get strong support from these people. Enlist them as allies to help manage other stakeholders.

People who will be disadvantaged by the change/project, but who are not essential to make the change/project happen

Avoid creating enemies and making their opposition militant. Use the process of 'Issue, Data, Question, Build'* to engage them.

People who will be disadvantaged as a result of the change/project and who are essential to make it happen

Approach with caution. Know what they are up to. Be careful not to alienate them permanently.

Engage stakeholders

People who seem to disagree with the goals of the project/change, but understand what you are trying to achieve

Listen to their concerns and feed these into your understanding of the risks of the change. Don't try to sell the project to them.

Notes on strategy for each stakeholder:

People who seem to disagree with the goals of your project/change and don't understand what you are trying to achieve

Build trust: (Promise + Do it + say you did it) x 4 = Trust. Get them to consider the vision/approach (probably through a third party). Listen to their concerns.

People who seem to agree with the goals of your project/change and understand what you are trying to achieve

You do not need to spend much time on this group beyond keeping them interested, and not upsetting them.

People who seem to agree with the goals of your project/change but who do not understand what you are trying to achieve

Use discussions about the implications of the project/change for them to help these people recognise the impact of the change and come to understand the project and support it through knowledge.

***Use IDBQ approach below to engage stakeholders and ease change**

Issue: Explain the issue unassertively and listen without giving a solution.

Data: Present the data that engages the audience in thinking about the problem and having opinions about the solutions.

Question: Ask the question that starts them thinking about the data and what they would change

Build: Conclude with the solution, the learning point that is a step towards change.

Repeat IDBQ approach to engaging stakeholders in building for change