Staff Issues in Blending Clinical Practice

Research Into Daily Operation
Change
“People are not stressed out because of change … but because of the way it is done…”

Peter Drucker, 2000
“It ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things … The innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders among those who may do well under the new.”

Machiavelli, *The Prince*
Staff Issues

Challenges in Implementation

I. Change

II. Administration’s Role in the Change Process

III. Staff’s Role in the Change Process

IV. Training of Staff

V. Conclusions
I. Change

Accept it Yourself

Create Receptivity
A. WHY?

- Managed Care
- Welfare Reform
- Regulatory Changes/Compliance
- Public Pressure

*It might just help client outcomes!"
B. Approaches

Steps of Change

- Equilibrium
- Denial
- Anger
- Bargaining
- Chaos
- Depression
- Resignation
- Openness
- Readiness
- Re-emergence
Signs of Change

• Anger
  - Acknowledge the feeling
  - Don’t take on the blame
  - Distinguish between acceptable feelings and unacceptable behavior
• Stalling/Bargaining
  - Recognize it for what it is
  - Don’t let it dissuade you
• Anxiety
  - Manage anxiety with information
  - Commiserate but don’t be diverted
• Sadness
  - Encourage the expression of feelings
  - Sympathize but don’t give unreasonable hope
• Confusion/Disorientation
  - Give extra support and reassurance
  - Allow staff to express the concerns they feel
• Depression
  - Express your understanding and similar reaction
  - Give back the ability to exert some level of control over decisions being made
C. Motivation

- Fear - Money
- Appreciation - Concern
- Desire for different outcomes

*It might just help client outcomes*
Planned Abandonment

• On a regular basis...every organization should sit down, look at every product, service, policy and say – if we didn’t already do this, knowing what we know now – would we still do this?”

• “Organize your abandonment – free resources from being committed to what no longer contributes to performance or produces results.”

Peter Drucker, 2000
D. Transformation

1. Planned Abandonment

Anticipating Change Through Planned Abandonment

A. List your 5 top products or services

B. For each product or service, ask yourself: “If we didn’t do this already, knowing what we now do, would we do it?”

C. Based on your answer to the preceding question, which products or services should be abandoned? Why?

D. Pick tentative dates to end those that will be abandoned

E. What might replace the abandoned product or service?
2. Innovation

Creativity

Verses the ‘same old thing’

• Explore/focus on unexpected successes

• Incongruity – if clients at a certain point continue to relapse – examine your assumptions. “Insanity is doing ….”

• Process Need

  “If only we could… If only there was a way …”

• Change in Society/Clients

  Are clients today the same as before?
3. Change is an Opportunity

- Unexpected successes, failures, & outside events
- Incongruity
- Process need
- Changes in industry or market structure
- Demographics
- Changes in perception, mood and meaning

- New knowledge, scientific and non-scientific
- What significant changes do you think are likely to occur in the next 5 to 10 years
- Which of these changes might be an opportunity for your organization?

Peter Drucker, 2000
Linking Opportunities to People & Resources

1. Who are the ablest, most committed people in the organization to pursue the identified opportunities?
2. If you cannot answer this question, list the people you will consult to help you identify these individuals.
3. Make notes about the people & resources your organization currently has that will enable it to pursue each of the opportunities.
4. What resources does your organization need to develop to pursue the selected opportunities?

Peter Drucker, 2000
• Let Go …

Let It Happen …

Make It Better
II. Administration Role

“The administrators cannot make choices for staff... but must give them the opportunity to choose.”

“You can’t manage change...

You can only make and be ahead of it.”

“You will find no better way to coach employees on what a new culture must look like than by how you carry yourself.”

Harrison Owen, Open Space Technology, 1992
Challenges

1. Institute policies to make the present create the future - Planned Abandonment
2. Provide systematic methods to look for and anticipate change - Organized Improvement
3. Know the right ways to introduce change, inside & outside your organization - Exploit Opportunities
4. **Balance change and continuity - Preserve Trust**

5. **Motivate and retain top performers and create a positive change mind-set among employees.**
To Do List

• Practice Planned Abandonment
• Focus on investing in opportunities, not problems
• Match opportunities with people
• Preserve institutional values/trust

Always go back to the Mission statement

• Attract/motivate good employees
What Kind of Leader Are You?

“Leaders’ Attitudes Change People”

- **Reactive:** Sometimes Works  Results not Guaranteed
  Stays the Same
- **Responsive:** Comfortable  Don’t fix if it ain’t broke
- **Pro-active:** Impressive  Rational  Planning
  Control  Power
- **Interactive:**  Visionary  See the World
  The Big Picture
- **Inspired:**  Creative  New Ways to Be
  When it happens you know it
Understanding Your Staff

- Can current staff provide new treatment protocols?
- Which current staff need increased training?
- Will new staff be heard?

Integration of Old with New
III. Staff’s Role in Change Process

Knowledge Workers
Ownership

• Acknowledge change

• Understand that change can and will be beneficial to staff, clients, and agency

• Be part of the change process

Ownership reduces change resistance
IV. Training of Staff

Technology/Strategy

- Improved efficiency of office operations
- Greater productivity from staff
- Cost savings
- Strengthened relationships with constituents
- Improved program outcomes
- Building of organizational capacity
- Enhance service delivery
- An increase in civic engagement
**Ethics and Values**

- **Respect:** Autonomy  Courtesy  Civility  Decency  Understanding  Acceptance
- **Responsibility:** Accountability  Pursuit of Excellence  Self-Restraint
- **Caring:** Compassion  Generosity
- **Justice & Fairness:** Procedural Fairness  Impartiality  Equity
- **Trustworthiness:** Honesty  Integrity  Loyalty  Promise-keeping  Avoid Conflicts of Interest
Do

- Use Equipment
- Talk to Your Audience
- Know Your Audience
- Work in Sections
- Know Your Material
- Love Your Material (or Fake It!)
- Boomerang questions back to your audience
- Be Positive – Compliment your Audience
Don’t

• ASSUME Anything
• Put your audience on the spot
• Overwhelm your audience
• Overburden the “willing” staff
V. Conclusions

Letting Go …

Empowerment of Staff & Agency …

Monitoring Efficacy …
Guidelines for Change
Guidelines for Letting Go

• Define what’s over and what isn’t – be specific
• Show how the endings ensure continuity of what really matters
• Identify who’s losing what
• Acknowledge losses openly & sympathetically

• Compensate for the losses – create a win-win situation in reaching for the vision
• Give people information – again and again; give them the opportunity to commit personally as well as listen intellectually