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Managing the Chaos of Change

Jack Gosselin & Peter Martin
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OF THE **FITTEST**

Change Management Objectives

- **Accept** that **Change** is **Here**, and that **Change** has always been **Here**
- Review the **Phase of Change** and the personal/professional attributes required within each
- Discuss Change examples impacting the profession today

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WHAT DOES CHANGE MANAGEMENT MEAN FOR YOU?



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Real World I: Greying Management

“The proportion of managers older than 55 moved up significantly, to 40% from 35% in the 2009 survey. That heightens concerns about what will happen when a wave of retirements begins in the not too distant future.”

2012 HFM Salary Survey

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What about cell phones?

“The telephone has too many shortcomings to be seriously considered as a means of communication.”

Western Union Internal Memo, 1876



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Quote From a Visionary

“I think there is a world market for maybe 5 computers.”



Thomas Watson
IBM Chairman
1943

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Or their bed...

“There is no reason anybody would want a computer in their home.”



*Ken Olson
Digital President
& Founder,
1977*

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The 7 Major Changes

- Loss
- Separation
- Relocation
- A Change in relationship
- A Change in direction
- A Change in health
- Personal Growth

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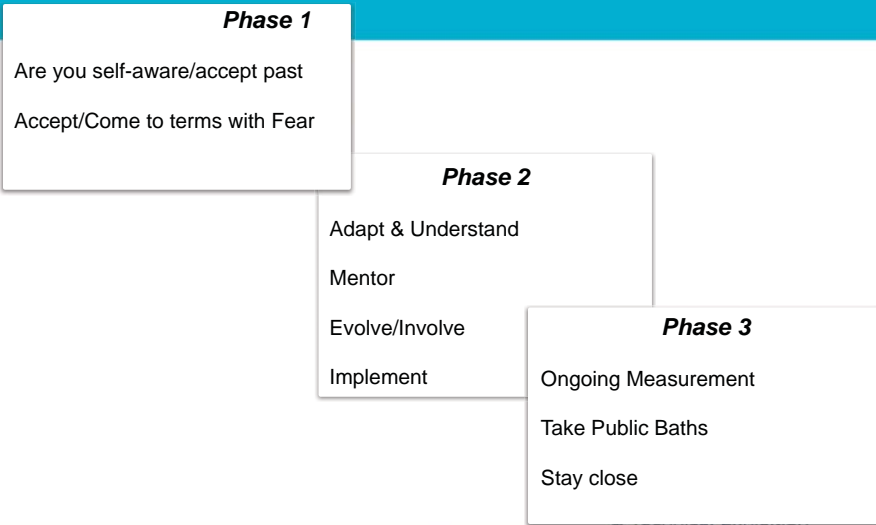
Major Change Commonality

- They happen to all of us
- Appear to happen without our control
- Each brings more change
- Greatest problems often come before change arrives

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Phases of Change



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Change Management Cheat Sheet

- Communicate frequently
- Question: Yourself, your employer
- Display authenticity
- It's not personal
- Be motivated by fear, failure, and inaction
- Welcome questions and resistance
- Look ahead, depict a successful end state

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Real World II: Affordable Care Act

Q: Have there been discussions with Senior Leadership about potential changes needed to existing facilities or campus design?

2013 Survey

34% Yes

66% No

2014 Survey

51% Yes

49% No

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Real World II: Affordable Care Act

Q: Facility development plans/construction projects being considered in response to ACA:

MOB Expansion	22%
Out. patient in neighborhood	22%
Primary care in neighborhood	21%
New MOB	18%
Urgent Care in neighborhood.	18%
Amb. Surg. Center	17%

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Change by the Numbers

- 55% meet initial objectives
 - Only 25% sustain change
- 87% train managers to manage change
 - Only 22% say training effective
- 65% middle managers, 53% middle managers, 40% front line managers say organization effectively describes change

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*Why do Change Management
Programs Fail?*

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Strategic Inflection Points

“Strategic Inflection Points are changes that fundamentally change industry and cause business to be done differently.”

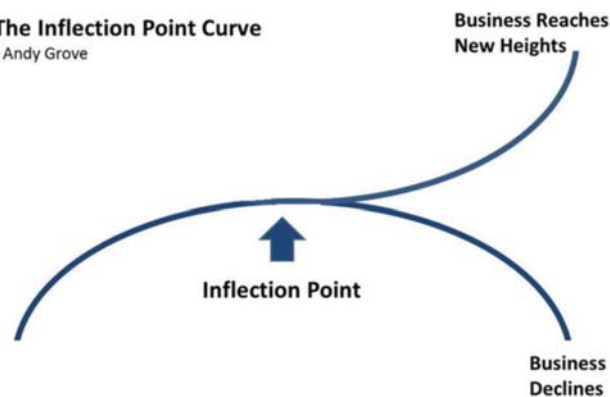
Andrew Grove, former CEO of Intel

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Strategic Inflection Points

The Inflection Point Curve
- Andy Grove



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Change, or disappear

- Technology
- Regulation
- Competition
- Customers
- Complementors
- Suppliers

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Real World III: S&C 14-07 Hospitals

- CMS Guidelines for Medical Equipment, revises S&C 12-07 (Dec. 2011)
- Changes requirements for med. equip. and utility system equip. maintenance
- Maintain medical equipment per OEM recommended procedure/frequency

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Real World III: S&C 14-07 Hospitals

- Revision allows for alternate equipment maintenance programs (AEMs) unless:
 - Imaging/radiological equipment
 - Medical laser device
 - Equipment required to be maintained as a Condition of Participation (CoP)
 - New equipment for which sufficient maintenance history not available
- **More info, google:** S&C: 14-07 Hospital

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What does this mean for your organization?

- **Regulation:** New EPs
- **People:** Personnel/Staff,
- **Cost:** \$1 to \$5 BILLION impact
- **Risk:** Ambiguity in risk assessment
- **Daily activities:** More PMs, more activity

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Last 3+ years

- RW 1: Retirements/lack of new infusion
- RW 2: Affordable Care Act
- RW 3: Technology advances/interaction with IT

“People are just as happy as they make up their minds to be.”

Abraham Lincoln

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Thank You

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