

Why Projects Fail: Managing Complex Change in Your Organization

WHY ARE WE HERE TODAY

Change is the new normal



Regulations

Innovation





Competition

When done right



"Change is hard at first, messy in the middle, and gorgeous at the end"

- Robin Sharma

When done wrong

afia



A Framework for Success





CHANGE MANAGEMENT MODELS

Why are they useful?



- Provide some structure to think about what is needed to create meaningful change across an organization
- → Mitigate risk
- → Increase likelihood of project success on time, on budget

Two of the major models



→ Kurt Lewin Change Management Model (1940s)

Unfreeze – Change – Freeze



→ ADKAR (2006)

 Focuses on 5 actions and outcomes necessary for successful individual change, and therefore successful organizational change

	Α	Awareness of the need for change
	D	Desire to support and participate in the change
	К	Knowledge of how to change
	Α	Ability to implement the change
$\overline{\}$	R	Reinforcement to sustain the change

How is today's model different?



- → What we're going to discuss today is more of a way to frame projects
- ➔ We're going to concentrate on the different components that need to be taken into consideration during any change initiative to ensure success
- This model was adapted from one created by Ambrose and Knoster in the mid-80s, but updated to be specific for health and human service organizations

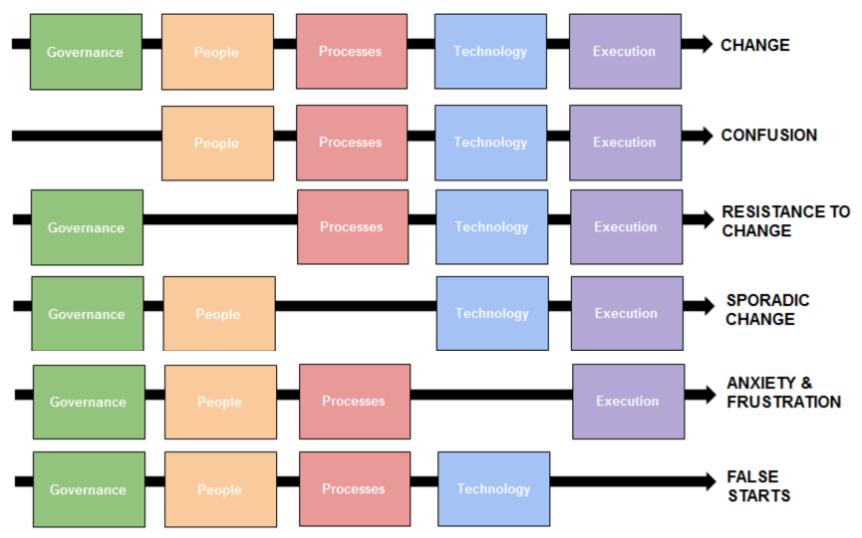
THE FRAMEWORK

The 5 Core Competencies



People	 Are the staff engaged in the change? Are the right people in the right seat? Does the organizational culture encourage the desired behavior? 	
Processes	 How will organizational processes be impacted? Are there outliers? Are appropriate incentives in place to ensure the intended process is used? 	
Technology	 Are the needed tools and equipment in place? Do all staff have this technology? Do the tools have the functionality staff need to efficiently perform the job at hand? 	
Governance	 Is there direction and vision from appropriate, empowered leadership? Does decision making align with the strategic goals of the organization? 	
Execution	 Is there a detailed project plan in place? Are the right resources assigned? 	

Bad things happen when one is ignored



afia

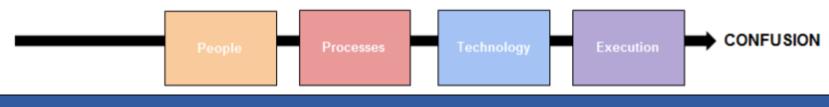
Adapted from: Ambrose (1987) and Knoster (1991)

THE 5 COMPETENCIES

Governance



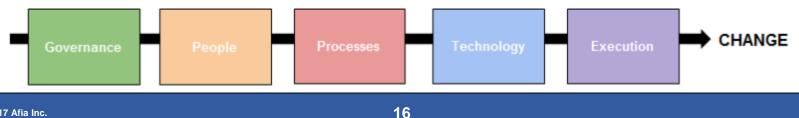
- ➔ Governance is the process of creating a strong vision and driving the direction for the change from that vision
- ➔ Lack of Governance leads to confusion
 - Why are we doing this?
 - What are we looking to accomplish?
 - Why is it important?



Governance done right



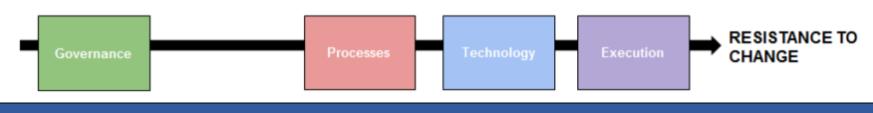
- Creating a vision and measureable goals should always be the first step in the process
- → Include all of the major stakeholders to get the full perspective
- → This should be your roadmap for making decisions along the way
- → The outcome
 - A single cohesive message for staff across the organization
 - Clear metrics for success



People



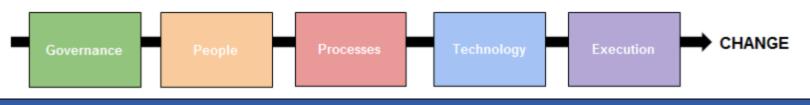
- The people in your organization are your best drivers of change, or your worst enemies
- → How does this component lead to resistance?
 - If you don't engage staff it's difficult to get cooperation. Without cooperation, it's difficult to accomplish lasting change
 - If the right people aren't involved
 - It can be difficult to get buy-in
 - The project/effort may be ineffective



People engaged



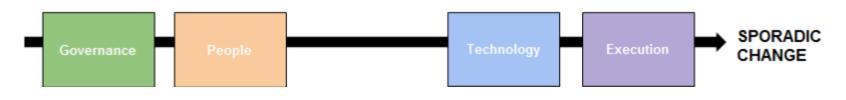
- → Begin the engagement with your staff as soon as your vision is set
- → Ensure they understand the goals and objectives
- → Transparency is key . . . communicate, communicate, communicate
- → The right people need to be in the right seat



Process

afia

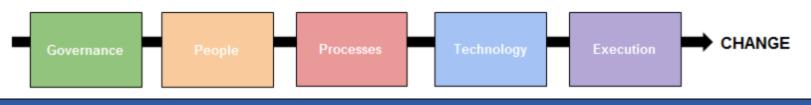
- Processes are the workflows and incentives that are necessary to ensure that an organization is running effectively
- → A lack of well defined processes lead to sporadic change
 - People not knowing exactly how to do something and reverting back
 - People doing different things at different locations, programs, etc.
 - Some will find great ways to do it, others will not



Processes as a driver



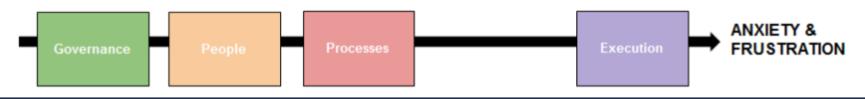
- ➔ When a major change is occurring, it's important to identify every group that will be impacted
- → Map out the necessary changes in process and workflow
- → Determine if incentives need to change



Technology



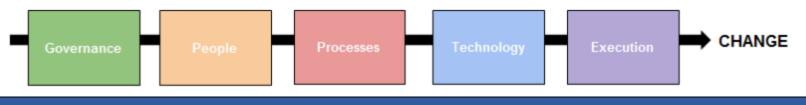
- Technology represents the tools and systems needed to help facilitate change
- ➔ When technology isn't a positive support it's usually a hindrance . . . and this will lead to frustration from staff
 - EHRs that poorly support new programs (or an organization)
 - Spreadsheet and Access Database Overload
 - Poor performance of Systems



Technology optimized



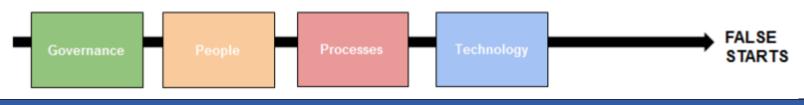
- ➔ Once processes and requirements are defined, it should be easy to identify technology that can support the project and the desired change
- → Utilize technology to drive best practices and desired processes
- → Try to automate as much as possible
- → Data is the key what do you need and work backwards



Execution



- Execution is ensuring that you have the right plan and the right people in place to carry out your change
- Even if you do all of the others well, the lack of strong execution leads to the feeling that things may be getting done, but you're not necessarily accomplishing anything
- This can be extremely inefficient and counterproductive, and will many times lead to full failures in large scale projects



Execution is key



→ This is not a project plan

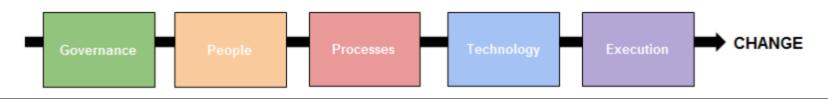
	Project Management				
Clinical Se	tup				
	Finance Setup				
	Staff Setup				
Identifying Changing Processes Update	e Forms/Processes Roll-Out Planning				
Define F	Reports Reports	Development			
Data Conversion					
	System Testing				
		Training			

© Copyright 2017 Afia Inc.

Execution is key

→ This is a project plan (or part of it at least)

Tank	Carra V Slalar		2		Bales/Desendensies
hi Bada Baran Kapi Baranal Carphi	Couple Couple Couple	67167310 67167310 1717310	0/12/10 12/2/10 12/2/10	1/1/10	
log konst Caple Inde Konst Agant i MP Inder I ander Belg & Konfgreden Indelli Rom Indelli Rom		1/1/310	1/1/10	1/31/310	
hadadii baaaa	14 8646 14 8646 14 8646 14 8646 14 8646 14 8646 14 8646				
Region and Sectors Sec	for the for	1010110	12112112		
Frailman Ma	1 -1 1 11-1	Leivano	141143112		
hi y dynadau ei hadayt sydaler hi y dynadau ei hadayt sydaler			6404107 6404107 64104107 64104107 64104107 64104107		las na para agunta la than? Tala annangk ha la pi ling han. Pa l la nan ha bitantari.
Toning annual as all gamelian and there togs to plastic Reflex measurements constraints	Ref Blocks	14143112	1/11/107		When is compared to the?
Too or a spect of spectrum April managements spectrum	Ref Blocks	4//3107	4/31/3117		
lid ig prinste prins Agen af nets lid to Adlance	Ref Blocks				
Carlyon HIP altantics in Discours Informatic Inter (Discours) in (program)	Ref Blocks				
Configure of alls for Hermer (Hele for collinear)	Bel Blockd				In a the is all which is the MIM adaptate?
And the second s	La Toul La Toul La Toul	1/11/101	T 88		Notice the consideration of the statistic bits and the statistic for an interface of the statistic statistics and the statistics of the statistic statistics and the statistics of the statistics of the statistic statistics of the
Canda dada Philitigan Nana Nana Nanad Cana Canda dagan and Nana Nananda da Indal dan Philatifugan Nana		-			
later oor, na teganaa panaan ayaa terataan Taga ad dallat da tagaga aa Sang Salada ad tagag ta silat jir maal 10 milat	Ref Blocks				
Energ Enhanced Instancy Inc. Hold (a cound All codes) Inter Perpers and Instance for Abd	Rad Blookd Rad Blookd Rad Blookd				hada an la ada. adad anda ada. Katik
And a feature of hardness for this feature for an operation of the feature of the					Indlk
lat og at Pasysons	Ser.		643343816		
lat og Bannan Hal og Bannan For an en sen after at en sen at Balan	Sec.1	1717301L	1/11/3115		
lag Salas Internation Forestational description	In Tool	1/1/101			
ht glug also	Re Toul	kayan kayan kayan kayan	100700		
	In Tool In Tool In Tool In Tool Couple Couple Couple Couple Couple In Tool In Tool In Tool In Tool In Tool	1/31/30h	123123115		
Conten de la nomena el contenen ter la presence Competenden el presidente	Ref Blacks	173773115 173773115 173773115			
laiter tegana Face ar adag at tegana	En Toul Couple	1///2015 2///2017	143143817 34143817		had to be dealer only follow as any set to the
hala di kejama di kang di Pan kejikan Kanta di keja ("Kanta" Talij	I.T.ul	34143817			
We contraction of all part upped to presented proceeding to present of the second of t	Indet Reffeet Reffeet Reffeet Reffeet Reffeet Reffeet Reffe Reffe		1/31/3117 13/1/3115 13/1/3115 13/13/3115 1/31/3117 1/31/3117 1/31/3117		lage to administ lage 4 outer to compile 1924 - Konge to two only to boot followy the norma lage Hargt Wite compile 1924 Wite come AMP compile out wite a Harance?
Annual and a feature in the second state	for should	12/1/2016	13/33/3816		Normal and the state of the sta
Homen Iday destanded gen NUCLA and the model dates	Ref Blocks	13/1/3016	1/11/11/2		Norme national de conset laget nation d'Annae addin Nac Norme nationale de conset laget nation d'Annae addin Nac Del hiert conserve per les men laget nation D'An part Nacional angli de c'hallet laget national conset
are to get on the model of processing and the second second second second second second second second second se	E-april -				Bills put line control mp to challed hydrods - is and Lambd
later faces and Research. Inter the later and Research. Had Resegreed	Couple Couple	1/1/310 1/1/310 1/1/310 1/1/310 1/1/310		10/0/2010	least TBB Baye lease ha withow least to the yought towards
Conte dis Relator and Taran for a Recorporal Inter Reports (RER REPORT FY RE)	Refet ReTool	14143016	1404400		Reparkance for and how face of the face peop of how weaks
latan latina (KKK KKKKKKKKKKKKKKKKKKKKKKKKKKKKKKKK	Telef TeTeol TeTeol TeTeol	1/1/3105 1/1/3105	141141117		Notegon had ad ad aganta tana Natan ka Manana ka kang
Honne Toys / Int. Toysta (INT. UPP. 177711) Honne Toys / Int. March (INT. UPP. 177711)	Ref Blockd Ref Blockd Ref Blockd	14(4)102	14143113		14
All Property for the formation of the second state of the second s	Ref Blocks				
Constant Recognized & Recovery		IN THE REAL PROPERTY IN			Test is not al more CMIC Fills is more it formed
let y connect facement a comp account on Fort and perform at the face control of them to BBM or terminate Fort and accounting perception and the performance for	Ref Bleefel				
For an income provide provide the second large For the test test and the Westmany Trackey Decement	Ref Blocks				
Cools fol to Manhamy Tarley Researce Cools Nat Tarley Researce and Regis	Ref Blockd Ref Blockd	1/11/310	1/11/3115		
Kanishi Ku Yaning Kang Long Ingga Hanita Cartanton Jana Wily Kanita Cartanton Jana Wily Kanita Kang Lamang Lamang Lang Ja Kanita Ku Kang Lamang Lang Ja	In Tool In Blockd				
Hardle MIP for Tongton Tolor	tel theid				
Holl pair loby (or, analy) Holl MP To a Holl Tales Idea Namo ad Najir to Kan Holl	Ref Blocks				
http://orieg.Neurosenial.loc.Neu et Histo. Neu et Histo.Neurophial.coc.Neurophi	Ref Blockst				
fail Bann saupha als shapa Fail Panaalof Balanalo	Raf Blacks				
for Ling Boot die hoef te ontee heef Pleasens	Ref Blocks				
Folig al color log for obliga folios proc Folig al color and for obliga folios proc	hat Blacks				
nananan ayo manayo ad al bar bal MDP ayo Bhili ayo allah bar bal	tel Block				
Fol Byok					
	IsTeel.				hose of hes
laine Taonang Ngganal ina Nadi Nanan Sanda dia Taonang Pan	Rad Bloodad Rad Bloodad				
lyces Teach Teaco Adad Add Teacy Adaba Idea hydro to Teach Tomas and Joney	Ref Blocks				
Conte Net New Neted Well Young Neteda Neter Inplan to Net con Long	hat Blocks				
later het Kon Tanang Konnon Foneng Mater van het het het het konneg	tel Block				
rangeng mananana Gala Tang A Ing Kamatalan Kamatana Aligan Tana A Ing Kamatalan Kamata					
Carple Rel Des Trong Resson					
Information participation of the second state of t	Robel Compete Ref Ricolal	0/11/311h	1/11/101		
later van hetergenter het Generale Myneter het van	had Mandad had Mandad had Mandad				
later normaliser tals equation to: Intelline at Kasa tals equation	Ref Blooded				
la cada a da a pada da an	Ref Blocks Ref Blocks				
las Productions et la folia apoden las Bala Commune ette Productor communed	and allocated				
Internet in the Internet in Televi	Re Tool Rel Blockd				
Honore and a standard fragelik Honore and a standard grad for 124 mg is the analysis of the standard grad 1944 mail is 47 mars (1944 mil)					
na Canana a Prana (Malan) Canana a manana 1976 na panta ang a la Tan Katana a manana 1991 na salamba mana la Tan	ful Block				
Non-construction of goods prove to 120 formal Name of the second state of the second s	for the lat				
17768 h	tot Block				
hi Biliondon Ionala MIP - Ios Biliondon Ionala Ka Tau Bagnati	8-1 81-1-1-1				
227 in Frig 227 in Frig WF - Lind Dimonsh House Se des Regards - Constant Se des Regards - Constant - Sector -	14 0.44 14 0.44 14 0.44 14 0.44 14 0.44 14 0.44 14 0.44				



25

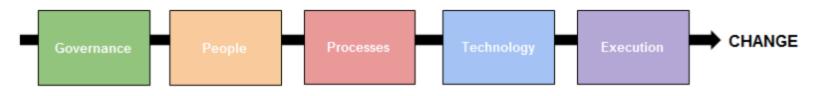
afia

Execution is key



Need to have the right people in the right chairs (you've heard this before)





THE ANATOMY OF A FAILED PROJECT

© Copyright 2017 Afia Inc.

EHR Implementation

- → The Story
 - A large CMH went through a substantial project to select and implement an EHR
 - A small group of staff spent 2 years doing all the leg work to implement the system
 - During the implementation, the team was very reactive, so the Go Live was extremely rushed

→ The Problem

- When the system went live there was a huge amount of pushback from staff and the productivity took a huge dip
 - They didn't feel prepared
 - Some people kept documenting on paper
 - There was very low satisfaction
 - Staff were consistently voicing their displeasure with the system



afia

Let's Analyze

afia

→ Competency: People

- Problem: They tried to rely on a very small team to complete an entire EHR implementation
- Solution: Engage your staff from the beginning and ensure that people from throughout the organizatio are included
- → Competency: Execution
 - Problem: Project planning, Go Live planning
 - Solution: Create and maintain a detailed plan that is transparent to everyone in the organization



Building a New Service/Program



→ The Story

- A small human services org rolled out an ABA program (Autism program) to 4 locations
- They took paper forms they had created and developed them in their EHR
- They worked with one location to define all of the processes and mapped the workflows

→ The Problem

 When the services went live there was a lot of frustration because things were taking so long to document and people had a hard time using the system because of their workflows or physical location



© Copyright 2017 Afia Inc.

→ Competency: Technology

Let's Analyze

- Problem: They took all of their paper forms and turned them into identical forms in the EHR
- Solution: Determine what really needs to be captured and utilize the power of your systems to develop those efficiently

→ Competency: Processes

- Problem: Only 1 location was reviewed
- Solution: When rolling out services/programs to multiple locations you need to identify any differences/outliers



© Copyright 2017 Afia Inc.

Using Data to Make Decisions

- ➔ The Story
 - An executive team decided that they really wanted to be a data driven organization
 - They spent almost 9 months developing a beautiful data warehouse that pulled in information from their EHR, finance system, HR system, and even state Medicaid system
 - They created a dashboard to report their major KPIs at every executive leadership meeting

→ The Problem

- Every meeting they would look at the dashboard and review their information
 - Their lag time for completing documentation was too high
 - Their A/R was much longer than the desired level
- They reviewed this information over and over and over each week (looking at the red) and then moved on to the next thing



Let's Analyze

→ Competency: Process

- Problem: They didn't think through the process that they were going to use to actually take action on any issues
- Solution: Work backwards. The point wasn't to create data for the sake of data. The point was to be able to make change from data.



HRIS Implementation



- → The Story
 - The executive team selected a system that pushed responsibility out to supervisors and mgmt.
 - They began the implementation without properly communicating this to staff
 - The HR/Payroll teams were asked to complete the project without any reduction in their "real" jobs
 - There were quite a few different types of roles that tracked and had time approved in different ways
 - When they trained staff, they tried to minimize the loss of productivity by keeping the trainings very short

→ The Problem

 When the system went live there were a great deal of issues entering time, getting it approved, and getting people paid properly



Let's Analyze

afia

→ Competency: Governance

- Problem: Lot of issues
- Solution: Communication definitely could have helped, but this desired change needed a real

→ Competency: People

- Problem: Didn't align with current organizational culture
- Solution: Make the changes in culture a priority before the project is undertaken

→ Competency: Process

- Problem: Staff outliers weren't identified
- Solution: Comprehensive review of impact
- → Competency: Execution
 - Problem: Underestimated training and resourcing
 - Solution: Detailed project planning





CONSISTENT TOOLS AND TECHNIQUES

Work backwards

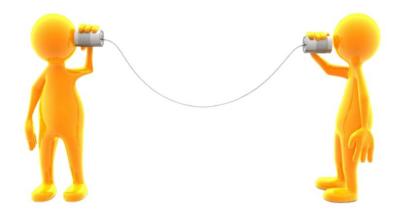
- Start from the outcome that you're looking for
- → Use this to drive the vision
- Then define all of the elements of the project from this



afia

Communication

- Communicate early and often with your entire organization
- Be completely transparent, even when things aren't going well
- Create structure to the communication so you build buy-in as well as inform



Detailed Project Planning



- A detailed project plan will help you
 - Understand the resources you need to complete the project
 - Define a realistic timeline
 - Understand the dependencies for all of the pieces that need to be completed
- Start at a high level and work down
- Ensure there is a single person responsible and dates for each item



Technology is your friend



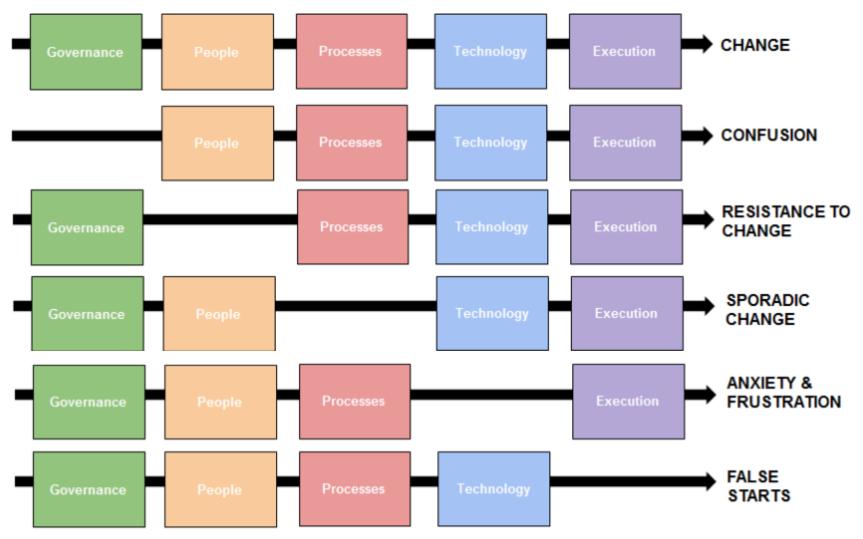
- Leverage technology to help support the implementation of your initiatives
 - Google Docs
 - Video Conferencing

→ Find the right solutions for you



TO SUM THINGS UP

Bad things happen when one is ignored



afia

Adapted from: Ambrose (1987) and Knoster (1991)



QUESTIONS, THOUGHTS, STORIES