Leading Change
In Medical Education

Developing Medical Educators for the 21st Century

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## Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Method</th>
</tr>
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<tbody>
<tr>
<td>5 min</td>
<td>Readiness to Learn</td>
<td>Group Preparation</td>
</tr>
<tr>
<td>30 min</td>
<td>Review of Change Models</td>
<td>Point to Point</td>
</tr>
<tr>
<td>30 min</td>
<td>Change Teams Activity</td>
<td>Team Simulation</td>
</tr>
<tr>
<td>25 min</td>
<td>Change Teams Reports</td>
<td>Report/Discussion</td>
</tr>
<tr>
<td>15 min</td>
<td>Video and Workshop Wrap-Up</td>
<td>Discussion</td>
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• Understand the definition of change management.
• Describe Kotter’s 8 stages of change.
• Apply Kotter’s model to a change initiative.
• Leave remembering that deliberate change management is worth thinking about.
We have no conflict of interest relevant to the presentations and workshop we offer today.
The proposed solution to a long standing drought in your village is to travel the Deep Dark Forest to a new home.
A process for transitioning individuals, teams, and organizations to a desired future state.

- John Kotter

Change Management
Change by the Numbers

- 60 Hours of formal coursework in change management
- 3 Large scale curriculum reforms managed
- 7 Organizational transformations led
- 8 Schoolwide software implementations
- 4 LCME Reviews

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Medical student microbiology course director

2011

Search for ID Med Ed Community – Infectious Diseases Society of America?

2012

What I found?

• Society unaware of value of Med Ed or needs of clinician educator

• ID Med Ed colleagues with similar challenges

2018

• IDSA Med Ed Community

• Med Ed sessions at conference

• Struggling for support

Building an ID Med Ed Community
70
Sold my case

30
Told NO!

20
Took it personally

8
Wanted to quit

200
Hours

Change by the Numbers

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• John Kotter’s 8 Stages of Change
• Rogers Technology Adoption Curve
• Kubler- Ross Five Stage Model
• William Bridges Transition Model
• Gisela Wendling’s Liminal Pathway
Kotter’s 8 Stages of Change

1. Establish a Sense of Urgency
2. Form a powerful, guiding coalition
3. Develop a vision & Strategy
4. Communicate the vision
5. Remove Obstacles & empower action
6. Plan and create short-term wins
7. Consolidate gains
8. Anchor in the culture
1. Each table is a Change Management Team.
2. You have been charged by senior leadership to implement a large scale change.
3. Outline a change strategy using the first three stages of John Kotter’s model.

Group Activity Instructions
To build a culture that supports employee work-life balance, we have decided to implement an Email Embargo. The Embargo will restrict the delivery of email to the hours of 8am to 5pm. Email sent outside of this window will be stored and sent when email business hours resume.
Describe how your team will approach leading this change.
Bridging Transitions

LJ Moore
Student Assessment Coordinator
UCSF School of Medicine

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Meeting in the Middle
Working in Teams
The Work Can Be Incredibly Complicated
Continuous Problem Solving
Temporary Structures Not Part of the Final Vision
The Transition is not the Destination
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### Rogers Technology Adoption Model

<table>
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<tr>
<th>Benefits</th>
<th>Limitations</th>
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<tr>
<td>Defines different sectors of stakeholders so you can better leverage innovators and early adopters and focus strategies on the late majority and laggards.</td>
<td>People shift between these categories depending on the change or its complexity. These can be hard to predict and often are visible only in hindsight.</td>
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**Innovation Adoption Curve**

- **Innovators**: 2.5%
- **Early adopters**: 13.5%
- **Early majority**: 34%
- **Late majority**: 34%
- **Laggards**: 16%
Denial

Anger

Bargaining

Depression

Acceptance

Benefits

Focuses on how people react to change and helps leadership develop appropriate communication strategies.

Limitations

The model assumes that the change is bad and it will be met with the worse reaction. It is difficult to identify transitions between these stages and they may not occur in order.

Kubler-Ross Five Stage Model

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William Bridges Transition Model

**Benefits**
Focuses on how people feel as you guide them through change. It clarifies the psychological effects of change.

**Limitations**
Does not stand alone as a change management model and should be used along with a procedural model.
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Kotter’s 8 Stages of Change

**Establish a Sense of Urgency**
- Form a powerful, guiding coalition
- Develop a vision & Strategy
- Communicate the vision

**Remove Obstacles & empower action**
- Plan and create short-term wins
- Consolidate gains
- Anchor in the culture

**Benefits**
1. Clear steps which can give a guidance for the process
2. Fits well into the culture of classical hierarchies like universities

**Limitations**
1. Top-down, limits co-creation or other forms of true participation.
2. Frustrated stakeholders if the way people feel and transition through change is ignored.

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