

25 January 2021

# The Psychology of Change

*Kate B. Hilton, JD, MTS*  
*Alex Anderson*



# Let's Get to Know Each Other

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- Chat in your:
  - Name
  - Organization and Location
  - One thing you're excited about for the rest of winter!



# Introductions

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Alex Anderson



Kate Hilton, JD, MTS

# Objectives

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- Framework Reminders
- Explore tools and methods for: Co-Design, Co-Production, and Distribute Power
- An invitation: listen for 1-2 things you'd like to test by next Tuesday!



IHI  
Values

L  
COURAGE  
V  
EQUITY  
R  
U  
S  
T



# Psychology of Change

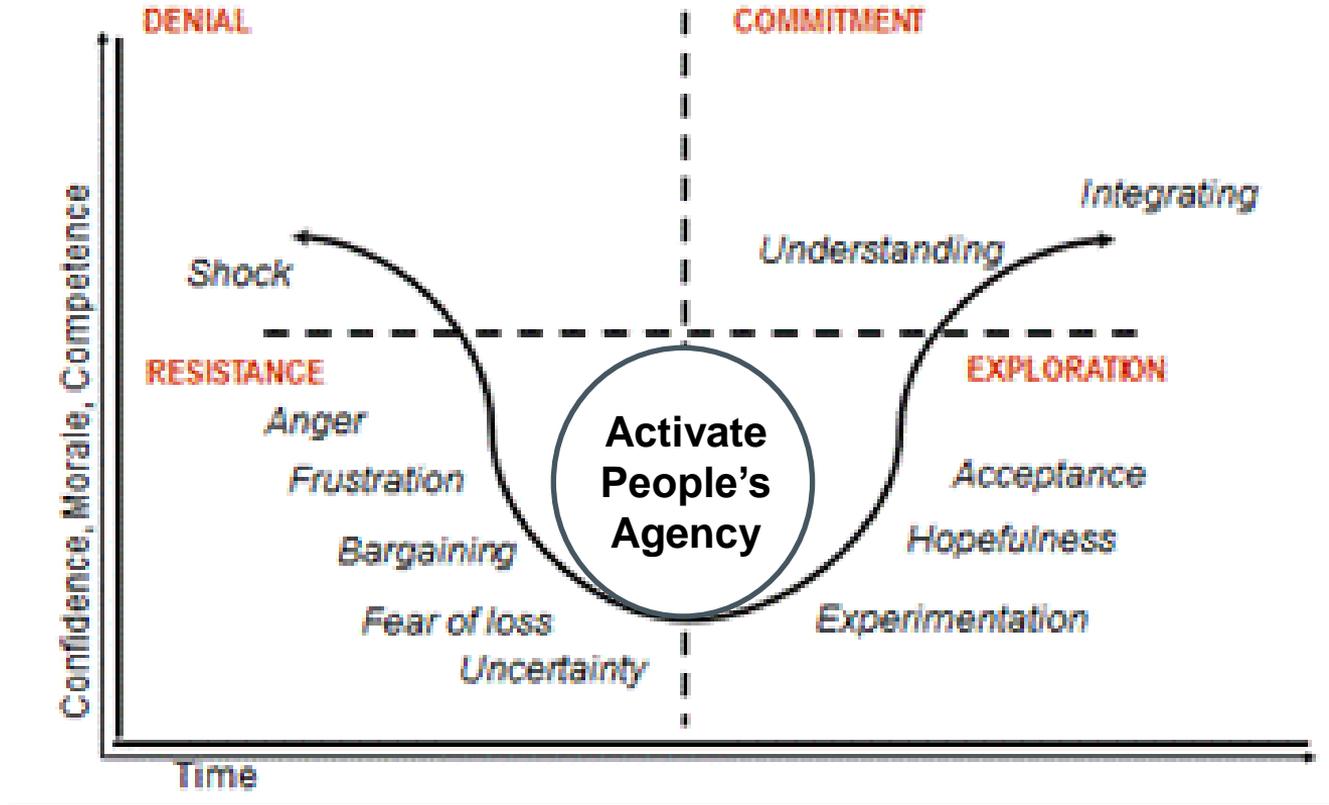
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## AGENCY

The ability of an individual or group  
to choose to act with purpose



# Transition and Emotions



# IHI Psychology of Change Framework

## Unleash Intrinsic Motivation

Tapping into sources of intrinsic motivation galvanizes people's individual and collective commitment to act.

## Adapt in Action

Acting can be a motivational experience for people to learn and iterate to be effective.

## Distribute Power

People can contribute their unique assets to bring about change when power is shared.



## Co-Design People-Driven Change

Those most affected by change have the greatest interest in designing it in ways that are meaningful and workable to them.

## Co-Produce in Authentic Relationship

Change is co-produced when people inquire, listen, see and mutually commit to one another.

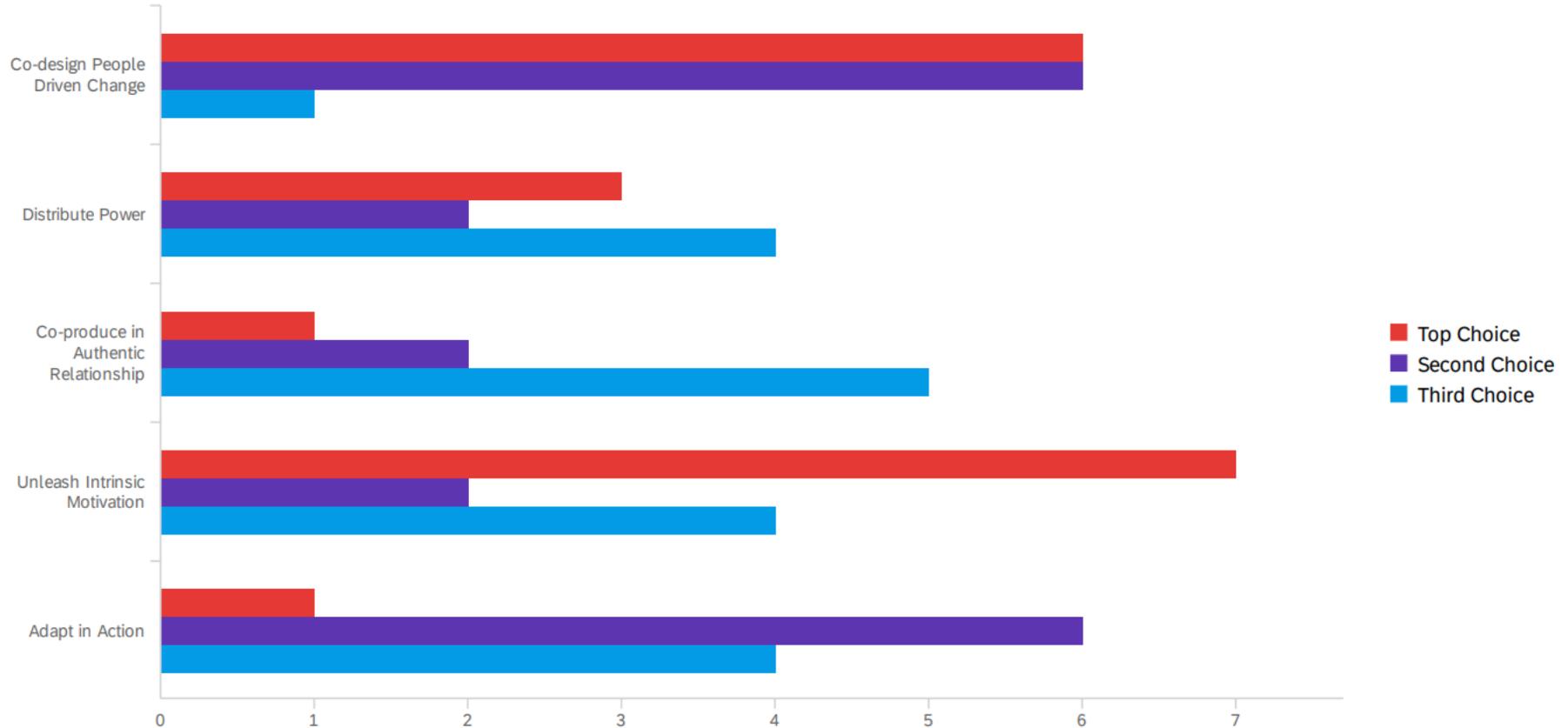


There is no Quality  
Without Equity



# What you wanted to learn more about

Which of the IHI Psychology of Change Practices was most interesting to you...



# Changes you're facing during COVID-19

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- Adjusting to telework/virtual connections only
  - Relationships with teams, partner organizations, community members
- COVID response taking priority over screening efforts, QI efforts
- Community members fear engagement with screenings (ie. fear of transmission, complications due to comorbidities, fear of political backlash for mask wearing)
- **Result: Less engagement, fewer screenings**



# Your *Adaptive* Challenges

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- Communication, Communication, Communication
- Relationship building with new partners and relationship growing with existing partners facing new demands
- Changes in operations/work – work takes longer, systems are at capacity
- **Result: Burnout**



# Breathe! A Pause for Mindfulness

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- You, your teams, your community are under tremendous pressure.
- Create some space to recognize that.
- Chat in: What has impressed you about yourself? Your team? Your community?

Breathe in



# Technical v. Adaptive Change

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	<b>Problem &amp; Solution</b>	<b>Who's Work</b>	<b>Type of Work</b>
Technical	Clear	Expert	Quick fix
Both			
Adaptive	Requires learning	Stakeholders	Experiment to make progress



# National Nursing Home COVID-19 Action Network



**PennState**  
College of Medicine



**PennState**  
Clinical and Translational  
Science Institute



# COVID-19 VACCINE: ANSWERS TO YOUR QUESTIONS

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A PRESENTATION FOR STAFF AND  
RESIDENTS IN POST-ACUTE AND  
LONG-TERM CARE

# COVID-19 VACCINE HESITATION IS REAL

## **Specific LTC staff concerns**

- “Being first,” “being a Guinea pig”
- Vaccine “being rushed”
- Safety (side effects)
- Not being represented in the vaccine trials

## **Other important factors**

- How protective is the vaccine?
- How long does protection last?
- What is EUA (Emergency Use Authorization)?



## WHY SHOULD I GET VACCINATED?

- Protect myself and my family
- Keep my residents safe
- Help stop spread in the community
- Set the example for others, including residents, families, co-workers, and the community-at-large

## COMMON QUESTIONS WE WILL ADDRESS:

- How do we know the vaccine is effective and safe?
- Why should we trust the vaccine?
- Is there new technology being used and is that dangerous to me?
- What is an EUA and what does that mean for me?
- When and how long will I be protected?
- Will I still need to wear a mask?
- What are the expected side effects?
- What if I've already had COVID-19?
- Where should I look to get accurate information?

THE FIRST TWO  
COVID-19  
VACCINES

Both are mRNA vaccines

- Pfizer (BNT162b2)
- Moderna (mRNA-1273)

They Do **NOT** contain **COVID-19** virus

A microscopic image of a COVID-19 virus particle, showing its characteristic spherical shape and surface spikes. A white text box is overlaid on the image, containing the text "COVID-19 VACCINE IS mRNA VACCINE- WHAT IS THAT?".

COVID-19 VACCINE IS mRNA  
VACCINE- WHAT IS THAT?

## mRNA COVID-19 Vaccines

- mRNA technology is new in vaccine production but is already being used in cancer treatment. It has been studied for more than ten years.
- COVID-19 mRNA vaccines give instructions for our cells to make **a harmless piece** that looks like the “spike protein.” The spike protein is found on the surface of the COVID-19 virus.
- Our bodies recognize that this protein should not be there, so they build antibodies that will remember how to fight the virus that causes COVID-19 if we are infected in the future.

**Can mRNA vaccine give me COVID-19? NO**

**Can mRNA vaccine change my DNA? NO**

# WHO WAS INCLUDED IN THE COVID-19 VACCINE TRIALS?

	<b>Pfizer (BNT162b2)</b>	<b>Moderna (mRNA-1273)</b>
Number of people enrolled	<b>Over 40,000</b>	<b>Over 25,000</b>
Race and ethnicity of participants	Total 30% racially diverse 10% black, 13% Hispanic	37% racially diverse 10% black, 20% Hispanic/Latino
Older adults	45% were 56-85 years	23% were >65 years

- **Notes:** Courtesy of Dr. Anuj Mehta, Data is accurate as of 11/18/2020. More information is constantly becoming available. Sub-group comparisons (e.g. comparisons about efficacy between races or age groups) may be less accurate due to smaller numbers. Sub-group numbers for the Pfizer vaccine are given for US participants with international percentages in parentheses.
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- <https://www.pfizer.com/science/coronavirus/vaccine>
- <https://investors.modernatx.com/news-releases/news-release-details/modernas-covid-19-vaccine-candidate-meets-its-primary-efficacy>
- [https://www.modernatx.com/sites/default/files/content\\_documents/2020-COVID-Study-Enrollment-Completion-10.22.20.pdf](https://www.modernatx.com/sites/default/files/content_documents/2020-COVID-Study-Enrollment-Completion-10.22.20.pdf)

# HOW EFFECTIVE ARE THE COVID-19 VACCINES?

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**Similar efficacy with different race, ethnicity and age**

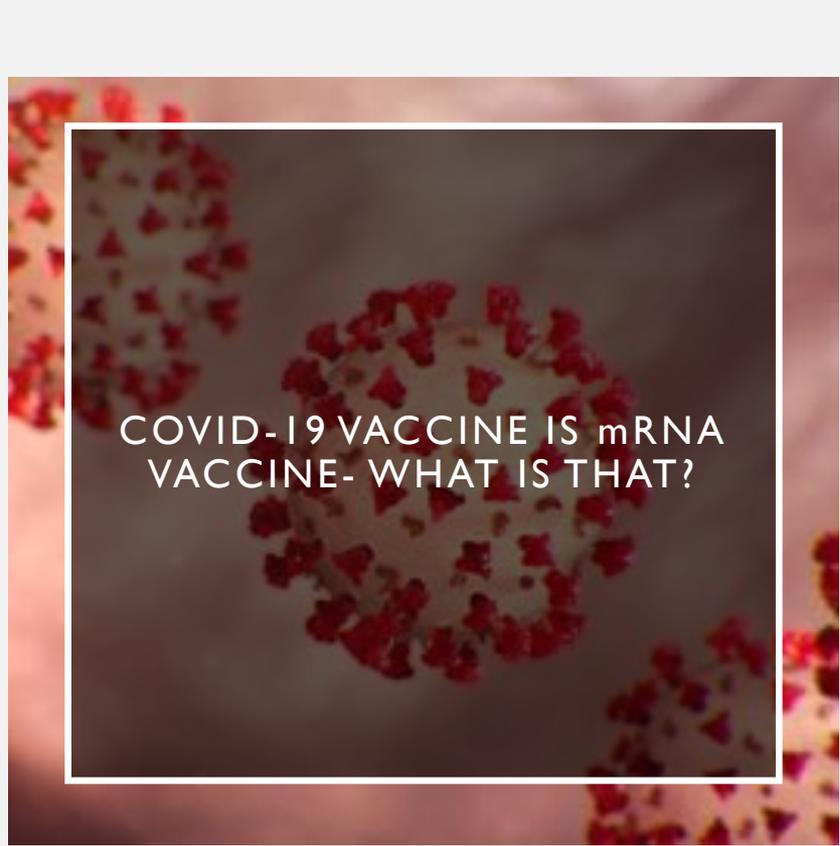
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- <https://investors.modernatx.com/news-releases/news-release-details/modernas-covid-19-vaccine-candidate-meets-its-primary-efficacy>
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# Perspectives from a Nursing Home CNA

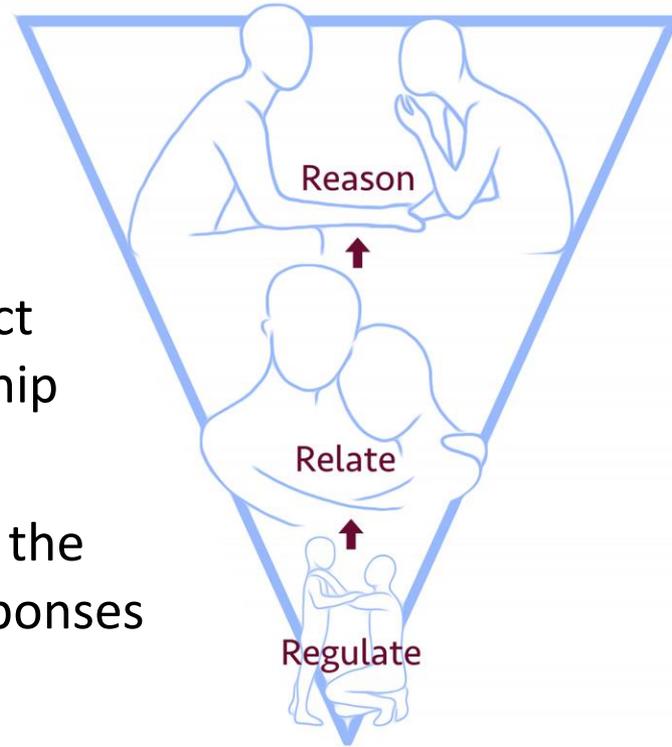


# The 3 R's: Reaching the Learning Brain

**Third:** Reflect, learn, remember, articulate & become self-assured (cortical)

**Second:** Relate and connect through attuned relationship (limbic)

**First:** Regulate & calm the fight/flight/freeze responses (primitive)



# Tips to Create Psychological Safety

- Be accessible & approachable
- Acknowledge limits of current knowledge
- Be willing to display fallibility
- Invite participation and input
- When people speak up, thank them
- Highlight failures as learning opportunities
- Hold people accountable in fair & consistent way

# A Relational Strategy for Vaccine Hesitancy

- Identify and recruit champions to whom other staff can relate based on race, age, language, role
  - Ask staff champions to conduct 1:1 conversations with their PEERS
- Do not cajole, pressure, persuade or convince / avoid blame
  - Remind people of their AGENCY to choose
- Use motivational interviewing or appreciative inquiry techniques
- Ask: What matters to you? LISTEN and meet staff where they are
  - Elicit people's values like health, family, & the ability to make a living; connect their values to your own and describe how your shared value influenced your choice to be vaccinated
  - Share why it is important to you to get the vaccine
  - Ask if they would like residents to be vaccinated and gently suggest how the same logic applies
- Connect to trusted sources re: vaccine safety (including other peers)

# Co-Produce in Authentic Relationship

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Change is co-produced when people inquire, listen, see, and commit to one another.

## Recommended Practices

1. Practice One-to-One Meetings
2. Ask Open and Honest Questions
3. Practice Appreciative Inquiry
4. Listen Deeply



Co-Produce  
in Authentic  
Relationship



## What is Motivational Interviewing (MI)?

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Patient-centered method for enhancing intrinsic motivation to change health behavior by exploring and resolving ambivalence

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Studies have illustrated the efficacy of MI as a promising strategy to encourage positive health behavior change around substance abuse, oral health and diet and exercise

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MI now being applied to help healthcare workers address parental vaccine hesitancy

# Motivational Interviewing Tools



Asking open-ended questions



Reflective listening



Eliciting pros and cons of change



Inquiring about the importance and confidence of making a change



Summarizing the conversation

# Motivational Interview: 4 Steps

## Step 1: Ask the patient to share concern(s)

*“So you seem to have questions about the COVID-19 vaccine. I want to make sure I answer all your questions, so let’s talk about it. Would you please share your concerns?”*

*Note: non-threatening approach; open honest question*

*Patient: “Well, I’m not so sure it’s safe. I heard it was rushed in development and there are severe side effects like allergic reactions and even going through a full COVID experience.”*

# Motivational Interview: 4 Steps

## Step 2: Ask permission to share information

Reflect on what the patient is saying to be sure you understand and empathize with the person in front of you, summarize their concerns, and ask permission to share your own perspective.

*Example: “I understand that you’re concerned about the safety of the vaccine – how quickly it was developed and that you might have a negative experience with allergies or getting COVID. A lot of people have concerns like these. I’ve been following the development and safety considerations of this vaccine very closely. Would it be okay if I shared some of my perspective and what I know about the vaccine?”*

# Motivational Interview: 4 Steps

## Step 3: Provide info to change a patient's perspective

Here are some things I've learned:

- 1) The vaccine was developed quickly because of important advancements in mRNA vaccine development for other related SARS-viruses over the past *decade* and the unprecedented, global coordinated effort to develop the vaccine.
- 2) There have been a handful of people who experienced allergic reactions – and they represent a fraction of a percent of all vaccine recipients. Fortunately, none have been fatal. And, when receiving the vaccine, you will be observed in the unlikely event you have a reaction.
- 3) Good news! The vaccine does not contain the virus – and you cannot get it from the vaccine. Here is how mRNA vaccines work, and where you can learn more.
- 4) You will be protecting yourself, your family, and your community – and we can start to get back to a more normal life!

**Avoid being argumentative and overly technical.**

**Find a balance of providing factual information AND speaking to what matters to the person in front of you.**

# Motivational Interview: 4 Steps

## Step 4: Make a personalized recommendation to vaccinate today

“I believe in the efficacy and safety of this vaccine. What we’ve all gone through for almost a year is remarkable. And, this vaccine is an important step for us to get back to normal life. I’ve taken this vaccine myself, my children and parents received the vaccine, and I hope everyone who can get the vaccine gets it. Ultimately, this is your decision, and only you can make it. What do you think?”

# Use Vaccine Clinic to Boost Morale!

- Bring cake! Music, balloons, decorations
- Invite people to write post-its about “why I chose to get vaccinated” to stick on vaccination white board
- Encourage staff and patients to take photos of themselves getting vaccinated
  - Post to social media, share with family members
- Hand out “I got vaccinated” stickers
  - “Don’t punch me here” stickers to place on arms 😊
- Harvest the joy! Celebrate!



PennState  
College of Medicine



PennState  
Clinical and Translational  
Science Institute



# Vaccines: Race & the Impact of COVID-19

President of Morehouse School of Medicine has Life or Death Message for Black People about COVID-19 Vaccine

<https://theundefeated.com/features/president-of-morehouse-school-of-medicine-has-life-or-death-message-for-black-people-about-the-coronavirus-vaccine/>



Valerie Montgomery Rice, President of Morehouse School of Medicine

Power distribution – or how we arrived at where we are – is not an accident.

We have to accept the reality of our systems and take responsibility to improve them.



# Co-Production

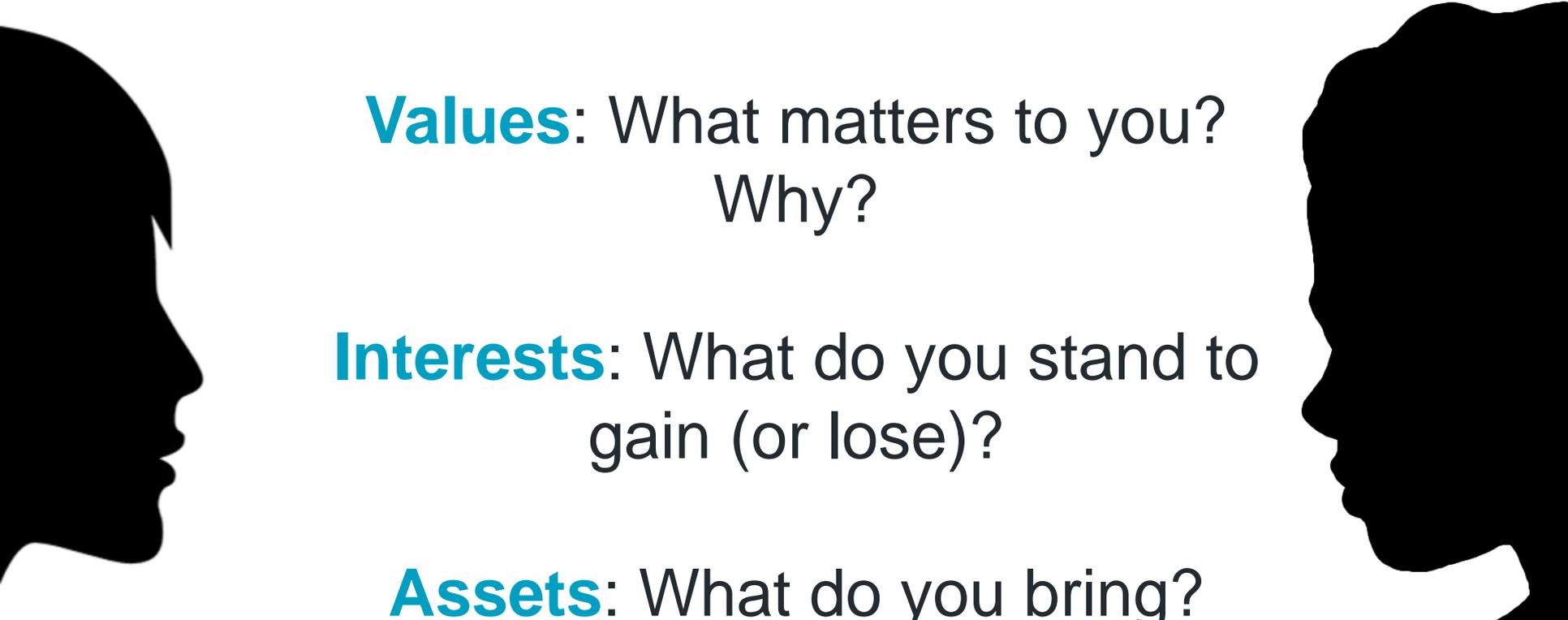
- Elements of Co-Production:
  - Treating people as assets, not burdens
  - Providing an opportunity for growth and development
  - Building emotional intelligence and capacity of people affected
  - Minimizing the distinction between producers of services and consumers of services
  - Sharing real responsibility, leadership, and authority to end users



Co-production  
happens in  
*authentic  
relationships.*



# How well do you know your people?

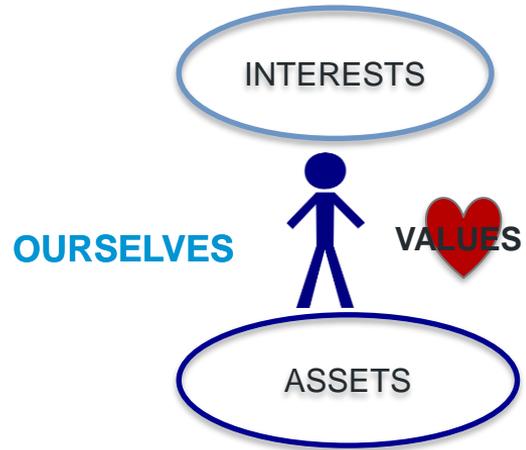


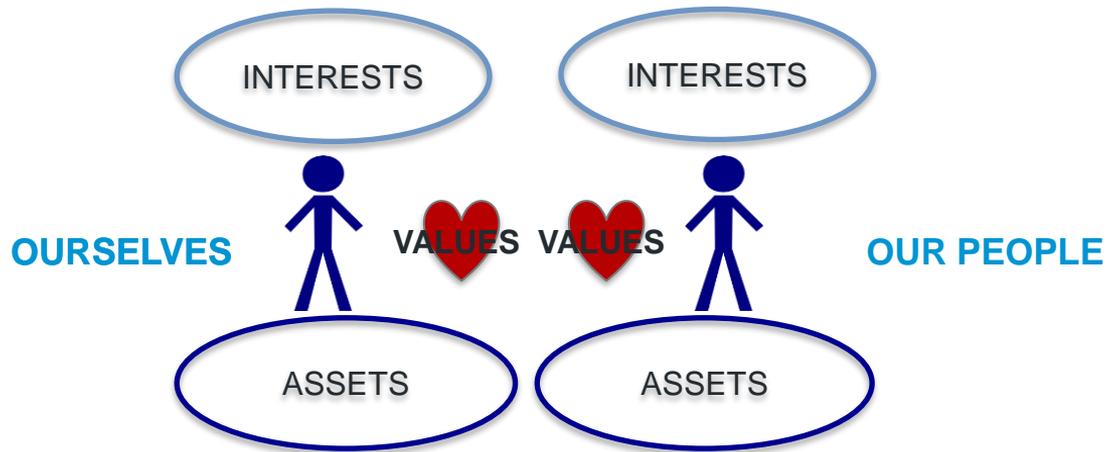
**Values:** What matters to you?  
Why?

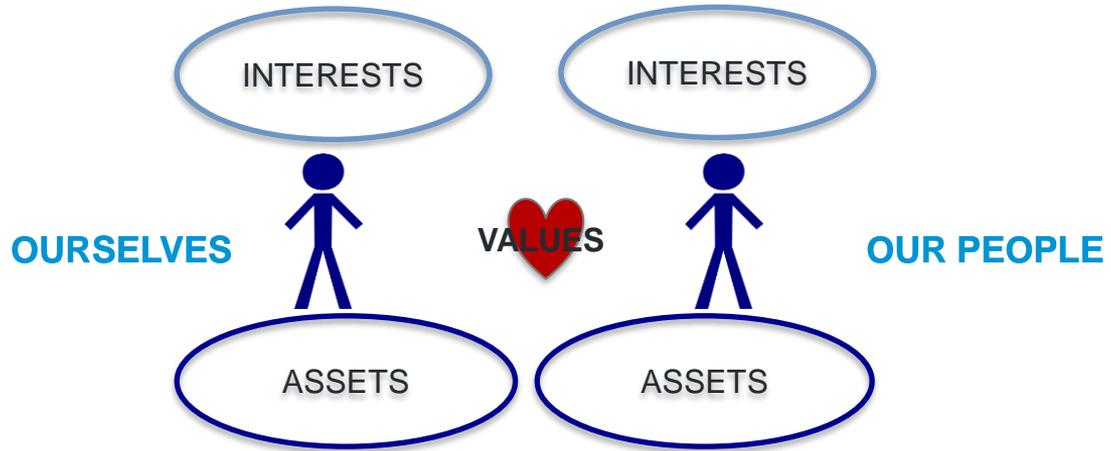
**Interests:** What do you stand to  
gain (or lose)?

**Assets:** What do you bring?

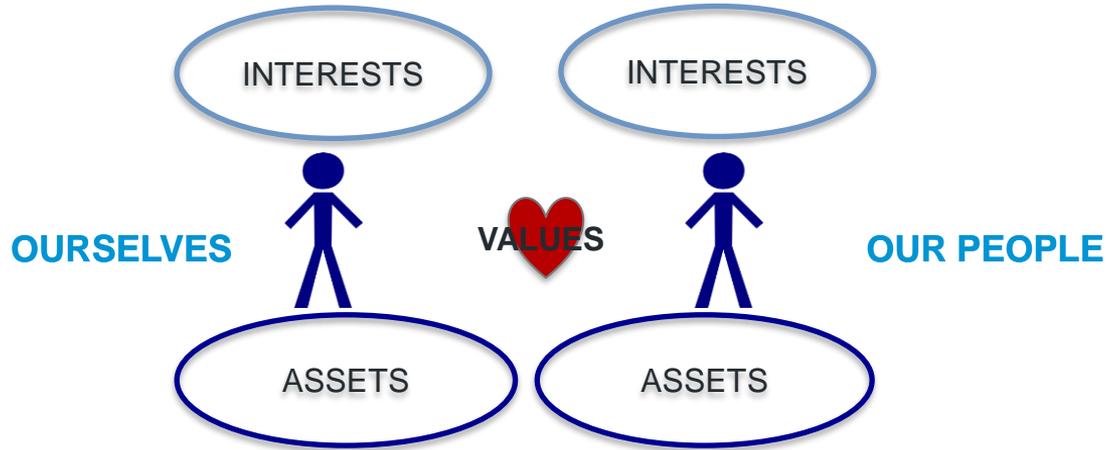




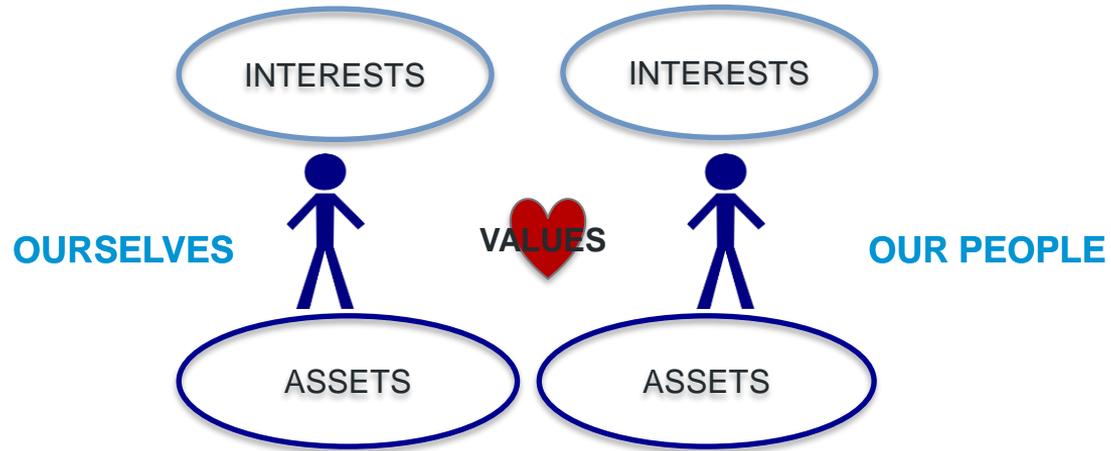




1. What change do we want? (What is our interest?)



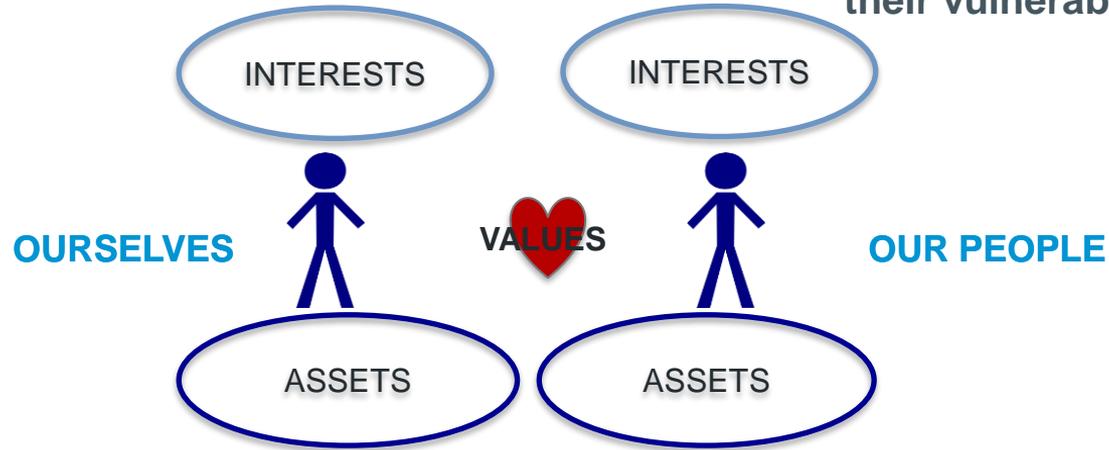
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2. Who has the assets to create that change?



1. What change do we want? (What is our interest?)



3. What does she want?  
(*Power with*: What is their interest?  
*Power over*: What is their vulnerability?)

2. Who has the assets to create that change?



# Reframing the Question

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From:

- How can I get everyone to do what *I want* them to do?

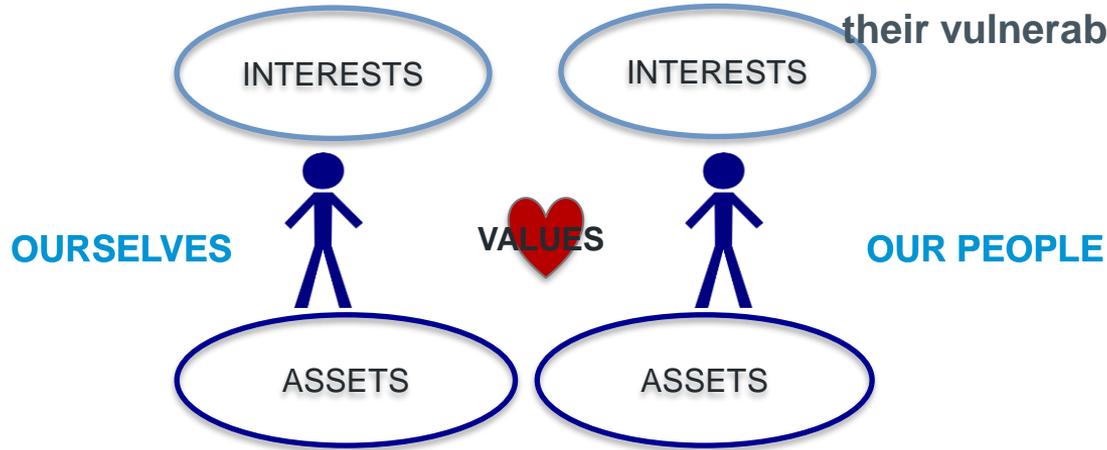
To:

- How can I get everyone to do what *they want* to do?



1. What change do we want? (What is our interest?)

3. What does she want?  
(*Power with*: What is their interest?  
*Power over*: What is their vulnerability?)

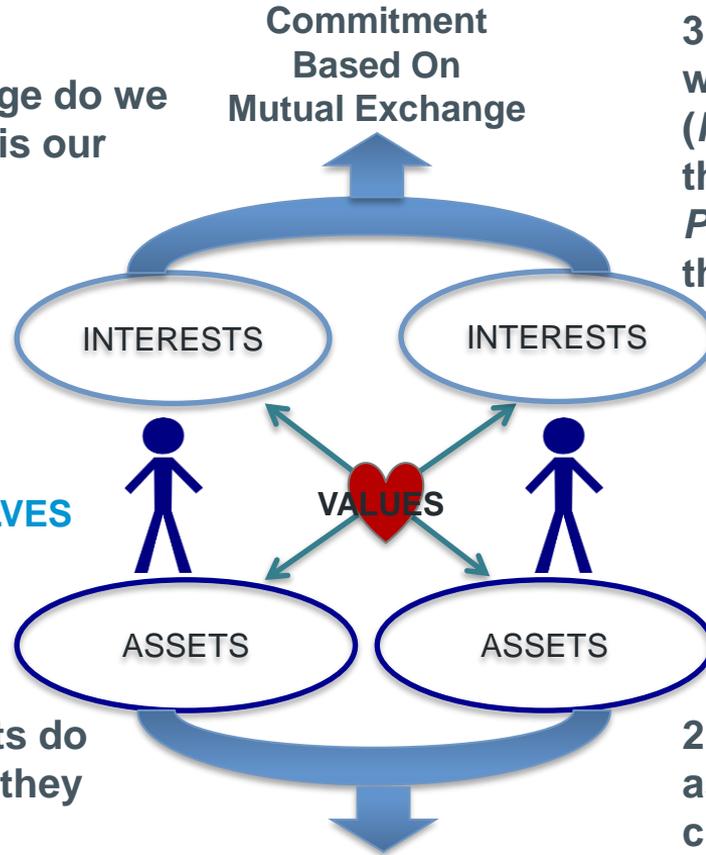


4. What assets do we have that they want?

2. Who has the assets to create that change?

1. What change do we want? (What is our interest?)

OURSELVES



Commitment  
Based On  
Mutual Exchange

3. What does she want?  
(*Power with*: What is their interest?  
*Power over*: What is their vulnerability?)

OUR PEOPLE

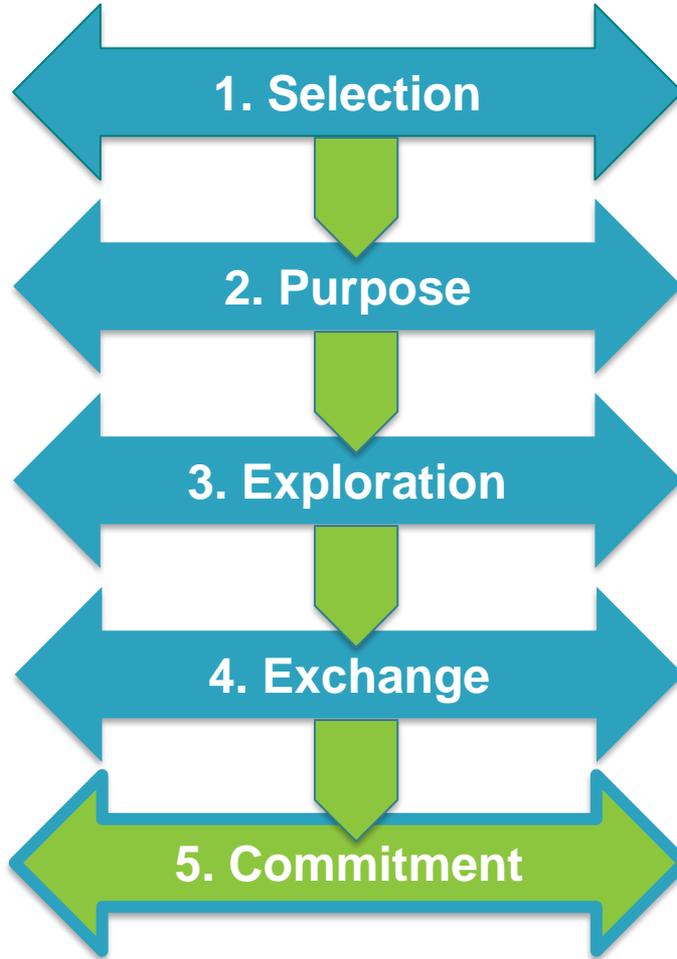
4. What assets do we have that they want?

2. Who has the assets to create that change?

Commitment  
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# The One-to-One Meeting



# The One-to-One Meeting



## 1. Selection

### **Whom shall I ask?**

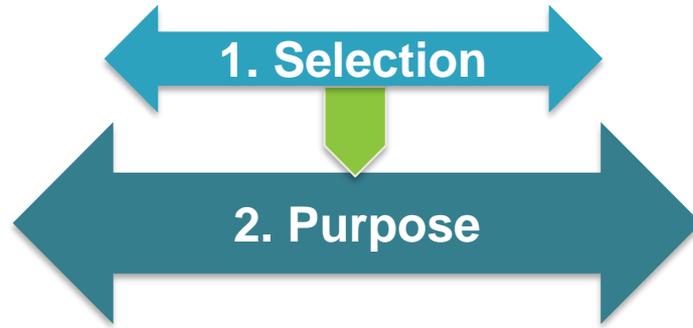
Use your actors map to identify whom to build relationships with

Be clear about why you want to speak to them

Explain how you got the person's name and common connections



# The One-to-One Meeting



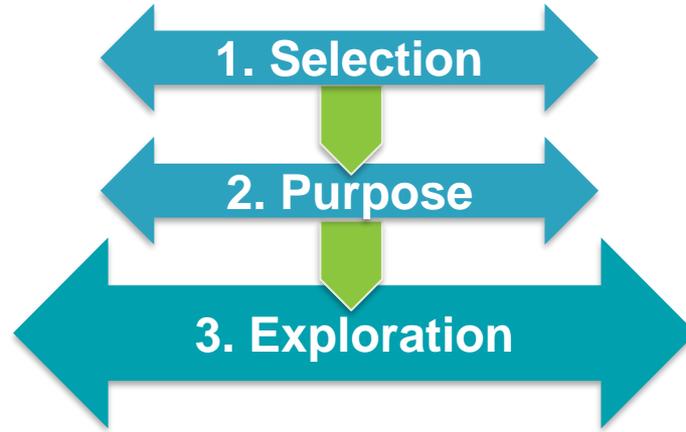
**“Hello, I am here to...”**

Build a new relationship, deepen an existing relationship, or renew / redefine a relationship

Clarify your interest and purpose in meeting



# The One-to-One Meeting



Ask WHY questions to elicit **values**

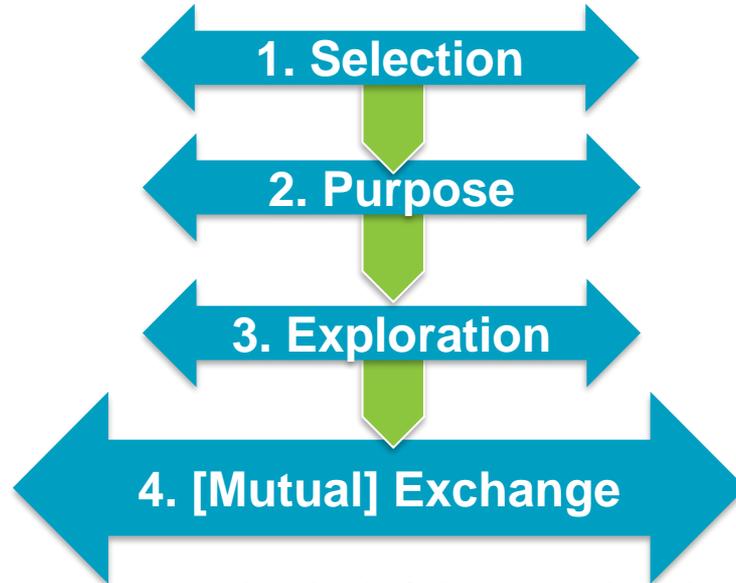
Explore shared **interests**

Listen for **assets**

Use **open & honest questions**



# The One-to-One Meeting



How can we be helpful *to each other*?

Strategize about exchanges of assets  
to enable both people to achieve shared goals



# The One-to-One Meeting



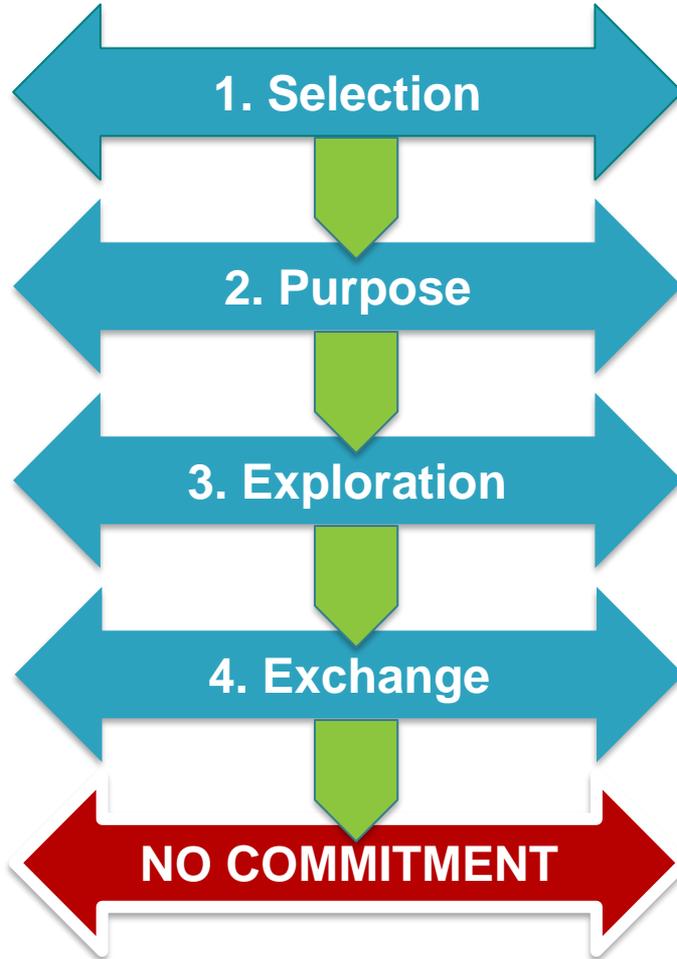
**What are our next steps?**

Frame commitment as opportunity

Be specific about what we commit to (who



# The One-to-One Meeting



# Key #1: Instead of Avoiding Rejection... Increase It!



It's called  
"Go for no!"



# Key #2: Don't Take It Personally – It's Not About You!



Hmmm... I  
think it's time  
to go for no!



# Key #3: Respond Positively – Don't Act Badly.



You're  
amazing.  
How do you  
do it?!



Go for  
no!



# Key #4: Instead of Avoiding Rejection, Increase It!

How many  
no's should I  
try for this  
week?

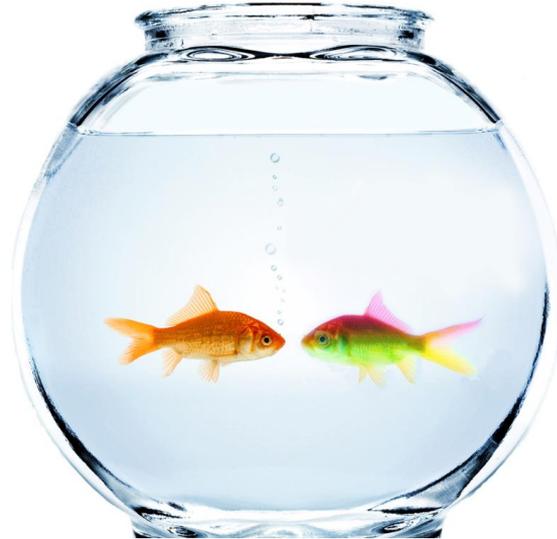


It's a practice! We can improve it!

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# Fishbowl Example

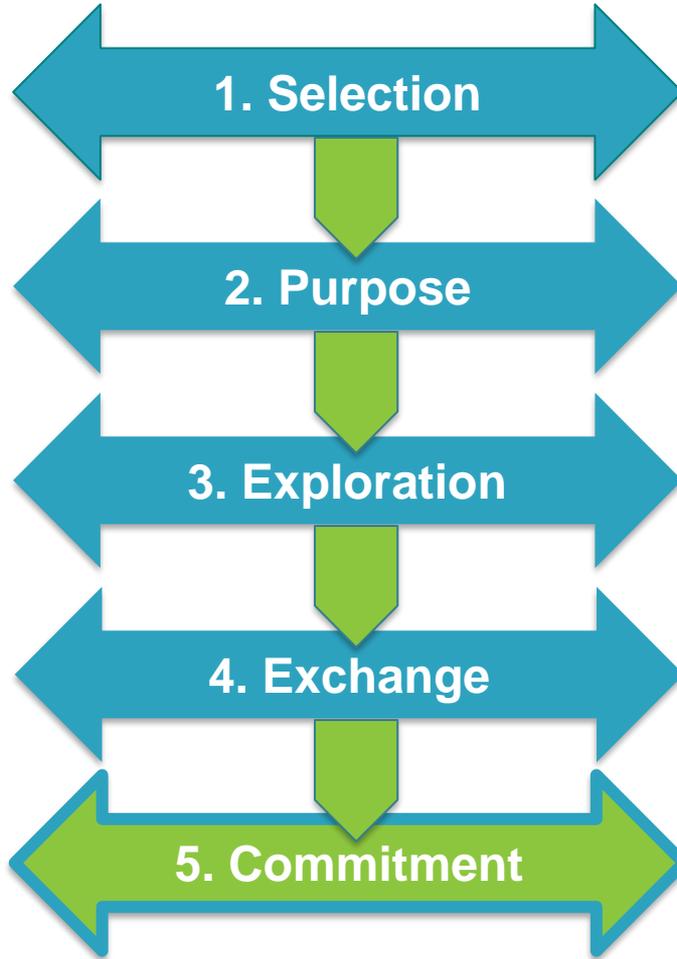


Kate Hilton

Alex Anderson



# The One-to-One Meeting



# Co-Design People-Driven Change

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Those most affected by change have the greatest interest in designing it in ways that are meaningful and workable to them.

## Recommended Practices

1. Become Aware of Bias
2. Map Actors
3. Craft People-Driven Aim Statements

Co-Design  
People-Driven  
Change



# Co-Designing in this Context

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- Adjusting to telework/virtual connections only
  - Relationships with teams, partner organizations, community members
- COVID response taking priority over screening efforts, QI efforts
- Community members fear engagement with screenings (ie. fear of transmission, complications due to comorbidities, fear of political backlash for mask wearing)



# Co-Design a Shared Purpose

---

We (**who?**) are organizing with (**whom?**) to do (**what?**) by (**how?**).



# Why Co-Design a Shared Purpose?

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- Defines activity of the group, not any one individual
- Sustains people's commitment and motivation through collective ownership and co-design



# Challenges in Developing a Shared Purpose

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- What will we (the leadership team) actually *do* together?
- Individuals are much better than groups at articulating a clear purpose



# An Effective Shared Purpose Is...

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- **Clear:** We know what the outcomes would look like if we were to achieve it
- **Challenging:** Has to engage the best of what people are capable of, a real stretch
- **Consequential:** Rooted in values, real impact on the lives of others



# How to Co-Design a Shared Purpose

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- A clear shared purpose has three parts:

We (**who?**) are organizing with (**whom?**) to do (**what?**) by (**how?**).



# How to Co-Design a Shared Purpose

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- (1) We are organizing with – **Who** are your people?
  - Actor Mapping – identify your constituency & leaders
- (2) To do – **What** are you working towards?
  - What are the outcomes you're trying to achieve
- (3) By – **How** are you going to do this?
  - List the specific activities that your team will undertake to achieve your goal



# How to Co-Design a Shared Purpose

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- Step 1: Individual reflections and statements
  - *What can we learn, consult about, coordinate & decide together that would be an important contribution?*
- Step 2: Group themes
  - *Groups generate shared values*
- Step 3: Individual shapes a team purpose statement
  - *Individuals create sharp visions*
- Step 4: Group refines
  - *Test it: Clear? Challenging? Consequential?*



# New Shared Purposes to Address *Together*

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# Distribute Power

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People can contribute their unique assets to bring about change when power is shared.

## Recommended Practices

1. Create a Shared Purpose
2. Develop Distributed Leadership
3. Establish Working Agreements
4. Cede Power



**Distribute  
Power**



# What holds us back from distributing power?

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1. Fear of NO
2. We can do it better or faster by ourselves
3. Perfectionism: fear of mistakes
4. Not wanting to hold people accountable
5. Fear that others are not up to the task
6. Lack of trust and fear of letting go of control



# What holds us from back from distributing power?

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1. Fear
2. We
3. Lack of
4. Lack of
5. Lack of
6. Lack of control

Amy Edmondson: “The role of fear in hierarchy is ages old. Fear has long been used as a tool for maintaining control. If people lower in the hierarchy are afraid of those who have power, it stands to reason that they will do what they are supposed to do. But fear has profound limits...”

# 5 Positions of Control

	Punisher (reward)	Guilter (praise)	Buddy (isolate)	Monitor (mandate / manage)	Mentor (coach)
<b>Does...</b>	Yells and points	Preaches and "shoulds"	Makes excuses for them	Counts and measures	Asks questions
<b>Says...</b>	If you don't do it, I'll...	You should have known better	Do it for me	What's the rule?	What do we believe?
<b>Legacy...</b>	Rebel, blame	Hide, deny, lie	Dependency	Conformity	Strengthen
<b>Outcome...</b>	Repeat offense	Low self-esteem	Weakness	Consequence oriented	Discipline within

Extrinsic  
Motivation

Intrinsic  
Motivation



# What Is The Implication?

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- We all set the tone and create conditions for people to be courageous
  - We implicitly and explicitly send cues about what kind of behaviors are acceptable / unacceptable
- We have a responsibility to create safety to enable people to exercise courage





How can we  
create the  
conditions for  
courage in our  
improvement  
work?



# How to Create Conditions for Courage & Psychological Safety

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- Be accessible & approachable
- Acknowledge limits of current knowledge
- Be willing to display fallibility
- Invite participation
- Use direct, kind language
- Set boundaries about what is acceptable
- Highlight failures as learning opportunities
- Hold people accountable for transgressions in fair & consistent way



Enables Us  
to Distribute  
Power



# Co-Design How to Work (Effectively) Together

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- By identifying what behaviors will enable you to be successful as a team in pursuit of your shared purpose
- Co-design “Norms of Conduct” or “Working Agreements”
- Consider:
  - How discussions take place
  - How decisions are made
  - How time and resources are managed
  - How to be accountable to each other



# Working Agreements to Distribute Power

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## Examples of Norms to Distribute Power

Discussion norms	
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# Working Agreements to Distribute Power

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## Examples of Norms to Distribute Power

Discussion norms

- Touchstones / Habits of the Heart
- Deep listening
- Open & honest questions
- Candor & transparency with confidentiality
- Conflict surfaced, welcomed, engaged
- Step up, step back (if you tend to speak first, step back to create room for others/ if you tend to listen, step up)



# Working Agreements to Distribute Power

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## Examples of Norms to Distribute Power

Meeting management	
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# Working Agreements to Distribute Power

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## Examples of Norms to Distribute Power

Meeting management

- Co-create the next meeting agenda at the end of current meeting
- Co-facilitate or rotate roles in team meetings
- Alternate the space in which we meet (to accommodate people coming from different places)
- Alternate the meeting time so it is convenient for different members
- Alter the order in which we sit



# Working Agreements to Distribute Power

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## Examples of Norms to Distribute Power

Decision making	
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# Working Agreements to Distribute Power

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## Examples of Norms to Distribute Power

Decision making

- Senior leaders cede decision-making power to the team
- Ask all team members to develop criteria for making decisions
- Consensus for decisions that affect team
- Individual decisions okay in implementing individual tasks



# Working Agreements to Distribute Power

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## Examples of Norms to Distribute Power

Accountability mechanism	
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# Working Agreements to Distribute Power

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## Examples of Norms to Distribute Power

Accountability mechanism

- Hold one another accountable as a team – not one individual policing everyone else
- Thank and celebrate those who honor the norms
- Collectively decide on an accountability mechanism (examples: put \$5 in the ‘team party kitty’ for broken norms, send team members a note about what you love most about them, etc.)



# Changes you're facing during COVID-19

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- Adjusting to telework/virtual connections only
  - Relationships with teams, partner organizations, community members
- COVID response taking priority over screening efforts, QI efforts
- Community members fear engagement with screenings (ie. fear of transmission, complications due to comorbidities, fear of political backlash for mask wearing)
- **Result: Less engagement, fewer screenings**



# Your *Adaptive* Challenges

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- Communication, Communication, Communication
- Relationship building with new partners and relationship growing with existing partners facing new demands
- Changes in operations/work – work takes longer, systems are at capacity
- **Result: Burnout**



# New Norms in Light of Adaptive Challenges

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- Prioritizing Work Norms
  - Collective decision making for handling workflow priorities
- Trust Building Norms
  - How to handle individual concerns, community concerns
  - How to build relationship with new teams in a fully virtual setting
- Proposed accountability norm
  - What do we do when we break a norm?



# IHI Psychology of Change Framework

## Unleash Intrinsic Motivation

Tapping into sources of intrinsic motivation galvanizes people's individual and collective commitment to act.

## Adapt in Action

Acting can be a motivational experience for people to learn and iterate to be effective.

## Distribute Power

People can contribute their unique assets to bring about change when power is shared.



## Co-Design People-Driven Change

Those most affected by change have the greatest interest in designing it in ways that are meaningful and workable to them.

## Co-Produce in Authentic Relationship

Change is co-produced when people inquire, listen, see and mutually commit to one another.



# Next Time: 1-2:30 pm ET on Tues February 23

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- Unleashing Intrinsic Motivation
  - Public narrative
  - Motivational task design
  - Flow state
  - Celebration & play
- Adapt in Action
  - Coaching
  - Failing forward

