Clinical Champions

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Outline

• Types of change champions
• Why are clinical champions needed?
• What are the characteristics of clinical champions?
• How to recruit clinical champions?
• What support do clinical champions need?
• Open for discussion/questions ....
Types of change champions

• Executive champions
  – Defined leadership roles

• Managerial champions
  – Department heads, Ward managers

• Clinical champions
  – Clinician leaders
  – Front-line clinicians

• Change agents
Types of change champions

- Executive champions
  - Defined leadership roles
- Managerial champions
  - Department heads, Ward managers
- Clinical champions
  - Clinician leaders
  - Front-line clinicians
- Change agents
Why are clinical champions needed?

• 70% of organisational change fails
  – Lack of understanding of change management
  – People are the most critical resource, supporter, barrier and risk when managing change
  – An effective communication strategy is key

• Guiding principles of change management
  – Executive support is absolutely essential
  – Change is usually bottom up
  – A project plan that is adaptable is required
  – Commitment of people is vital
Why are clinical champions needed?

• Whole of Hospital Project
  – Change must be clinician-led (doctors, nurses, allied health professionals)
  – Executive & managerial support critical
  – The most durable changes feature local ownership - local solutions
  – Front-line/local clinical champions can drive change
What are the characteristics of clinical champions?

• Formal and Informal leaders
• Humility
  – Seeks feedback from others
  – Communicates own strengths and weaknesses
  – Regularly credits others
  – Avoids excessive praise and adulation
• Professional will
  – Ambition directed to betterment of institution
  – Grit, tenacity and perseverance

Jim Collins, *Good to Great*
What are the characteristics of clinical champions?

• Four things that champions do
  – Educate (customised message)
  – Advocate (why change)
  – Build relationships
  – Navigate boundaries (between professions/units)

• Skilled communicators

• Personable, well-respected, capable of building intra-organizational relationships

• Excellent institutional knowledge

Soo et al, Healthcare Quarterly 2009: 123-8
Identifying Change Champions

TIME

Innovators (2.5%)
- Crave change and Innovation. Seen as slightly radical. Cope well with uncertainty.

Early adopters (13.5%)
- Gatekeepers of new ideas into a system, the ‘opinion leaders’.

Early majority (34%)
- Will adopt new ideas after deliberation.

Late majority (34%)
- Might adopt as a result of increased pressure from peers. Sceptical of change.

Laggards (16%)
- Isolated from social network. Will be the last to change, suspicious of change agents.

Everett Rogers, Diffusion of Innovations

NSW Government | Health
How to recruit clinical champions?

- Possible approaches/strategies
  - Mandated champion for every facility or department
  - Formal appointment
  - Informal emergence
  - Formal appointment + informal emergence

Soo et al, *Healthcare Quarterly* 2009: 123-8
Appointment v Informal emergence

- Seeding
- Appointment

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What support do clinical champions need?

• Time release
• Practical support - eg:
  – Data
  – Project planning
  – Help with communications
• The message has the authority of the executive
• A supportive team
Questions & Discussion