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 ….

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Types of change champions

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

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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

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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

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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

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Identifying Change Champions

TIME →

Innovators (2.5%)	Early adopters (13.5%)	Early majority (34%)	Late majority (34%)	Laggards (16%)
Crave change and Innovation. Seen as slightly radical. Cope well with uncertainty.	Gatekeepers of new ideas into a system, the 'opinion leaders'.	Will adopt new ideas after deliberation.	Might adopt as a result of increased pressure from peers. Sceptical of change.	Isolated from social network. Will be the last to change, suspicious of change agents.

Everett Rogers, *Diffusion of Innovations*

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How to recruit clinical champions?

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

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