



Managing Change Fatigue

Success stories, lessons learned, easy tools to implement that make a big impact

Agenda

- ▲ **1** Introductions
- ▲ **2** Background on Change Management and Saturation
- ▲ **3** Schoolcraft Memorial Hospital Background
- ▲ **4** Discussion on Real World Changes
- ▲ **5** Looking Forward – Anticipating Upcoming Changes
- ▲ **6** Questions and Answers



Learning objectives

- ▲ Better understand the impact of change fatigue on your employees
- ▲ Gain techniques for helping your employees successfully navigate change
- ▲ Real world examples from a peer organization on navigating change and building trust



What is change management?

Change management is the application of a structured process and set of tools for leading the **people side of change** to achieve the desired outcome.

Top Contributors to Success

- 01 Active and visible executive sponsorship
- 02 Dedicated change management resources
- 03 Structured change management approach
- 04 Employee engagement and participation

- 05 Frequent and open communication
- 06 Integration and engagement with project management
- 07 Engagement with middle managers

**In all 10 reports,
sponsorship was #1 on the list.**



Top reasons for employee resistance

- 1 Lack of awareness of why a change is needed
- 2 Change specific resistance
- 3 Change saturation
- 4 Fear
- 5 Lack of support from management or leadership



Top reasons for manager resistance

- 1 Organizational culture
- 2 Lack of awareness and knowledge about the change
- 3 Lack of buy-in
- 4 Misalignment of project goals and personal incentives
- 5 Lack of confidence in their own ability to manage the people side of change



Polling question #1





▲ Change saturation

Change saturation

Individual level – Employees can become:

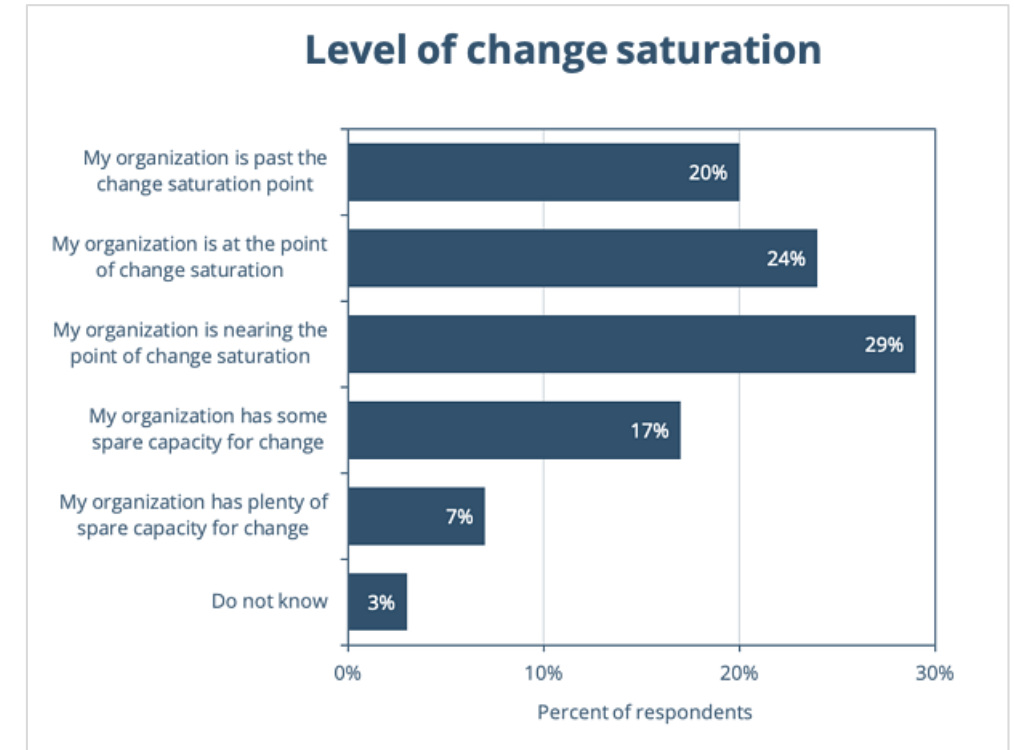
Disengaged | Frustrated | Fatigued | Resistant | Confused |
More cynical, skeptical

Project level – Change projects:

- Do not realize benefits | Lack resources to devote to each project |
Changes are not sustained | Projects fail to gain momentum

Organizational level – Can experience:

- Higher turnover | Declined productivity | Increased absenteeism |
Loss of focus | Negative morale



Polling question #2





▲ About Schoolcraft Memorial Hospital



Snapshot of Schoolcraft County



Population as of
2020 census:

8,047



Land
area:

1,884mi²



Population
density:
**4.27 people /
square mile**
(social distancing
is not a problem)



Percent of the
population over
age 65:
21%

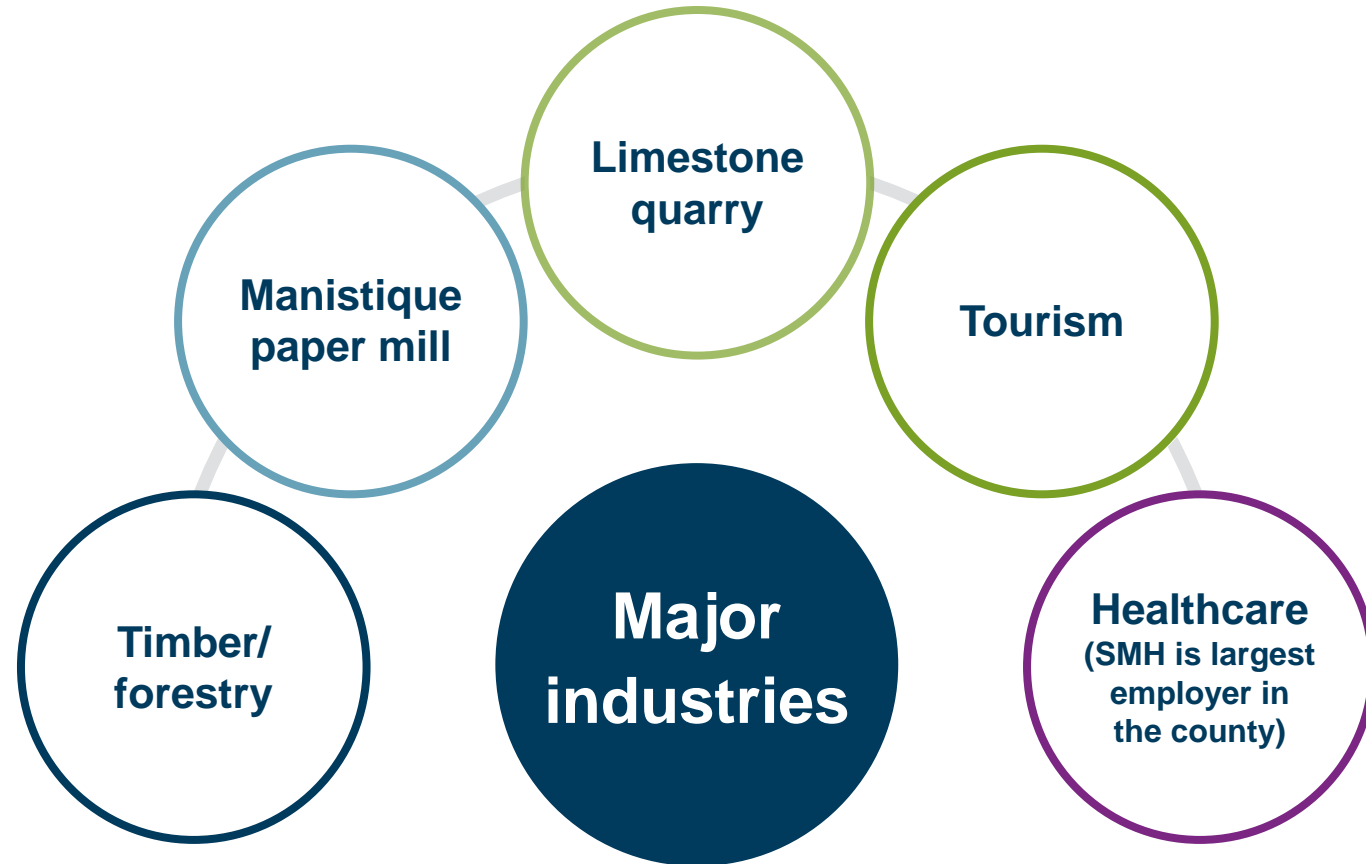


Median
household
income:
\$38,367



Unemployment
rate (as of
February 2022):
10.3%

Schoolcraft County continued





Schoolcraft memorial hospital stats

- ▲ **12 bed** Critical Access Hospital (one negative pressure)
- ▲ **Level 4 trauma designation** – 6 bay emergency room department
- ▲ **2 operating** rooms
- ▲ **320 full- and part-time employees** including 36 physicians / APPs (largest employer in the county)
- ▲ **Rural Health Clinic** with 13 PCPs and 4 behavioral health providers
- ▲ **Specialty clinic** with 10 specialty providers

SMH services provided

1	Surgery: general, orthopedic, surgical podiatry, ENT, urology, bariatric
2	Oncology/chemotherapy/infusion services
3	Cardiology
4	Physical medicine and rehab
5	Ancillary services: lab, imaging, rehab services
6	Behavioral

Impact of COVID-19 on hospital operations

- ▲ Governor mandated suspension of elective procedures mid-March 2020 to June 2020
- ▲ PPP loan, PRF funds, Medicare Accelerated Payment, SHIP grant = \$\$\$ and increased reporting requirements
- ▲ Temporarily relocated infusion/chemotherapy to off-campus location
- ▲ First positive COVID test in June, first COVID admit in November

Care provided to community during COVID-19 pandemic

522

acute IP admits /
1,779 patient days

6,637

ER
visits

1,784

surgical
procedures

3,479

behavioral
health visits

158,144

lab tests (approximately
10,000 COVID tests)

45,770

PCP and
specialist visits

26,090

rehab
treatments

1,304

chemotherapy /
infusion treatments

24,064

imaging
procedures



Changes Initiatives

- ▲ Change in mindset
- ▲ New EHR
- ▲ Major construction
- ▲ Leadership team changes
- ▲ Labor market
- ▲ New service lines
- ▲ HR performance reviews



Construction during a pandemic



(Nearly) Final results





▲ A discussion on change



Discussion on change

- ▲ Change in mindset
- ▲ New EHR
- ▲ Major construction
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- ▲ New service lines
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▲ **Moving forward –
changes to come**



Types of changes

- ▲ Changes you are forced to make
- ▲ Changes you chose to make
- ▲ What does the future hold

Polling question #3





▲ Closing thoughts on change saturation

Addressing change saturation

- ▲ **1** Inventory all change initiatives
- ▲ **2** Reduce change if possible
- ▲ **3** Sponsor communicate priorities and reinforce the “why”
- ▲ **4** Analyze the source of the change saturation and coach employee
- ▲ **5** Reminder of what is not changing
- ▲ **6** Don’t add new changes if possible
- ▲ **7** Demonstrate listening
- ▲ **8** Use your team to help coach
- ▲ **9** Overcommunicate
- ▲ **10** Understand the impact of the change(s)



Questions?

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