

Leading Change with a Distributed Team

(Strategies to Address eHealth Capacity)

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Who Are We...

Shirley Leonard, MA, H.R.O.E.P

- PITO Project:
Implementation Team Lead
& Assistant Director
- MA –specialization in
Leadership & Training
- Change Management
Specialist
- Human Resources & Org.
Effectiveness Practitioner

Selena Davis, MHI, PMP

- PITO Project:
Relationship Manager
- Masters in Health
Informatics
- Project Management
Professional

PITO (Physicians Information Technology Office)

Mandate

Funding Support

Change Mgmt Support

Post Impl. Support

Team



Your Experiences?



PITO Organization



Characteristics of the Project

Extreme targets: ~ 4000 physicians by 2012

Multiple stakeholders

- (MoH/BCMA/EMR Vendors/TELUS/HAs/CPS)

Financial incentives to implement EMRs

Data security critical

Obligations: Private Physician Network

Data sharing vs privacy

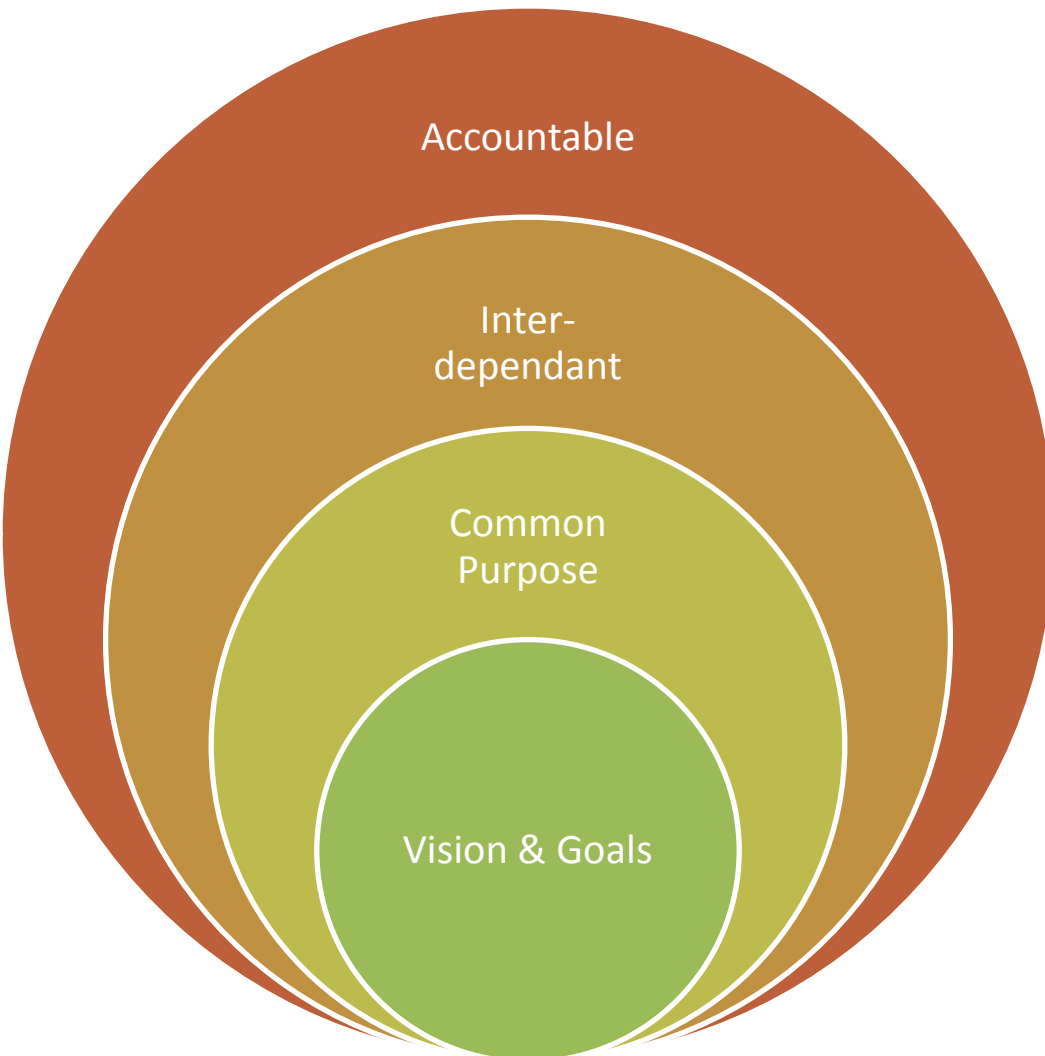
Extreme growth  **35 team members**

Extremely fast-paced & creating everything as we go!

Characteristics of the Distributed Team

- Role scope influenced by Program and Vendors' implementation approach and decisions
- **Complementary and contrasting backgrounds**
- Constant growth (people, processes, changing conditions, needs) = no stable state
- **Far-flung across the province (isolation, self-reliant, independent, collaborative, contributors, leaders)**

Elements of Virtual Teams



"In high-performance teams, members pull together, help each other out, recognize and compliment each other's strengths and weaknesses, and share a belief that they are responsible to each other."

Buchholz and Roth

How we do our work

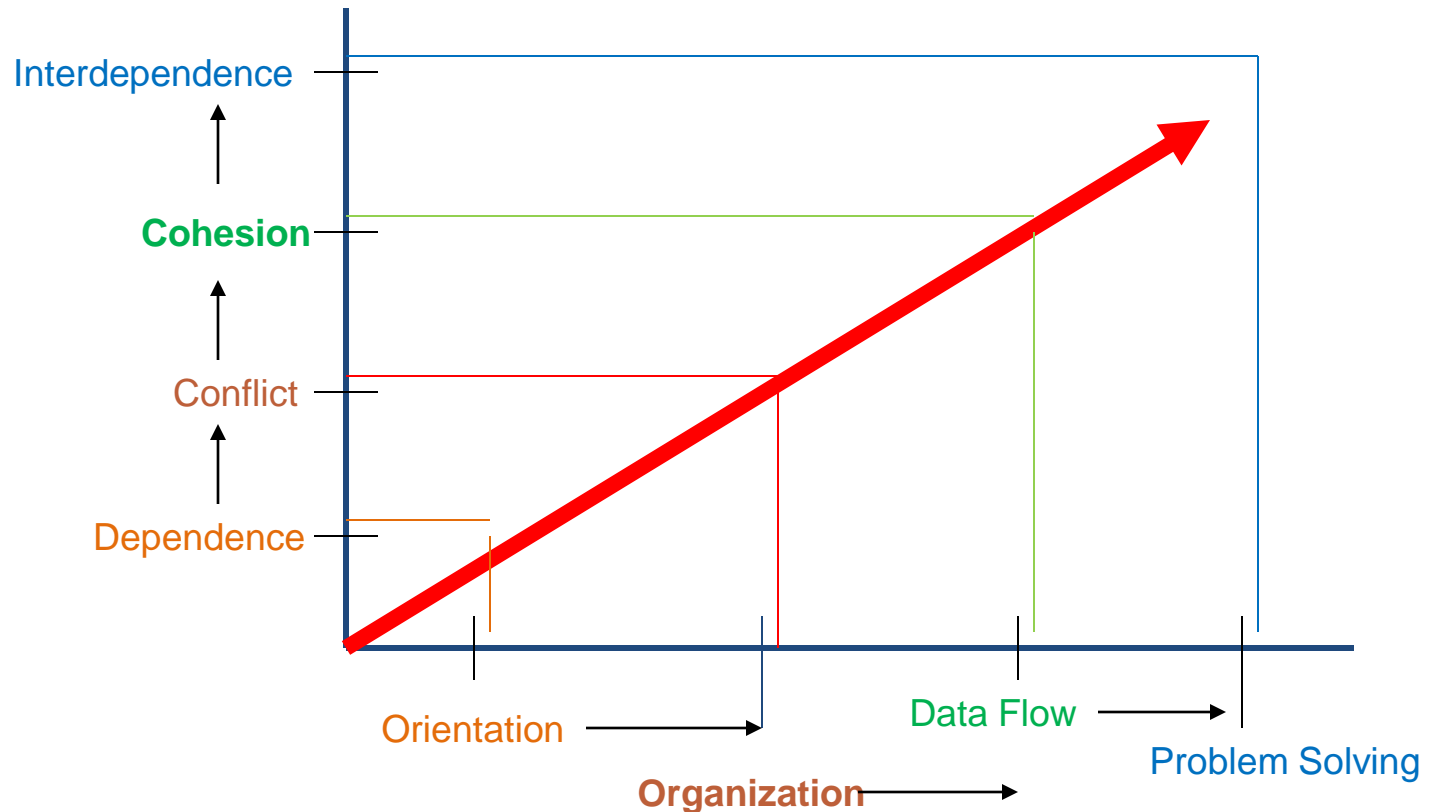


- **Technology is everything – it has to work!**
- 90% remote communications (Management Team) vs. working in the clinics (RMs)
- **Email, email, more email!**
- Meetings, meetings, meetings! (check-ins; updates; regional; as needed)
- **Long but flexible hours to accommodate clinics' availability**
- Continuous learning – rapid creation of education and documentation to support our work in the clinics



Tuckman's Stages of Team Development

(Bruce Tuckman, 1965)





Challenges for the Team

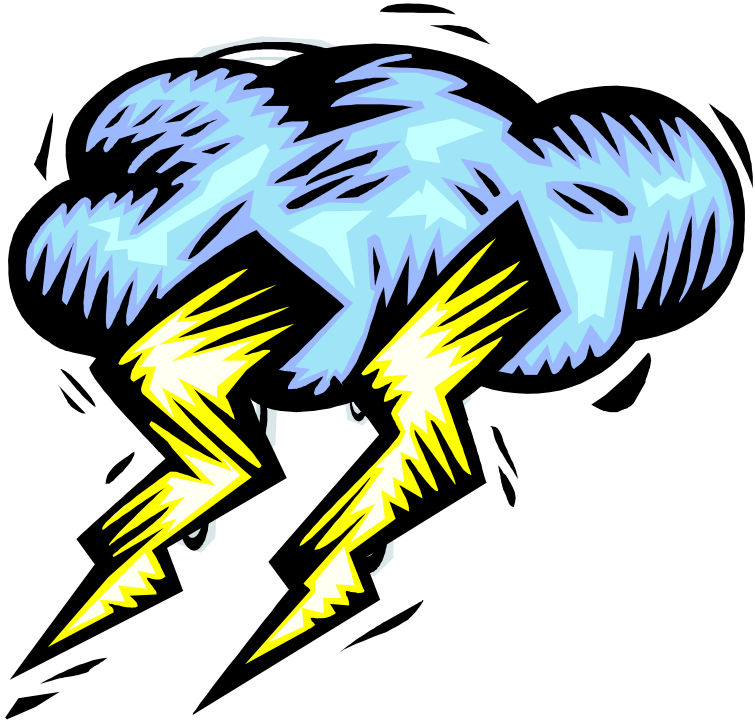
Project

- Utilizing Team members skills on specific projects
- Continuous Quality Improvement to keep pace with the implementations
- Communications

People

- Measuring performance – accountable for what??
- Participation on tele-cons – attendance, silence
- High work loads in conflict with budget (hours)
- Rapid team growth
- Leads stretched too thin – lose touch with team members

Most Common Challenge for the Team



- Conflict is primarily physician-vendor issues
- Thunderstorm/Risk meetings to problem-solve together
- Managing physicians' expectations
- Communications – internally and externally

Leading our team....

One person can't do it all – shared leadership:

- ❖ Complementary leadership – skills/personalities/work styles and approaches
- ❖ Problem-solving, mentoring, support
- ❖ Conflict skills ("*The Doc Whisperer*")
- ❖ Building culture & norms



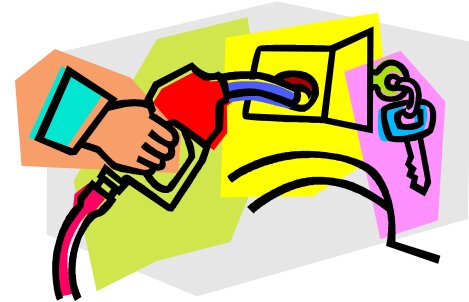
Relationships – Quality of Interaction

- Team identity and pride
- There is a tolerance for conflict, with an emphasis on resolution
- Feelings/attitudes/emotions – conflict is openly discussed and results in learning and growth
- Members enjoy being together
- Members support each other
- Kudos, kudos, kudos (newsletter)



Getting Better at What We Do

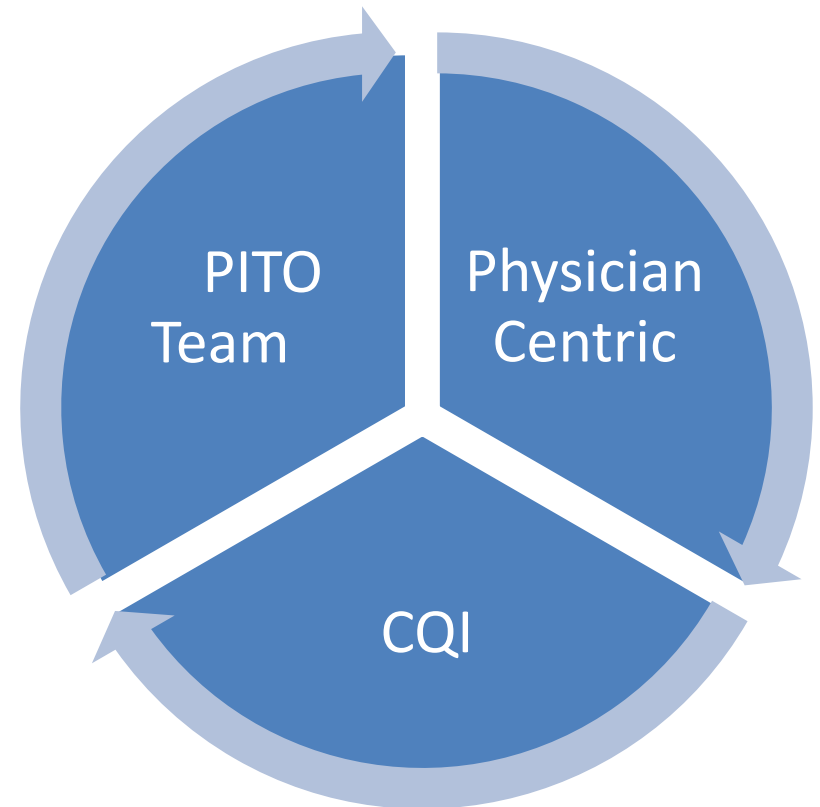
- Video-conferencing
- More IT support resources
- Better change management internally
- More face-to-face meetings
- Team buddies and mentors
- Increased use of Physician Champions & MOA Champions
- Better communication – frequency and content



Applied Learning Methodology

more successful
implementations, faster
manage and minimize
implementation risks

- Create a learning environment
 - Solve problems together
 - Strengthen skills
 - Share knowledge





The Team Flame

- **Acknowledgement of Change & having a plan to manage change**
- **Bring 'you' to the team**
 - Grow the team through it's shared wisdom
- **Make room for the 'humanness' of people**
 - Have fun – be the team everyone wants to be part of!
- **Recognize team accomplishments and individual achievements**
 - **Every person is in a leadership role**
- **At the end of the day....you've done your best for your physicians**

Thank You

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Four Room Apartment: Transitioning Through Change (Claes Janssen, Ph.D)

Focus: On the Past

Focus: On the Future

