Managing the Change Process
Tips for Successful Enhanced Recovery Program Implementation

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UT System Webinar Series - March 28, 2019
10 Tips for Implementing ERP
1. Keep it patient-centered

- ERP elements are tactics, which should be used to support strategy, and in turn the goal, rather than become the end goal themselves.
- Avoid obsession with compliance to the neglect of patient-centered care.
2. Build a coalition of change leadership teams

• Representatives from all professions involved in ERP (e.g., surgeon, anesthesiologist, nurse anesthetist, out-patient APP, in-patient APP, POCU/PACU nurse, floor nurse, pharmacist, nutritionist, researcher)

• Knowledge sharing across teams (e.g., all teams meetings)
3. Get a lay of the land

- Create **process maps** for perioperative patient care as it is currently managed and how it will need to change for the ERP project
- Training needs analysis
- Change readiness assessment
- Consider what else is going on
4. Engage in responsible local adaptation

Four approaches
• Data-related
• Goal-related
• Resource-related
• Preference-related

What data supports the desired changes, how does it align with our goals, what resources are needed, and will people do it?
5. Make compliance easy

Have materials readily available for both patients and care providers.

For example,

• Patient education material
• Standardized order sets / power plans

Attend to:

• Consistency
• Clarity (indicators, responsibility, instructions)
6. Educate everyone (repeat)

• ERP intensifies the usual **scope** and **importance** of education
  • Need to educate patients
  • Potentially notable differences in practice
  • Potential need for training on prerequisite techniques.

• Be sure to explain
  • What is required
  • How the ERP components work individually and cumulatively
  • **Why** it is important
7. Build consensus and commitment

- Create consensus among and have commitment from involved care providers

Consider
- Kickoff workshops
- Retreats
- Regular meetings
- Pilot projects
8. Build a support network

- Institutional leadership / senior level leadership
  - Engage throughout the change process
- Administrative and technical support
- **Super users** are critical to explain to their colleagues why something happened, so one anecdote or instance of user error does not become a legend or attain equal weight as data
9. Collect and disseminate data

• Data should be collected on a wide variety of patient and procedure-related elements
• Both compliance and outcome metrics
• Provide feedback – with reports
• Share patient stories
10. Celebrate wins and keep going!

• Celebrate wins
• The change process does not end at launch
  • Adjust
  • Refine
  • Boost
  • Integrate
  • Expand
  • Refresh
• Keep going!
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• Celebrate wins and keep going!
Webinar: ERUT Data Capture and Analysis

Presenter: John Frenzel, MD, MS

April 18, 2019
4:00pm-4:30pm (CT)
Thank you!

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