

CO's CURE

Strategies for Managing Change

Change is hard. Utilizing strategies for managing change in prescriber behavior for opioids can help facilitate the culture change needed for sustained improvement. Here are a few tips:

1. Culture is at the core of behavior, and changing culture is at the core of changing behavior.
 - Engage hospital leadership early to provide guidance for the cultural change needed for success.
 - Use a step-by-step plan, like the “Hospital Pre-Launch Checklist” to set a timeline for change.
2. Build a guiding coalition of internal frontline champions who are willing to be vocal about their support and get others on board. Check in with champions frequently to ensure they have the tools and knowledge needed to energize teams.
 - Hospitalist provider leadership is key to holding physicians accountable for their prescribing patterns. This can be done in several ways, including reviewing physician reports in the prescription drug monitoring program (PDMP). The data could be used to support your organization’s CO’s CURE ALTO and prescribing efforts.
 - Nurse and physician leadership within the inpatient units must be on board and work together with the care team for the culture change to be successful.
3. Remove barriers to make it easier for people to do to the right thing.
 - ALTOs apply pharmaceuticals in new ways. Provide ongoing nurse education about ALTO medications. Make training, role-play practice sessions and case-study engagements mandatory when possible.
 - Set aside structured time for nurses and care team members to role play interactive conversations with patients and family members.
 - Work with nurses and the care team on how to use the whiteboard as a tool for holistic pain management. Resources such as one-sheets and nurse/patient role play scenarios will help with this culture change.
4. Enlist the patient as a team member in the effort.
 - Set patient expectations at your first meeting. Manage patient expectations throughout the stay by having open conversations about realistic, functional pain goals. Focus on increasing comfort rather than taking away pain.
 - Work with the patient to create individualized care plans that include treating pain in a holistic way using a variety of treatment modalities.
 - Use a patient handout explaining the hospital’s emphasis on improving comfort.
5. Celebrate wins.
 - Engage the hospital’s marketing and communication teams to develop communication strategies for the inpatient clinical, non-clinical and community members. Share the hospital’s story with the media.
 - Determine which patient satisfaction scores will be meaningful for the team. For example, patient education about new drugs might be an interesting metric to monitor.
 - Use proxy measures to keep the team motivated, and provide feedback quickly.