

Stopping Contact Precautions for MRSA/VRE: Making the Case

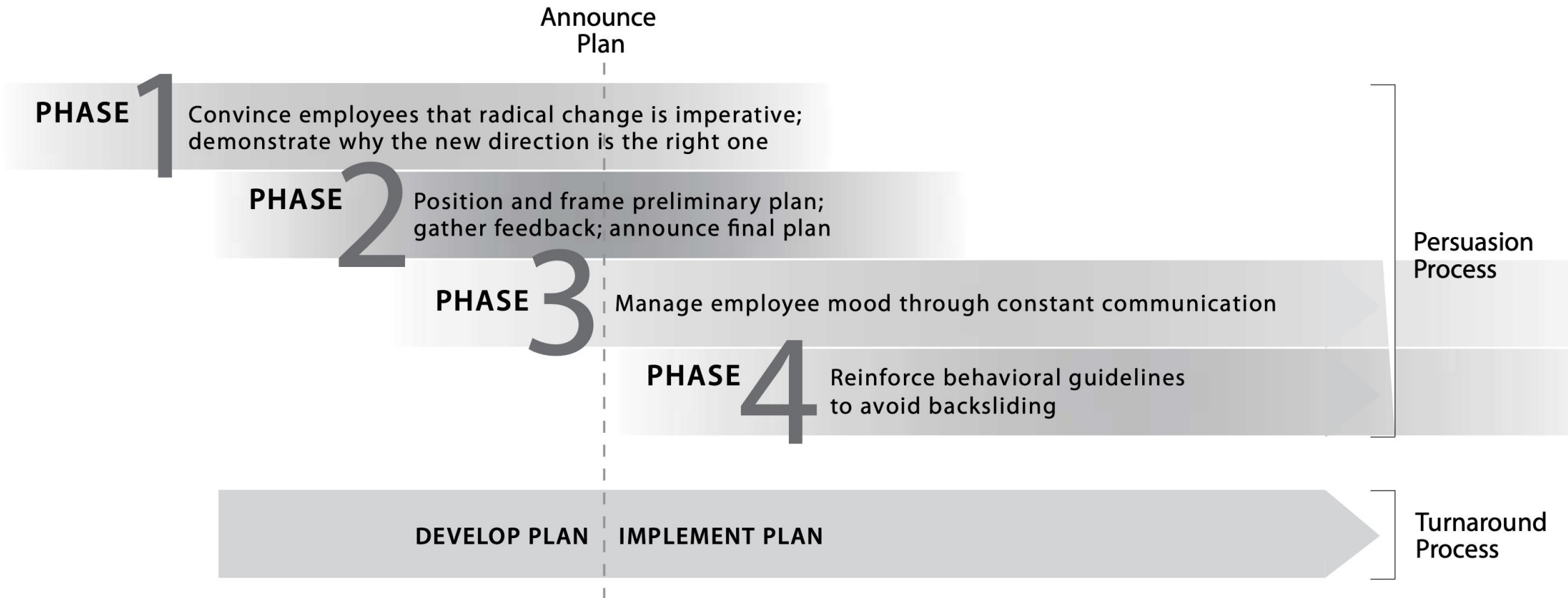
Dan Uslan MD MBA FIDSA FSHEA

Chief Infection Prevention Officer

Clinical Professor, Infectious Diseases

David Geffen School of Medicine at UCLA

The Four Phases of Organizational Change



Organizational Change

- Phase I – create a sense of urgency
 - Convince employees change is necessary
 - Show why new direction is the right one
- Phase II – feedback
 - Position and frame preliminary plan
 - Gather feedback. Involve stakeholders in assessment. Make sure all feel they have a voice. Don't forget about less obvious stakeholders (e.g. EVS)
 - Announce final plan

A Whole New Game Ball? N.B.A. Admits Its Mistake

Share full article



N.B.A. players were not consulted last summer when the league decided to use a new ball. It is going back for more testing. Barton Silverman/The New York Times

By **Liz Robbins**

Dec. 6, 2006

N.B.A. players have been complaining for two months about the new synthetic basketball and the cuts on their fingers it has caused.

The players were not given a chance to test it before the season, prompting their union to file a grievance last week with the National Labor Relations Board about the league's unilateral implementation.

Yesterday, David Stern, the N.B.A. commissioner, acknowledged the validity of the players' complaints and admitted regret over not consulting them beforehand.

"I'm disappointed that they didn't seek more input from us before [they introduced the new ball]..."

--Steve Nash



Organizational Change, Continued

- Phase III – communication

- Ideally multi-modal (eg email, town halls, rounding). Get creative – screensavers? Food tray cards?
- Manage employee mood
- Repetition is always necessary. Don't assume one mode or one time is sufficient

- Phase IV – reinforce

- Avoid backsliding
- Change up message and method periodically

Persuasion & Influence: A Few Domains

- Getting buy-in for your idea within a team or the larger organization
- Persuading your subordinates or others to follow your vision
- Convincing someone (CMO/CEO) to fund a proposal, or give you resources needed
- Forming alliances and partnerships
- Maximizing outcomes in negotiation and bargaining
- Marketing your work to consumers (HCWs, patients, families)

Perceptual Contrast

- Prior perception/consideration influences evaluation of a subsequent idea
- “Selling down the line” – mattress sales
- Make big requests first: hearing “no” is an opportunity to ask for something smaller after – AKA “Door in the Face”



Perceptual Contrast

- Our evaluation of a given stimulus changes as a function of the simultaneous or prior consideration of another stimulus





Perceptual Contrast - Door in the Face

- Don't self-censor on requests:
 - Ask for 30 min meeting, get told no, request a 15 min meeting
 - If you start with 15 min, you have nowhere to go
- *Don't make ludicrous requests*
- Don't bury options you've considered but rejected
- Allow for compromise choice, bracket your preferred choice with other alternatives to draw contrast

Strategically request presentation slots on agendas

- Follow people who aren't good presenters
- If your proposal is costly/risky – **go first**
- If your proposal is minor/easy – **don't go first**
- If you're not sure, best to go first
- Present first thing in the morning or right after lunch

Consistency

- Highly valued in prior statement, behaviors, commitments, stated values
- Commitments are most powerful when they are:
 - Public (ask for affirmative consent, eg response to a group email – “can you do this for me?”)
 - Active (“Will you do this?” vs “Please do this”)
 - Voluntary (More they feel coerced, less likely they are to be persuaded.
- “Feel free to decline”)
 - Effortful (fraternity pledges)

Labeling


- Labeling someone with traits, attributes, attitudes, beliefs, values, consistent with your goal increases commitment

“I know you’re committed to reducing HAIs”

“You’ve been so helpful in the past”

“You’re such a passionate advocate for patient safety”

If they don’t do what you ask, they’re acting inconsistently with the label and letting you down



I know there's
still good in
you. I can
sense it.

**A FEW
MOMENTS
LATER**



“You were right about me...tell your sister...you were right”



Concreteness

- People pay more attention to, remember, and are more persuaded by information that is specific, detailed, and vivid compared to information that is more vague, general, or abstract.
 - *“Our mission is to become the international leader in the space industry through maximum team-centered innovation and strategically targeted aerospace initiatives.”*
 - *“I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the Earth.” – JFK (May 25, 1961)*

Concreteness

- Our brains are wired to pay special attention to concrete, specific issues
- In many organizations, the appeals managers give to employees can be abstract to the point of being meaningless.
 - Great to use big ideas to inspire (excellence, innovation, achievement) BUT link them to concrete people, places, resources, and behaviors people will act on

Simplicity

- Simpler messages are more persuasive
- Core message – as simple as possible
 - *“Fly the Friendly Skies”*
 - *“Are you better off today than 4 years ago?”*
 - *“It’s the economy, stupid”*
- *Find the core of your message. What is THE most important aspect of your message?*
- Prioritizing is difficult, but important to getting your message across in a way that will continue to have impact over time.

Simplicity, Continued

- Choices

- Keep simple – the more choices, the more people are likely to get overloaded and not make a decision.

- Fluency – things that are fluent seem more familiar

- Companies with more pronounceable names' stocks perform better
- Fonts
- Language – less jargon
- Rhyme – Is Bounty really the “quicker picker upper?” Is Gillette really “the best a man can get?”



Stories

- A story is a fact wrapped in an emotion
- Audience is unlikely to counter-argue
- Works best if:
 - Vivid/specific
 - Protagonist struggles and is vulnerable
 - There is an antagonist or opposing force/obstacle

[Public Health](#) > [Patient Stories](#) > Patient Stories: The Faces of Antimicrobial Resistance

Patient Stories: The Faces of Antimicrobial Resistance



Many patients and their families have suffered the debilitating effects of antibiotic-resistant infections. Indeed, many patients have lost their lives due to these infections. The compelling and heart-wrenching stories below engender a strong sense of urgency to address drug-resistant infections and the lack of new antibiotic development. If you would like to share your story, please contact [Jennifer Morales](#).

Featured Patient Story



George Semakula

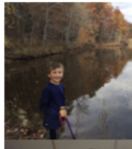
After six surgeries, a muscle flap, an orthopedic plate and four months of treatment with an experimental antibiotic for a drug-resistant infection in his leg, George Semakula has no sign of infection and is learning to walk on his own again. [Read his story.](#)

View More Patient Stories



Kenna Van Kirk

What initially seemed to be a stomach bug for this 9 year-old turned out to be a MRSA infection that attacked her leg, lungs and heart..



Braxe R.

A seemingly harmless ear infection turns into a life-threatening MRSA scare for a 2 ½ year old boy.

Timothy Mal...



Kate Wilson

Kate's parents saved her life by bringing her into the emergency room following a staph infection.



Peggy Lillis

A mom from Brooklyn dies from complications of a condition brought on by antibiotic use.

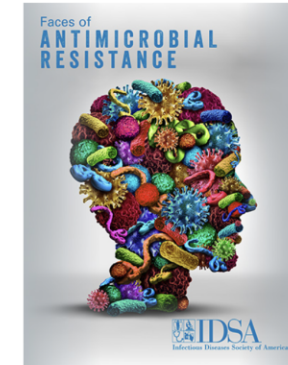


Marcus Glover

A healthy man is infected with a

TAKE ACTION!

What can you do to help? Urge Congress to pass legislation to spur research and development of new antibiotics. [Send an email](#) to your congressional representatives today.



This *Faces of Antimicrobial Resistance* report highlights some of these individuals, whose stories demonstrate the urgent need to combat AMR.

Putting it All Together

- Carefully plan out the change management plan using the 4 Phases.
- Use perceptual contrast and labeling to:
 - Get buy-in
 - Ensure commitment
- Tell patient stories, be concrete and simple
 - Clear message, call to action, and request

Thank you!