

# Managing Change in Your Practice

## *A Guide to Implementation for Practices Interested in Whole Person Cancer Care*

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### Faculty Experts

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### The Process

- Use the 7S model to understand how seven aspects of your organization need to be addressed, together, to integrate whole person care.
- Identify ways to get everyone in your practice involved and invested in developing and implementing the aspect of whole person cancer care you've chosen.
- Set up a method of quality improvement to evaluate and improve your implementation.

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### Resources

- [Managing Change Video from Dr. Shaughnessy \(23 minutes\)](#)
- ["Healing and Cancer: A Guide to Whole Person Care"](#) by Wayne B. Jonas, MD, and Alyssa McManamon, MD (2024 Rodin Books)
- [Implementing Change Checklist \(page 10 of this document\)](#)
- [Whole Person Cancer Care CME Course](#)

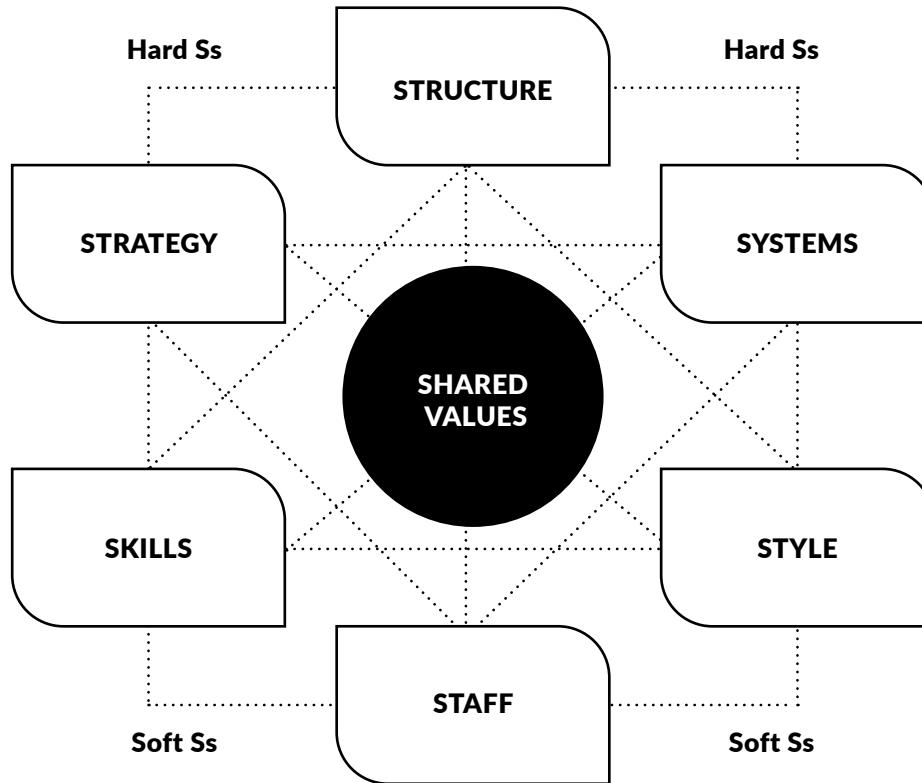
***Work through the following questions with your team.***

# 1. Use the 7S model to integrate whole person care.

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## The 7S Model

More information [here](#).



**SHARED VALUES:** By the end of this process, what are the shared attitudes we want everyone in the practice to have? What do we want everyone to appreciate and value?

By the end of this initiative, we want our practice to reflect the following values:

## **STRATEGY: What do we want to do differently? What will it replace?**

What are we currently doing?

What do we want to do differently?

Consider using the IHI model:

- What are we trying to accomplish (the aims statement)?
- How will we know if the change is an improvement?
- What measures of success will we use?
- What changes can we make that will result in improvement (the change concepts to be tested)?

How does the new approach fit into the other aspects of the 7S model?

**SYSTEMS: What changes in our current workflow need to happen?  
What systems need to be set up to support and promote the changes?  
As an example, do we have to work with billers unfamiliar with the  
codes you will use? Create new workflows for team members?**

What systems have to be changed?

Who needs to be involved in the system changes to make them happen?

How will these system changes affect the other aspects of the 7S model?

**STRUCTURE: How are we going to set up a new system to kick off and then monitor the initiative? How are we going to communicate about the new initiative and monitor the process to see how it is being implemented, and change the system we are using when it does not? What is our plan B?**

What are we currently doing?

What do we want to do differently?

What barriers will get in the way?

How does the new approach fit into the other aspects of the 7S model?

**STYLE: How are we going to lead the change?  
What strategies will we use to get your people excited?**

What are the steps we need to do before the rollout? (See Kotter Model of Change Management below.)

How can we set up Plan-Do-Study-Act (PDSA) cycles to implement and test the changes we need? [See this description for more on the PDSA model.](#)

What is a timeline for the steps?

**STAFF: Who can we enlist to make it happen?  
Who do others in our practice look to for guidance (opinion leader)?  
Who in our group is going to be the cheerleader or champion for  
this project in addition to you? Who will be the first follower?**

Who is going to be the “face” of the change to administration, colleagues, and support staff?

Who needs to be on the team to get things done?

How will these team members affect and be affected by the other aspects of the 7S model?

**SKILLS: Who needs to be trained in the new workflow?  
What is the training? How can we give them ownership?**

Group (nursing staff, clinicians, etc.)	Learning goals to support changes and build a shared vision	How to deliver the training	Resources needed



## 2. Get Everyone in Your Practice Involved and Invested

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### The Kotter Model of Change Management

More information [here](#).



1. Create a sense of urgency. How will you let people know the timeline for implementation and the benefits of getting it done sooner rather than later?
2. Build a coalition. Who will guide it, coordinate it, and communicate its activities?
3. Form a strategic vision and initiatives. How will the future be different from the past, and how can you make that future a reality through initiatives linked directly to the vision?
4. Enlist a volunteer army. How will you start an internal and external movement?
5. Enable action by removing barriers. Which barriers (such as inefficient processes and hierarchies) will need to be removed to provide the freedom necessary to work across silos and generate real impact?
6. Generate short-term wins. How will you recognize, collect, and communicate successes? What is your progress tracking plan?
7. Sustain acceleration. How will you use the wins to continue to improve systems, structures, and policies?
8. Institute change. How will you articulate the connections between the new behaviors and organizational success, making sure they continue until they become strong enough to replace old habits?

### 3. Set up a Method of Quality Improvement to Evaluate and Improve Your Implementation

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#### Overall clinic checklist for implementing a whole person care change

*Goal: Make an element of whole person care routine and regular in your clinic.*

**Aims:**

- *Implement an element of whole person care in a section of the clinic and streamline it for ongoing use.*
- *Evaluate the implementation and use the learning for process improvement.*

#### Checklist for a standard implementation process:

**Understand** what whole person care is and where it fits into the delivery of cancer care.

**Identify** a champion and develop a leadership team to make this happen.

**Get buy in** from top leadership.

**Get buy in** from those in the clinic who need to be involved in operations and their role.

**Educate clinic staff** with a talk and training session about the program.

**Learn** about the existing information, tools, and resources that are available.

**Develop an implementation plan** (preferably in logic model format) for 1) implementing a whole person health practice routinely; 2) evaluating the practice success in doing whole person care (WPC) and 3) evaluating the clinical impact of the clinic's WPC process on outcomes.

Identify the specific **patient population and location** for using whole person care practices.

**Build a set of resources and services** for the program – draw on existing materials and personalize them for your needs, enhanced with local services.

**Organize** the tools, resources, technologies, and services and how team members will use them.

Lay out a **timeline** and set of PDSA cycles for an implementation plan and a practice evaluation.

Identify and plan for any **training of the team** needed for executing WPC.

Establish any **operational processes** needed to smoothly integrate practice into clinical care. (This includes the EHR, coding, and reimbursement processes.)

Describe the specific patient **clinical care path flow path** through the process.

Define and describe **roles and responsibilities of team** members in the care path, including steps, sequence, and timelines.

Establish a **communication process for patients** about the change inviting them to participate.

Create an **operational manual** for implementation to refine and streamline the process.

Identify and **designate an individual** responsible for collecting the practice improvement and outcome data.

**Write up and get local approval** for your practice improvement project and/or IRB approval/exemption for patient outcomes collection, if appropriate.

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