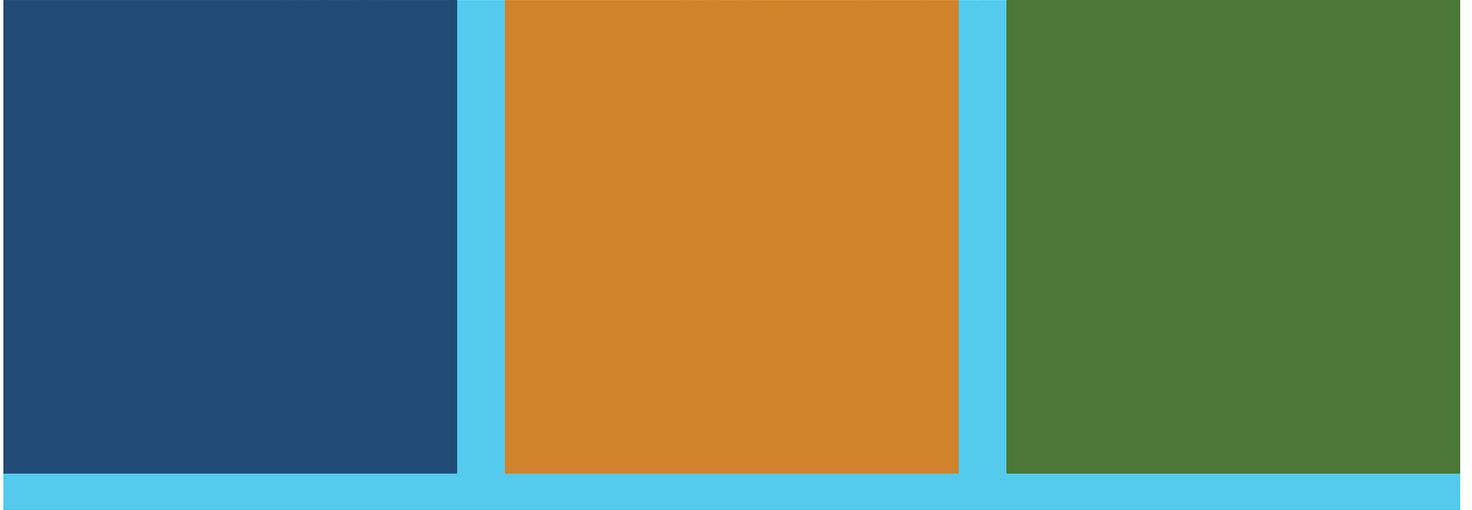




MAKING THE SWITCH



CMC

COMMUNITY MEDICAL CLINIC

— ECG — OF KERSHAW COUNTY — ECG —

OUTREACH - ACCESS - MEDICAL HOME

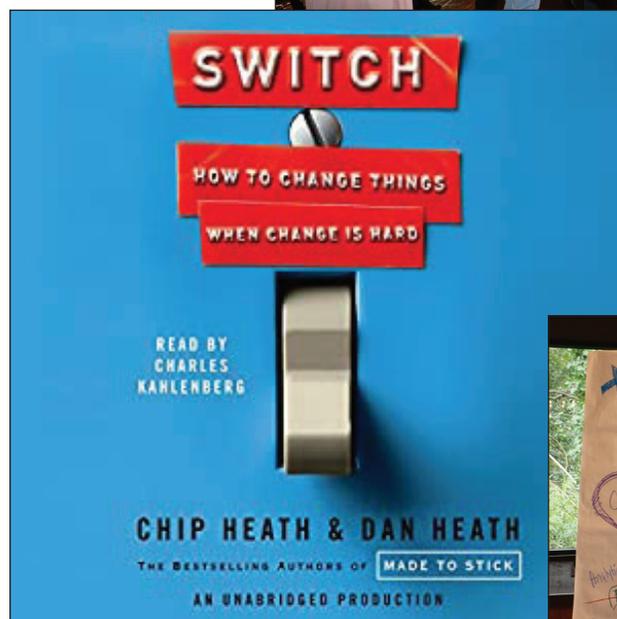
OVERVIEW

CEO Susan Witkowski had one singular goal in mind for the year 2020. **Maximizing people power.**

This goal moved from a few lines written in CMC's 2019-2021 strategic plan into detailed action steps, including a team off-site retreat (on March 4, 2020) to over forty meetings and conversations. Throughout 2019 and into 2020, one question was posed over and over: **How can the CMC team effectively work together as a high-performance team?**

Efforts in the past had included understanding individual personality styles, reviewing the focused conversation method, discussing image shifts and values, and recognizing Parker Palmer's Five Habits of the Heart.

The CEO had been particularly impacted by the book *Switch: How to Change Things When Change Is Hard* by Chip and Dan Heath. She was convinced that if the team all went on a journey to read, discuss, and apply a framework outlined in the book, that goal could—and would—be achieved. Change would happen, trust would increase, and teamwork would be strengthened. Not by spending thousands of dollars going to a conference or even by bringing in a motivational speaker from Cambridge, MA...but simply by applying a book written in 2010. And do you know what? **Mission accomplished.** CMC has successfully maximized people power, even during a global pandemic.



WHAT IS THE SWITCH FRAMEWORK?

Throughout their book, Chip and Dan Heath ask one question.

Can you get people to start behaving in a new way?

After all, behavior change is hard. Chip and Dan Heath argue that for someone to start acting differently, you need to engage both the rational and emotional brain, while also presenting a clear path forward. You will be much more successful by engaging all three components in any endeavor. The chart below summarizes the steps employed to identify and implement these critical steps to change. For a more in-depth discussion of this process, check out this video on YouTube:

Holly Hayes | Change: It Doesn't Have to Be So Dang Hard

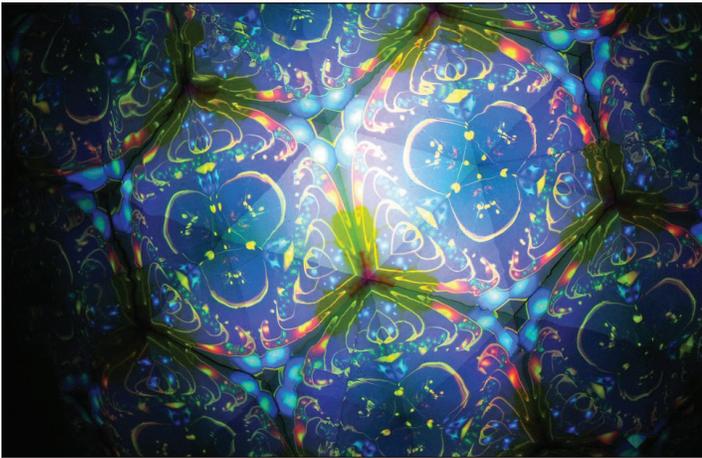


COMPONENT	STRATEGIES
Direct the Rider	Follow the bright spots
	Script the critical moves
	Point to the destination
Motivate the Elephant	Find the feeling
	Shrink the change
	Grow your people
Shape the Path	Tweak the environment
	Build habits
	Rally the herd



WHAT WAS THE FIRST STEP AT CMC? CREATING A DESTINATION POSTCARD

CEO Susan Witkowski wanted her team to be crystal-clear about what the future looked like. Chip and Dan Health encourage readers to create a *destination postcard*. What vivid picture represents our future as a high-performance team? The CMC team selected this image of a kaleidoscope to describe their near-term future of everyone working together as an integrated and united body serving CMC patients and residents of Kershaw County.



What actions took place?

- Every team member received and read a copy of the book, and also received a personalized CMC “CliffNotes” booklet summarizing key components
- 14 team members began and completed improvement projects using the three-part Switch Framework and integrated this into their annual performance review
- All team members participated in one-one-one meetings with the CEO discussing the framework and best ways to apply the book principals in their improvement project
- “Booster” sessions related to each component were given during specific admin days and also virtual learning labs
- Detailed work plans were documented and updated in Google Drive
- Informal conversations were strongly encouraged to increase adoption of the framework

We were able to come together with the common goal and talk about what worked, frustrated us, or did not work.



I enjoyed creating something that would be useful and organized for others.



I learned that it really was easy to make a small change that provided a great impact for our patients.

WHAT WERE THE OUTCOMES?

- **Streamlined and standardized processes** (AccessKershaw consent forms, HUB and IMS note integration, telehealth training and policies, technical issues trouble-shooting, and medical supply inventory and ordering)
- **Improved data collection and increased patient pathways** (quarterly patient contacts, monitoring pathway report, time management, training)
- **Increased volunteer, patient and coalition member engagement** (virtual action teams, volunteer retention, Best Chance Network engagement)
- **Strengthened teamwork, enhanced work productivity, increased critical thinking and solving challenges as a team, maintained strong trusting relationships, increased flexibility and adaptability based on changes, greater awareness of the “big picture” and deeper appreciation for team member’s gifts and skills**
- 13 out of 14 team members surveyed indicated that **leading an improvement project using the Switch Framework was beneficial to their role at CMC**

SWITCH BRIGHT SPOTS FROM TEAM MEMBERS

Erica Watkins, Community Care Coordinator



What: Used the psycho-social assessment to “dig deeper” to address issues other than initial reason at intake and worked to ensure that at least three pathways were assigned to a patient at enrollment.

Patient Win: Patient now has a job as a truck driver. Erica probed deeper and has since made several Vocational Rehab referrals for

patients who have stated that they really would like to work.

Biggest Aha: Adjusting my schedule and chunking my day has increased my productivity. Building the habits are critical.

Most Important Concept: Shaping the Path

Susan Didato, Development Director



What: Implemented various strategies (i.e. town hall meetings, mask making, garden clean-up, garden tour) to engage volunteers in a meaningful way.

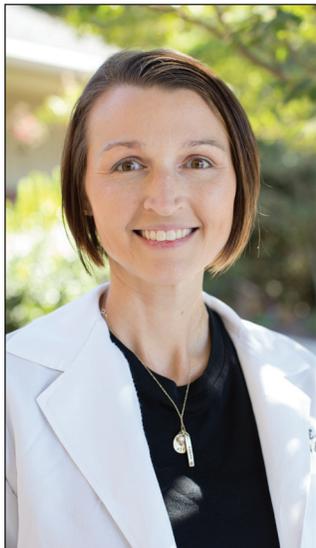
Volunteer Win: Over 40 volunteers engaged in a project, gained 5 new volunteers and

70% of volunteers have opened emails/videos/electronic engagements.

Biggest Aha: Don’t focus on one metric (i.e. attendance at a virtual event). We need to examine the data and look at all of the components together to see what outcomes were made. Adopting a quality improvement mindset is critical.

Most Important Concept: Shrink the Change. Don’t look at the elephant; look at the toe.

Dr. Jessica Wilkes, Nurse Practitioner



What: Creating a clear written process (assigned team roles, outreach) for women to be enrolled in the Best Chance Network.

Patient Win: CMC has already surpassed the number of women receiving pap smears in 6-months of 2020 compared to 12 months of 2019 (in a COVID pandemic). 124 women

served from July 1, 2020-December 31, 2020 compared to 114 women in July 1, 2019-June 30, 2020. Still working to reach 180 women.

Biggest Aha: Even though numbers are important, it is important to engage the emotional side, and shape the path. Not everyone is moved by numbers.

Most Important Concept: You need all three pieces (rider, elephant, path) to get results. Documenting strategies in the categories is very helpful.

Kathryn Johnson, LiveWell Kershaw Coalition Director



What: Executed messaging strategies to activate and engage action team members working on the Community Health Improvement Plan

Member Win: Shifted immediately to virtual meetings with COVID; saw consistent member engagement in monthly Coalition meetings (avg. 27),

emotional health team grew, and the healthy eating/active living and access to care action team maintained momentum.

Biggest Aha: Behavior is predictable. Once you identify the pattern, you can insert strategies to modify the behavior. Coalition members received free smoothie certificates for signing-in on time for meetings.

Most Important Concept: Any message you shape should touch the head, heart, and path.

WHERE DOES CMC GO FROM HERE?

The adoption of the Switch Framework is here to stay.

CMC is integrating the framework into its Employee Toolkit and the orientation of the concepts will be shared with all new team members and Board members. The CEO and Founder shared that she is the “most proud working with the Clinic this year in 2020 than ever before.” The CEO congratulated each team member individually regarding their improvement projects and plans to work on ways to expand and scale some of the projects clinic-wide.

Going deeper with quality improvement and iterative changes are part of the plans for 2021. Team members identified that they would like to examine the following concepts more in 2021 including: grow your people, shrink the change, build habits, and rally the herd. Team members are responding to changes differently and working together in a different way. **People power at CMC has been maximized.**

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