

Session 16:

Quality Improvement: Change management (part 2/2): Securing Buy-in and “Selling” Your Improvements

Cultural Sensitivity: Implicit Bias

**Key Takeaways:**

- Effective change in leadership requires a balance of structure and flexibility. John Kotter’s eight-step framework, outlined in his article “Why Transformation Efforts Fail,” is a highly adaptable and effective guide to this process.
- Kotter’s “See-Feel-Change” approach tells us that behavior fueled by emotion is more likely to last than behavior fueled by analysis because it will be resistant to negative emotions.
- To maximize the likelihood of successfully implementing a change, start by identifying the needs of core audiences and where/how these are aligned or misaligned.
- Implicit bias is when we have attitudes towards people or associate stereotypes with them without our conscious knowledge.
- Implicit bias is indirect whereas explicit bias is expressed directly. Implicit bias can interfere with clinical assessment, decision-making, and provider-patient relationships such that the health goals that the provider and patient are seeking are compromised.

**Further Reading:**

Quality Improvement	John Kotter’s 8 Steps from <a href="#">“Why Transformation Efforts Fail,” Harvard Business Review, 2006.</a>
	Video: <a href="#">John Kotter on the importance of buy-in</a>
	Video: <a href="#">4 Easy Steps To Getting Your Team's Buy-In by Mark Fenner</a>
Cultural Sensitivity	<a href="#">UNMC Racial Bias Instructional Video</a>
	<a href="#">Implicit Bias Module Series</a>
	<a href="#">Implicit Bias</a>
	<a href="#">Implicit Bias and Structural Racism</a>
	Banaji MR, Greenwald AG. Blindspot: Hidden Biases of Good People. 1 ed.: Delacorte Press, 2013.
	Blair, Irene V et al. “Unconscious (implicit) bias and health disparities: where do we go from here?” The Permanente Journal vol. 15,2 (2011): 71-8.
	Cerdeña, Jessica P., et al. From race-based to race-conscious medicine: how anti-racist uprisings call us to act. The Lancet, Volume 396, Issue 10257, 1125 – 1128.
	Marcelin JR et. al. The Impact of Unconscious Bias in Healthcare: How to Recognize and Mitigate It. Journal of Infectious Diseases. 2019.
	<a href="#">Active Bystander Training</a> , Kirwan Institute.