Building a consensus with HEARTS and changing the treatment paradigm

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“CHANGE IS THE ONLY CONSTANT”

HERACLITUS: GREEK PHILOSOPHER
PROCESS FOR SUCCESSFUL CHANGE: Kotter

- Establish a “sense of urgency/burning platform”
- Form a powerful coalition/allies
- Create a vision for change
- Communicate the vision
- Empower others to act on the vision/remove obstacles
- Build on the change/create short-term wins
- Consolidate improvements producing more change
- Anchor the change/institutionalize the new approaches
1. Establish a “sense of urgency/burning platform”

- NCDs especially CVD is the leading cause of morbidity and mortality globally and in Latin America and the Caribbean.
- Hypertension is the leading risk factor for CVD.
- Hypertension control rates (>140/90 mmHg) are approximately 10-30% in Latin America and the Caribbean.
- Safe, effective, and affordable pharmacologic treatment for hypertension is available.
- Start honest discussions regarding how current practices have not been successful
- Examine opportunities to increase the control rates of hypertension.
- The definition of insanity is doing the same thing over and over again and expecting different results
2. Create a powerful coalition/allies

- Promote the need for change at every venue and opportunity.
- Form a coalition of influential individuals and stakeholders from a variety of sources, disciplines, and health care professionals.
- Once together, the coalition needs to work as a team.
- Check the team for weak areas, i.e. is there a good mix of individuals regarding expertise, departments, and roles.
- Obtain baseline data about control rates and insure ability to track data for assessment of change success.
- Develop a variety of algorithms/protocols, select one, and allow for flexibility to change/improve the algorithm/protocol as new developments occur.
3. Create a vision for change

• Develop a vision for a standardized protocol, including best practices and the evidence behind the protocol.

• Promote the potential to markedly and rapidly increase hypertension control rates.

• Make the case that innovative protocols including the initial use of combination medications are available and affordable.

• Emphasize the direct effect that increasing hypertension control rates has on improving morbidity and mortality, as well as decreasing cost to the health-care system.

• Develop a strategy to execute the algorithm/protocol.
4. Communicate the vision

- Communicate the algorithm/protocol frequently and powerfully.
- Provide educational training opportunities about the algorithm/protocol for team members on all levels.
- Embed the message wherever and whenever possible.
- Address concerns promptly, openly, and honestly.
- Identify potential barriers to adherence to the algorithm/protocol and develop plans to overcome these barriers.
- Display readable charts in the clinic and patient care areas.
- **Incorporate the algorithm/protocol in all aspects of operations, including training, feedback, and performance reviews.**
5. Empower others to act on the vision/remove obstacles

- Empower all team members to participate in the adoption of the algorithm/protocol.
- Empower patients.
- Keep the algorithm simple and standardized.
- Promote “task shifting” to adopt and implement the algorithm/protocol.
- Frequently assess for barriers and address the barriers.
- Ensure that the organizational structure, job descriptions, performance, and compensation are in line with the vision.
- Recognize and reward people for making change happen.
6. Build on the change/create short-term wins

• Success begets success (motivation).
• Establish systems for monitoring and provide regular data on chosen indicators (i.e. control rates) for the change team, the system, and health-care providers.
• Create short term goals, not just a long term goal.
• Make sure early goals are achievable.
• Communicate/celebrate successes!
7. Consolidate improvements producing more change

- Build on early successes but maintain focus on longer term goals and indicators.
- “Change projects” often fail because success is declared too early.
- Build on successes and identify areas for improvement.
- Continue to be flexible and adjust to new information/data.
8. Anchor the change/institutionalize the new approaches

- The algorithm/protocol must become a core of the program.
- Make sure the algorithm/protocol’s importance is seen in all aspects of the program and system structure.
- Leadership and staff need to continually support the program.
- Talk about the progress at every chance. Tell success stories.
- Publicly recognize key individuals of the original team coalition.
Conclusions: Successful adoption of a standardized algorithm/protocol

- Change is a process and takes planning and execution.
- Establish a “burning platform” and a coalition (team).
- Once developed, incorporate the algorithm/protocol in organizational culture.
- Empower all team members.
- Celebrate small successes on the way to the long term goal(s).
- Be flexible, continue to change as needed.
- Recognize individuals.
Thank You