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VHA ICD-10 Webinar Series  
Session 2:  
Leadership & Awareness

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# ICD-10 Leadership & Awareness

<http://www.ahima.org/icd10/ICD-10PreparationChecklist.mht>

Year	2009/ 2010	2011	2012	2013
Phase I	Impact Assessment			
Phase II		Preparing for Implementation		
Phase III				Go Live Preparation
Phase IV				Post – Implementation



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# ICD-10 Leadership & Awareness

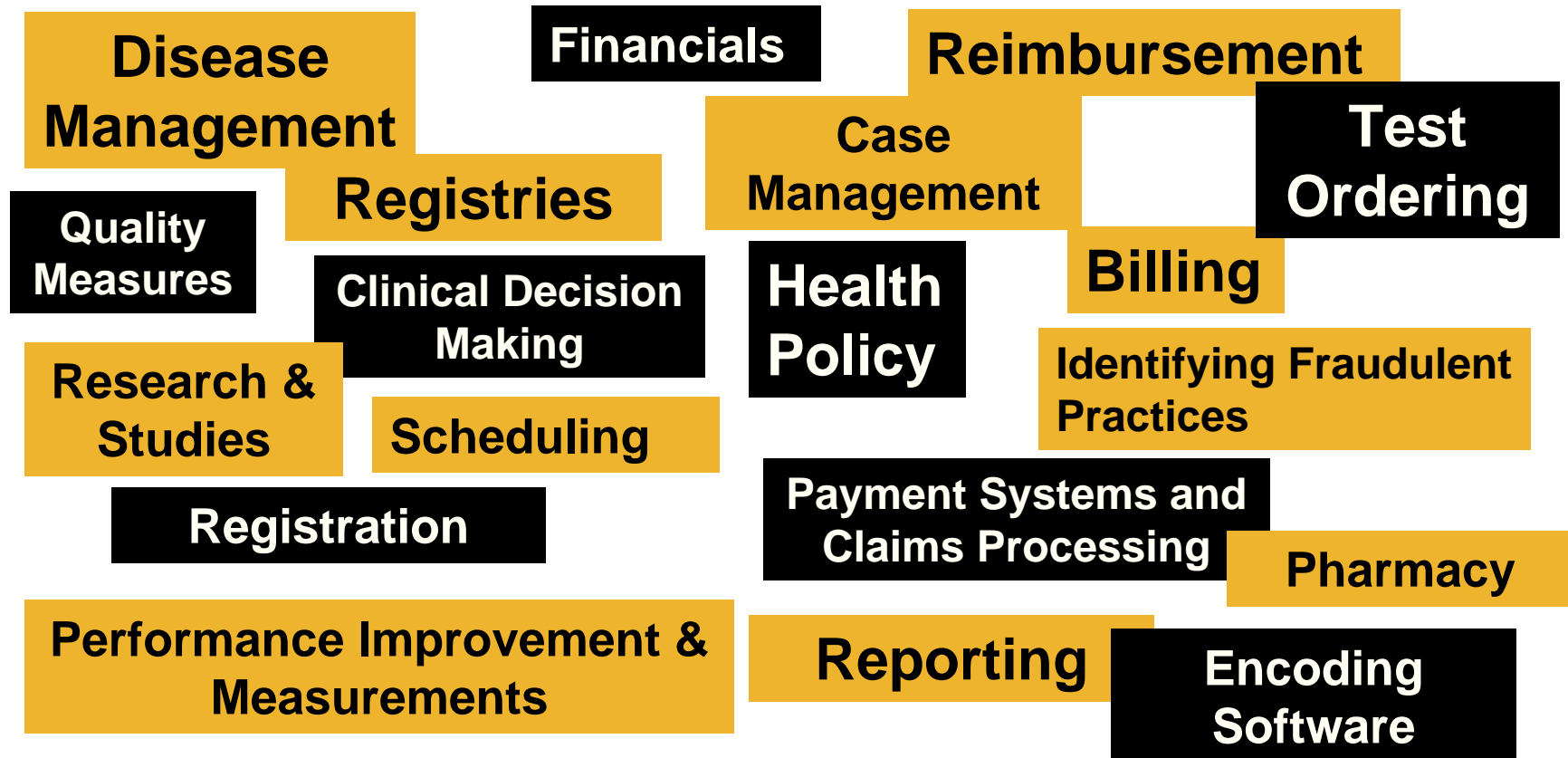
**Truth:**

**ICD-10  
implementation  
cannot effectively  
be planned for in  
isolation.**



Areas of Impact:  
Everywhere!

ICD-10 Leadership &  
Awareness



# ICD-10 Leadership & Awareness

***We are in a time that demands an immense amount of agility and flexibility - leaders must have the skill and insight to prepare for a future that is rushing at a faster pace than ever before.***



# Leading Change

*“How do you manage change? Pretty much the same way you’d manage anything else of a turbulent, messy, chaotic nature, that is, you don’t really manage it, you grapple with it. It’s more a matter of leadership ability than management skill.”*

*Fred Nickols*



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“Management is about complexity,  
leadership is about change.” *J.Kotter*

Management

Plan, budget,  
organize, staff,  
control and  
problem solve.

Leadership

Establish direction,  
align people,  
motivate, and inspire.



# Project Management

- Initiating
- Planning
- Executing
- Controlling
- Closing

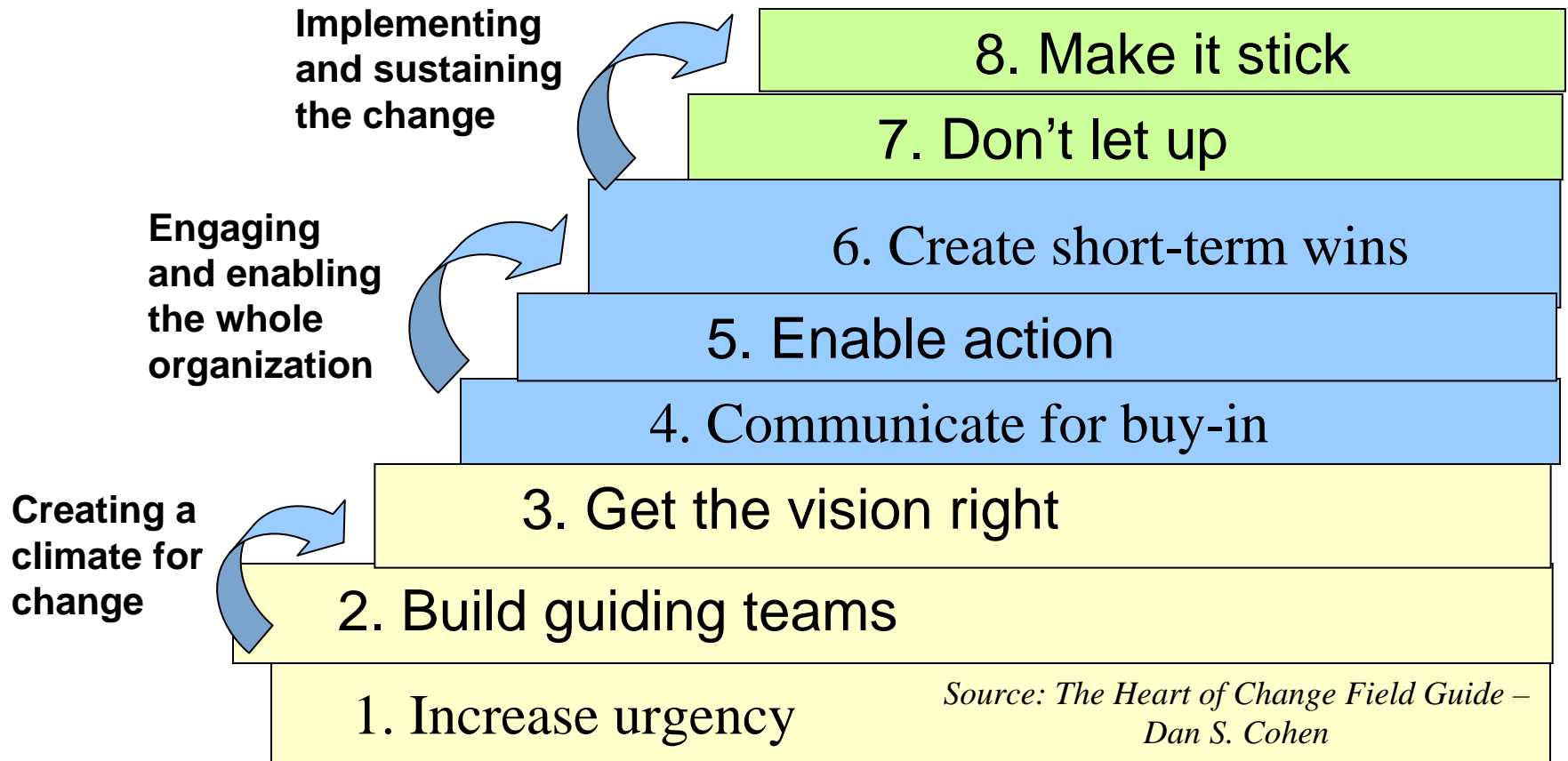


# It's All About Leadership

- Vision
- Presence
- Competence
- Collaboration
- Creativity
- Influence



# Eight-step Process for Leading Successful Change



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# Phase 1: Create a Climate for Change

- Deal with the emotional process of change from the beginning
- Build the needed level of energy to get the change off the ground
- Steps: Urgency, Guiding Teams, Vision



1

## Increase Urgency

- Build a case for change
  - Performance gaps
  - Competitive advantage
  - Errors, failures and missed opportunities
  - Trends
  - Determine what people in the organization value



# 1

## Increase Urgency *continued*

- Identify behaviors that stop change:
  - Complacency
  - Immobilization
  - Anger
  - Pessimism
  - Sabotage



# 1

## Increase Urgency *continued*

- Leaders should:
  - Make everyone involved feel and see the need for change
  - Respect the past, acknowledge present weakness and future challenges
  - Communicate compelling stories – engage stakeholders in a dialogue
  - Ensure that all senior executives and at least 75% of management are on the change bus



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# ICD-10 Leadership & Awareness

## Truth:

**Decisions that impact financial, team and project performance are made faster, with better information, when accomplished in collaboration with key stakeholders.**



## 2

# Build Guiding Teams

## Key Roles:

- “Change” sponsor
- Senior guiding team
- Field guiding teams



THE GREAT INTERNATIONAL REGATTA, 1876



## 2

# Build Guiding Teams

“Right mix” of people:

- organizational credibility
- influence
- expertise
- inspires and motivates
- decision-making authority
- sense of urgency
- able to remove barriers





## 2

# Build the Guiding Team

- 5 basic elements of effective teams:
  - Shared sense of purpose
  - Clear roles
  - Defined team process
  - Strong relationships
  - Effective interactions with other teams and managers



# 3

## Get the Vision Right

- “Never under estimate the power of a good story”
- Determine the process for creating and communicating the vision
- Create bold visions
- Move as fast as possible



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# ICD-10 Leadership & Awareness Vision Statement

ICD-10 is the primary vehicle to further position ABC Health Care System to drive efficiencies and use granular data to improve care outcomes.

Regulatory mandate and compliance will be achieved with full implementation of ICD-10 by October 1, 2013.



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# ICD-10 Leadership & Awareness Vision Statement

Implementation of ICD-10 will further advance our clinical decision making capabilities and business models to support effective delivery of patient care.

ABC Medical Center will gain quality health care outcomes knowledge through robust data capture using ICD-10 to better serve our patient community.



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# ICD-10 Leadership & Awareness Vision Statement

## Quality Initiative:

Improve patient safety  
and overall care  
outcomes with the use of  
ICD-10 codified data.

Providing better care and  
patient services with the  
use of ICD-10 data.



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# ICD-10 Leadership & Awareness Vision Statement

- Is the statement clear and motivating – even inspiring?
- Is the vision realistic and achievable?
- Does the vision describe where the organization wants to go and show the future?
- Does the vision appeal to the values & long term interest of employees, customers & stakeholders?



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*“It’s a terrible thing to look over your  
shoulder when you are trying to lead and  
find no one there.”*

*Franklin Delano Roosevelt*



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## Phase II: Engage and Enable the Organization

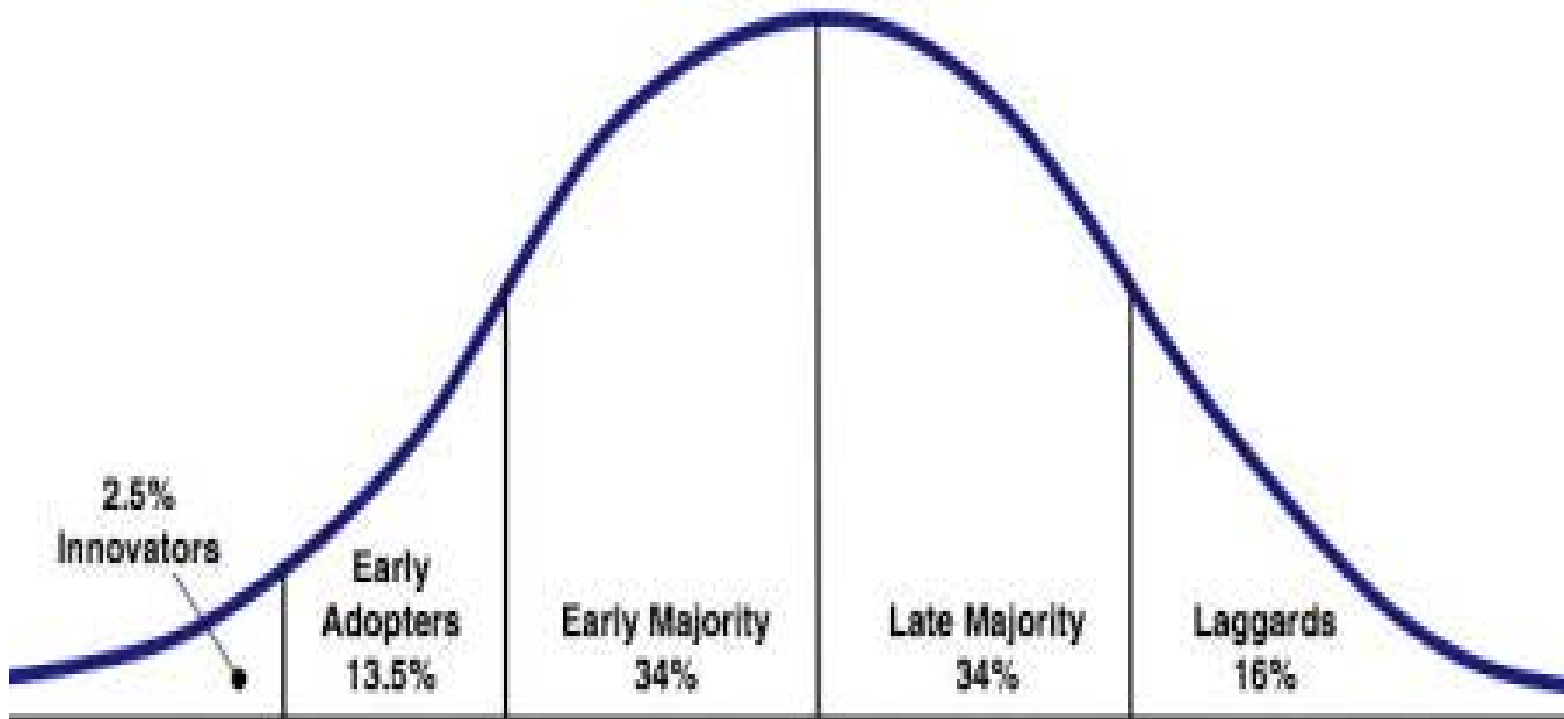
- A leadership responsibility!
- All stakeholders engaged and involved in the change
- Steps: Communicate for buy-in, enable action, create short term wins



# Adaptation of Geoffrey Moore's Responses to Change



# Law of Diffusion of Innovation



Based on Everett Rogers' Diffusion of Innovations model



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# ICD-10 Leadership & Awareness Communication Plan

## **Truth:**

**A single memo announcing the transformation or even a series of speeches by the CEO and the executive team are never enough communication of a large scale change.**





# 4

## Communicate for Buy-In

- Prepare for Q&A
- Communicate the right message at the right time
- Perform an assessment of peoples' understanding of the vision and strategies



# 4

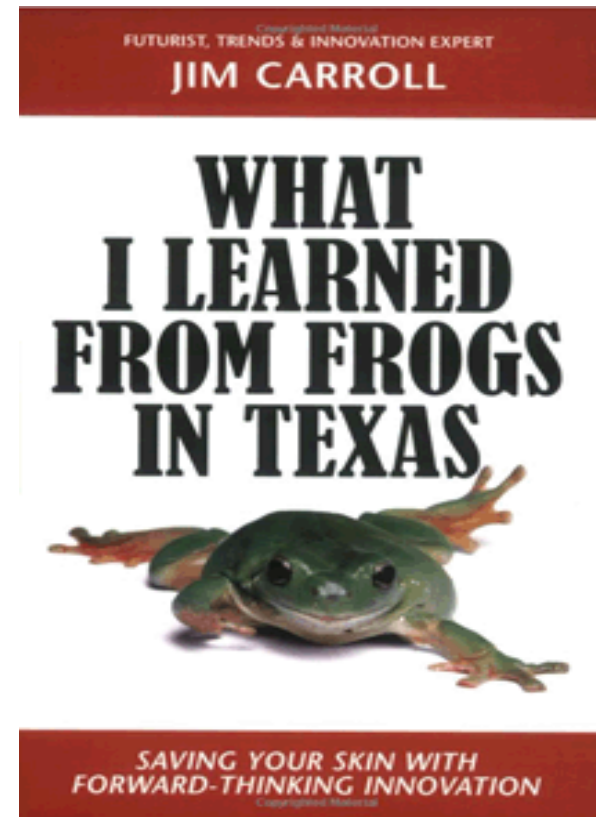
## Communicate for Buy-In

- Develop a compelling story
- Use metaphors and analogies
- Say it again, again and again
- Use many different forums
- Keep communication simple
- Develop a communication plan



# ICD-10 Leadership & Awareness

- 32% of time is spent helping others resolve questions
  - 54% of the questions have been answered before but not in any type of accessible knowledge base
- 81% believe it is important to share knowledge



# ICD-10 Leadership & Awareness Communication Plan

Target Audience	Key Message Points	Create	Deliver	Channel or Forum



# ICD-10 Leadership & Awareness Communication Plan

Target Audience	How Impacted	Issues	Feed Back	Frequency



# ICD-10 Leadership & Awareness Communication Plan

- Board of Executives
- Medical Staff
- Department & Practice Line Leaders
- Case Management
- Coding Staff
- Customers
- Codified Data Users
- Registry Personnel
- Data Analytics Staff
- Administration
- Compliance & Risk Management Staff
- Committee Members
  - Revenue Cycle
  - Informatics
  - Cancer Care Board



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# ICD-10 Leadership & Awareness Communication Checklist

- **Are you using the preferred senders to deliver communications in your organization?**
- **Are you answering the question "what's in it for me (WIIFM)"?**
- **Are you repeating key messages 5 to 7 times?**
- **Are you creating opportunities for two-way communication?**
- **Are you finding effective ways to reach your audience?**



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# ICD-10 Leadership & Awareness Communication Checklist

- Did you develop new communication channels?
  - ICD-10 Webpage
  - Screen Saver Messages
  - Lunch and Learn
  - Intranet Q & A Forum
  - Newsletter
  - Elevator and Stairwell Posters
  - Use of External Presenters
  - Demonstrations
  - Interview Videos
  - An ICD-10 Event Day
  - Social Networking



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# Leaders Inspiring Action

[http://www.ted.com/talks/lang/eng/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action.html](http://www.ted.com/talks/lang/eng/simon_sinek_how_great_leaders_inspire_action.html)



# ICD-10 Leadership & Awareness



When written in Chinese the word “crisis” is composed of two characters. One represents danger, and the other represents opportunity.

John F. Kennedy



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