



HRSA Ryan White HIV/AIDS Program

**CENTER FOR QUALITY  
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# The Psychology of Change: Understanding the Human Side of Change to Advance and Sustain Improvement

**Nova West, MPH**

Program Manager, Quality of Care Program

Center for Program Development, Implementation, Research and Evaluation,

NYSDOH AIDS Institute

[nova.west@health.ny.gov](mailto:nova.west@health.ny.gov)



Department  
of Health



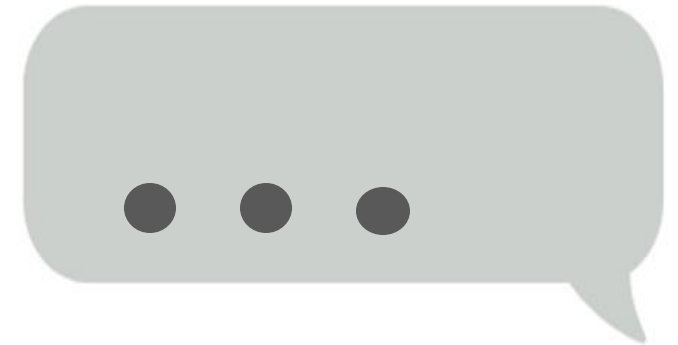
HRSA Ryan White HIV/AIDS Program

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# Let's Chat: Unmute to speak or use the chatbox



What are some reasons  
there is resistance to change?



## Learning Objectives:

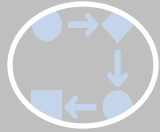
- Describe the importance of the human side of change within W.E. Demings "System of Profound Knowledge"
- Discuss predictable psychological and behavioral responses to change
- Understand resistance as part of change
- Learn how to leverage concepts of human behavior to positively impact QI efforts
- Apply a technique from IHI's Framework for Psychology of Change



# Deming's Lens of Profound Knowledge: Psychology

## Improving Handwashing Compliance

### Appreciation for a System



*Involvement? Impact?*

Surgery

NICU

Physical Therapy

Administration

Resources

Process/Flow

### Understanding Variation



*Observe & Measure?*

Variation of practice  
by department, times,  
quality,

Incidents of  
preventable  
infections?

### Theory of Knowledge



*Hypothesis to test?*

Infections are  
preventable

Impact of checklists

Location of  
handwashing  
stations

### Psychology/Theory of Human Behavior



*Motivate behavior?*

**Understand behavior**

**Intrinsic motivation**

**How staff responds  
to change**

**Super-connectors/  
Positive influencer**

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# What is the Psychology of Change

- Psychology is defined as the science of the mind and human behavior, especially as a function of awareness, feeling, or motivation.
- The definition of change is to cause to be different, or to transform.
- The psychology of change is the science and art of human behavior as it relates to transformation.

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# The Human Side Change

- W.E. Demings stressed the importance of psychology - the adaptive, human side of change.
- People have an innate desire to create value
- We must move from systems driven by fear and extrinsic motivation to those driven by people's intrinsic motivation
- People are the fundamental source of value, and it takes work and expertise to create a culture that respects and motivates them.



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# Technical Challenges vs. Adaptive Challenges

## Technical challenges

- Are clearly defined
- Can be solved by experts or compliance to authorities
- Can achieve gains in short time frames



Technical approach for handwashing:

- Creating a policy to use checklist for handwashing
- Stock hand soap

## Adaptive challenges

- Harder to identify
- Must be solved by the people affected by the problem
- Require more time to achieve outcomes



Adaptive approach:

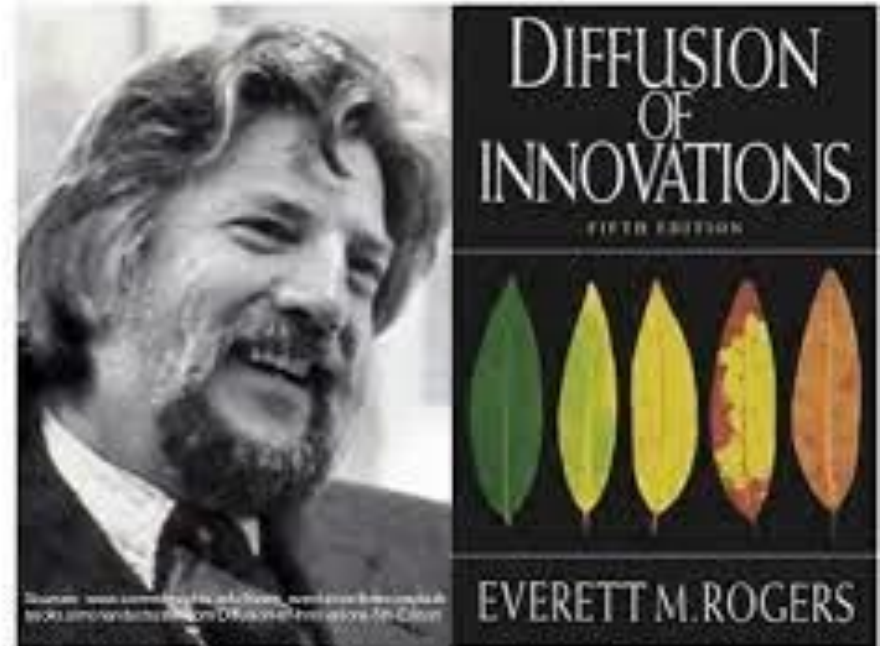
- Relies on people's commitment to adopt new attitudes, competencies, beliefs and behaviors

# Psychology and Change Management

Innovation must be widely adopted in order to become self-sustaining.

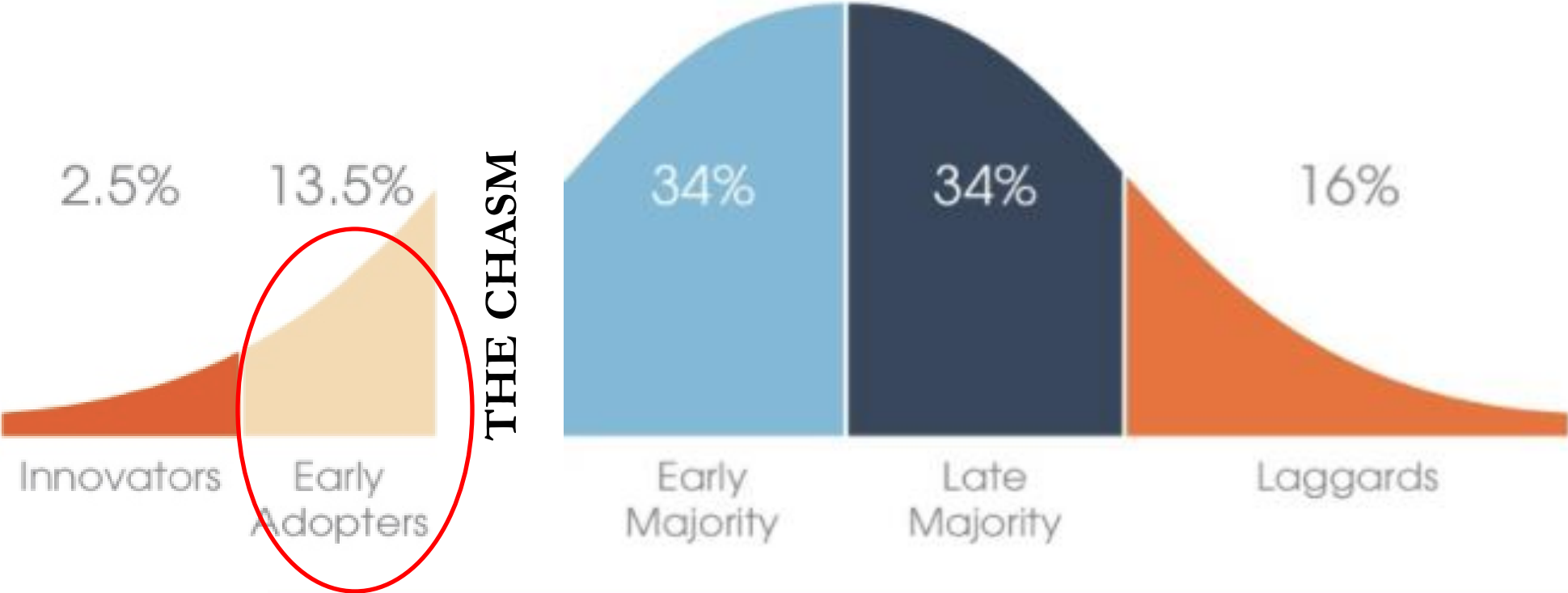
Each adopter's willingness and ability to adopt an innovation would depend on their awareness and interest.

Diffusion manifests itself in different ways and is highly subject to the type of adopters and their process for engaging others to adopt the innovation.





# Rate At Which Change Spreads



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*Resistance is an inherent characteristic of change*

*"If you encounter resistance, you are doing something right"*

Kate Hilton

Faculty, Institute of Healthcare Improvement

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# Ten Reasons People Resist Change

- Loss of control
- Excess uncertainty
- Unease with surprise
- Everything seems different
- Loss of face, change is a departure from the past
- Concerns about competence
- More work
- Ripple effects
- Past resentments
- Sometimes the threat is real



Rosabeth M. Kanter

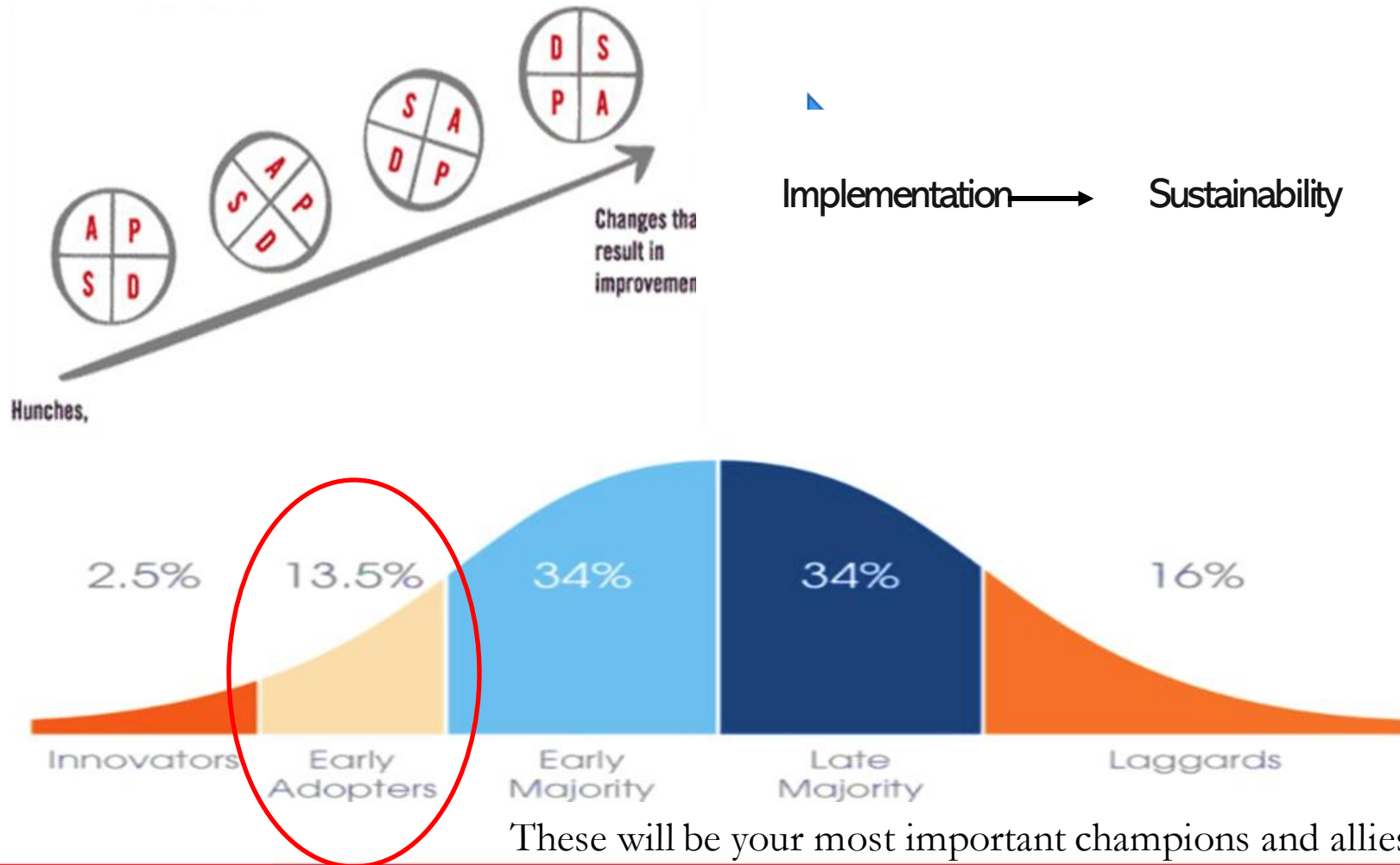
Source: Harvard Business Review.  
Ten Reasons People Resist Change

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## Resistance in it's Many Forms

- Practically, resistance comes in the form of emotions or behaviors meant to impede being changed. People demonstrate it as apathy, hopelessness, complacency, self-doubt, outright rejection, and, most of all, fear.
- Subtle forms such as publicly acting in accordance while **privately disagreeing**, especially in compliance-based settings. And it can come from many sources, from senior leaders who resist the provision of resources for improvement to occur, to frontline staff and patients who resist improvements that require changes in behavior.

# The QI Life Cycle and Rate of Adoption



# Leveraging Change

- People are typically motivated by emotion and not information
- There are always both rational and emotional factors to making a change

**The rider** represents the rational side and has some small degree of control

**The elephant**, represents the emotional side, instinctive, looking for a quick payoff rather than long-term benefits. The elephant carries a lot of weight and is powerful.

**The path** represents the situation in which the change is to take place.

## Direct the rider

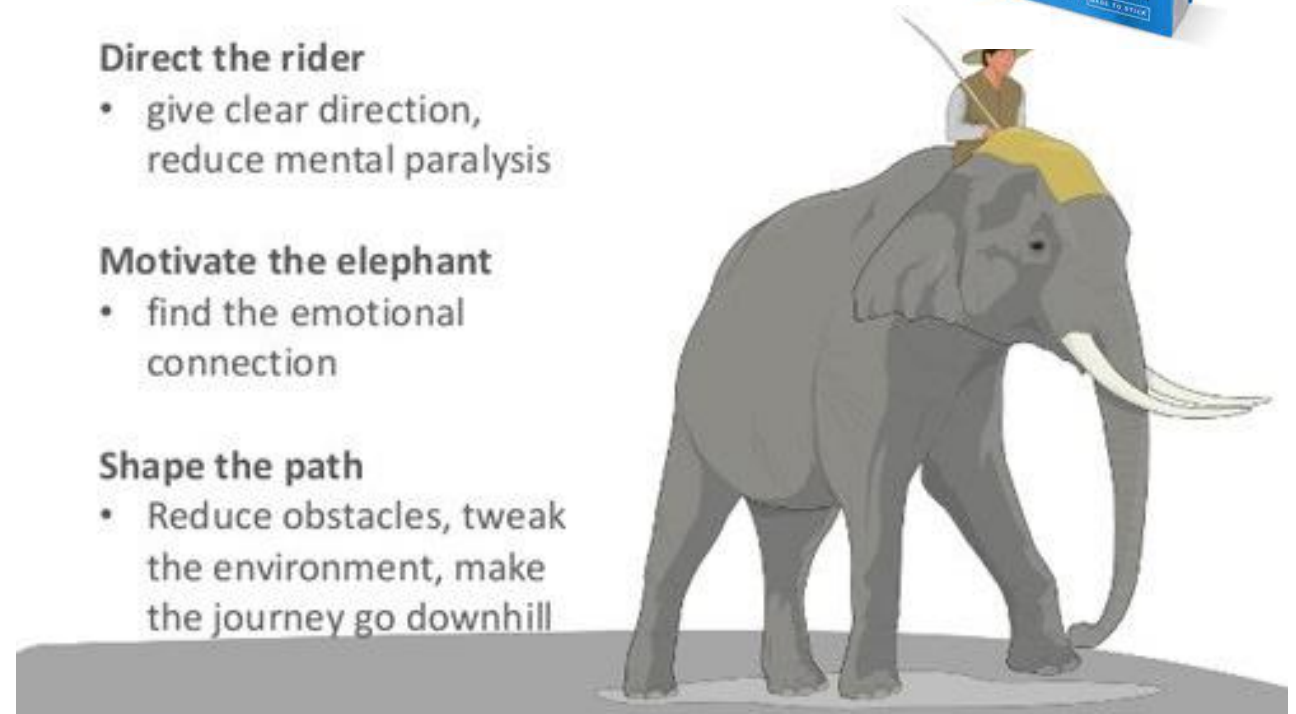
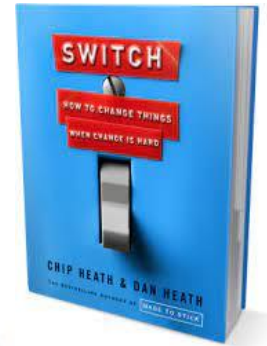
- give clear direction, reduce mental paralysis

## Motivate the elephant

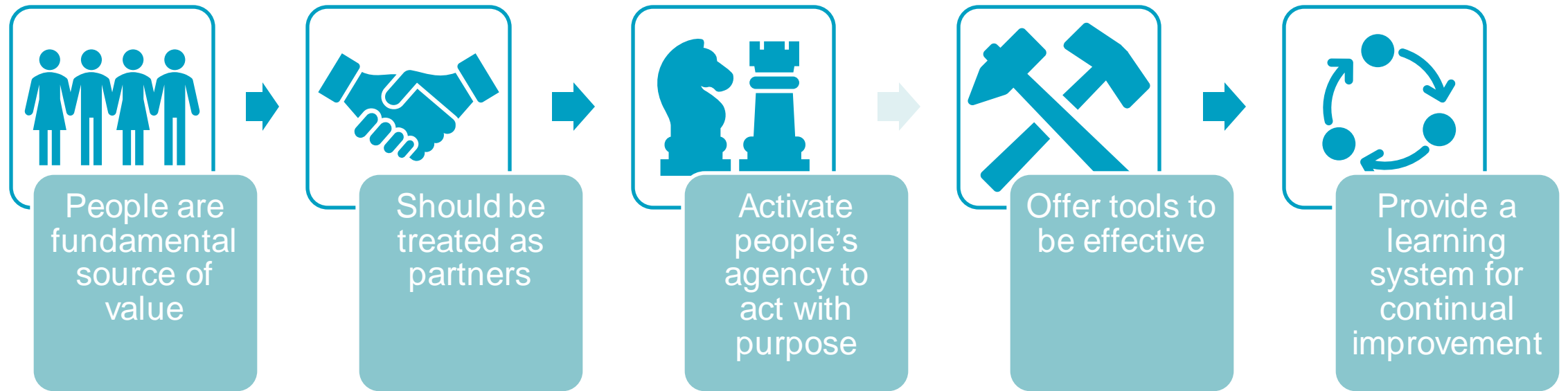
- find the emotional connection

## Shape the path

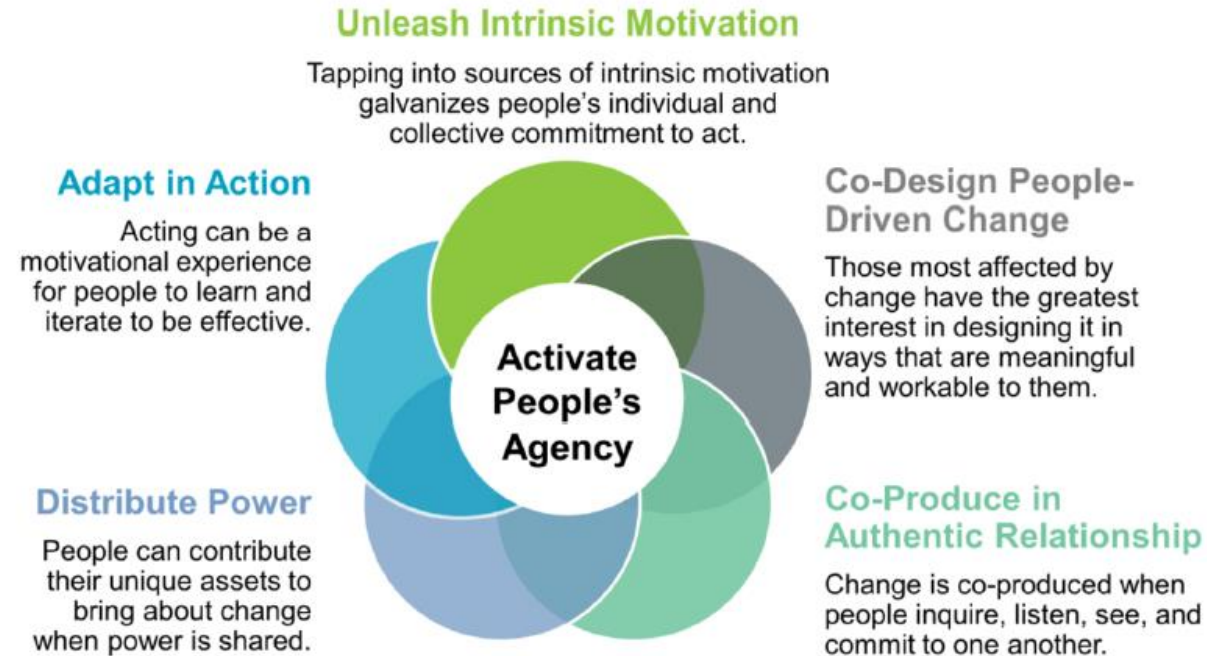
- Reduce obstacles, tweak the environment, make the journey go downhill



# IHI's Psychology of Change Framework Activating People's Agency



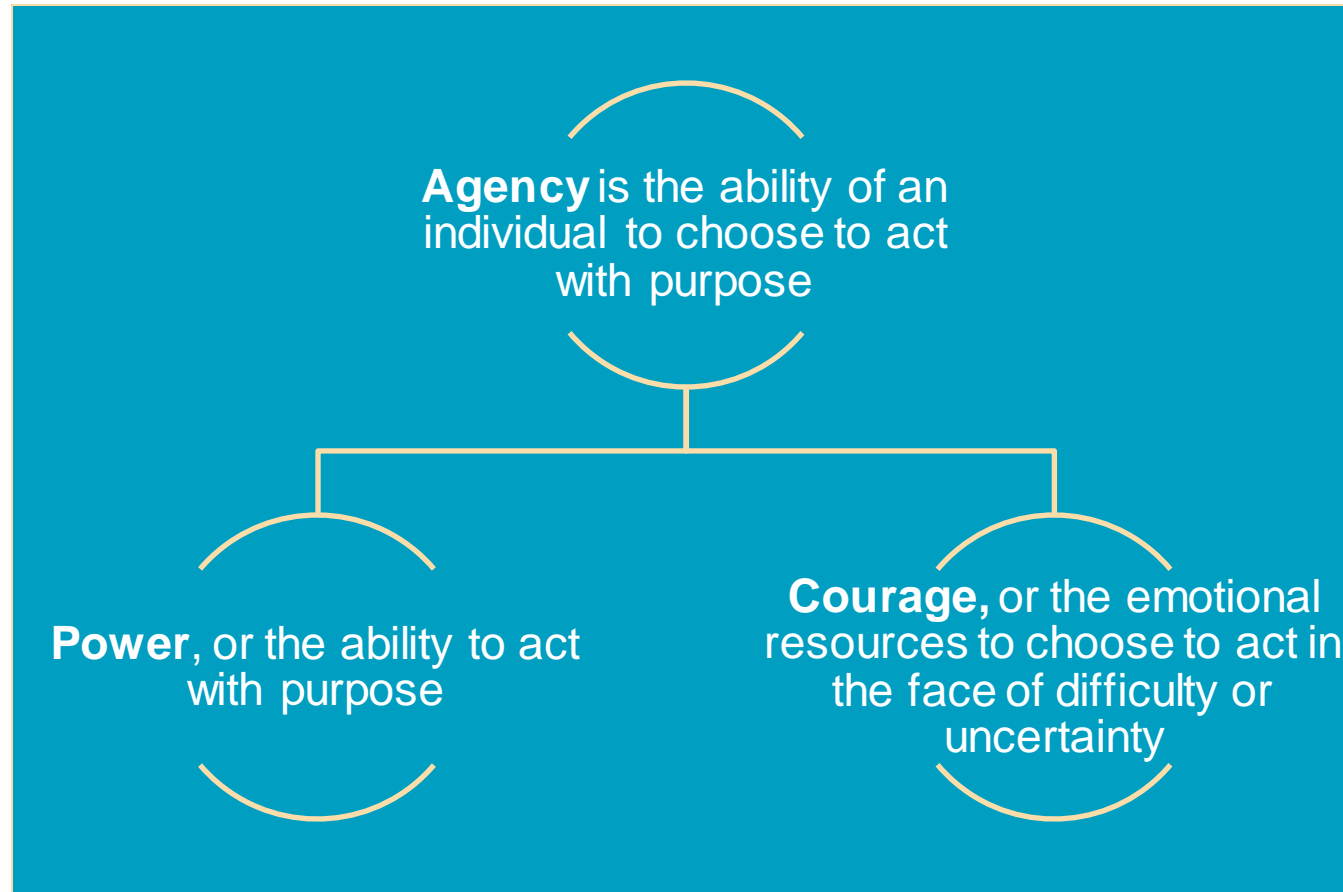
# Psychology of Change Framework



Hilton K, Anderson A. IHI Psychology of Change Framework to Advance and Sustain Improvement. Boston, Massachusetts: Institute for Healthcare Improvement; 2018. (Available at [ihi.org](http://ihi.org))



# People are instrumental for change



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## Reframing the Question

**From:** How can I get all these people to do what I want them to do?

**To:** How can I get all these people to do what *they* want to do?

# Unleash Intrinsic Motivation

Tapping into sources of intrinsic motivation galvanizes people's individual and collective commitment to act.

## Unleash Intrinsic Motivation



### Recommended Practices

1. Public Narrative
2. Motivational Task Design
3. Play and Celebrate



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# Intrinsic vs. Extrinsic Motivation

*What's better at getting individuals to adopt change?*

- **Extrinsic Motivation:** Satisfaction lies outside the work activity itself
  - Salary, benefits, regulatory violations
- **Intrinsic Motivation:** Satisfaction comes from the activity itself
  - Emotional reward of helping others, enjoyment in social interaction, improved efficiency

# Co-Design People-Driven Change

Those most affected by change have the greatest interest in designing it in ways that are meaningful and workable to them.

## Recommended Practices

1. Become Aware of Bias
2. Map Actors
3. Craft People-Driven Aim Statements



Co-Design  
People-Driven  
Change

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# Co-Produce in Authentic Relationship

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Change is co-produced when people inquire, listen, see, and commit to one another.

## Recommended Practices

1. Practice One-to-One Meetings
2. Ask Open and Honest Questions
3. Practice Appreciative Inquiry
4. Listen Deeply



**Co-Produce  
in Authentic  
Relationship**

# Distribute Power

People can contribute their unique assets to bring about change when power is shared.

## Recommended Practices

1. Develop Distributed Leadership
2. Create a Shared Purpose
3. Establish Working Agreements
4. Cede Power



**Distribute  
Power**



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# Adapt in Action

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Acting can be a motivational experience for people to learn and iterate to be effective.

**Adapt  
in Action**



**Activate  
People's  
Agency**

## Recommended Practices

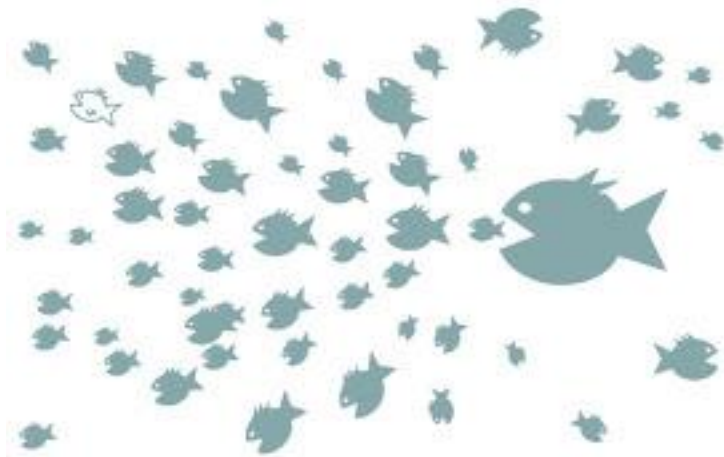
1. Coach and Be Coached
2. Adopt a Growth Mindset
3. Fail Forward
4. Embrace Emergence



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# Organizing: People, Power & Change

- People-powered approach to (the psychology of) change
  - Brings people together on the basis of shared values (i.e., intrinsic motivations)
  - Offers people agency to contribute their unique assets
  - Unleashes people as partners in the co-production of change (i.e., improvement)

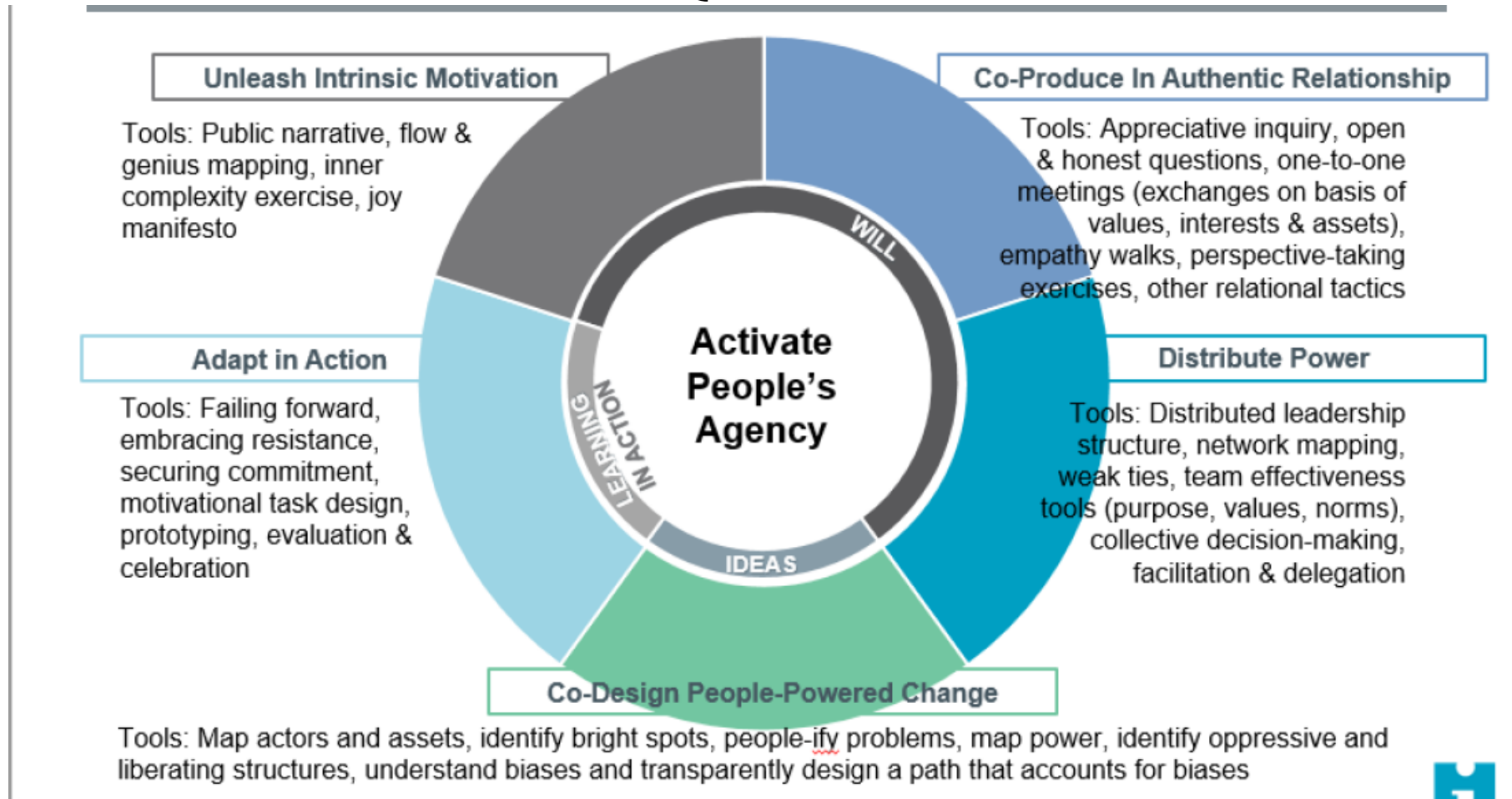


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# Psychology of Change Methods

- Accelerate the adoption of quality improvement
- Are commitment-driven, not compliance-based
- Cultivate people's agency to act increases joy, job satisfaction and improved health
- Build capacity that serves as an ongoing resource for addressing other problems

# QI Tools



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# QI Tool:

## Find Bright Spots

**Bright Spots or Positive Deviance** is based on the observation that in every community there are certain individuals or groups whose uncommon behaviors and strategies enable them to find better solutions to problems than their peers, while having access to the same resources and facing similar or worse challenges



# Force Field Analysis for 3 Site STI Testing

## Restraining Forces

Provider reluctance in discussing anal and oral sex with patients

Patient reluctance to discuss certain sexual behaviors with providers

Provider reluctance to obtain rectal swabs

Patient reluctance to have rectal swabs performed

Lack of availability of extragenital NAAT Gc/CT testing at some facilities

Time constraints

Social distancing during pandemic

Proposed Change:  
Routine 3 Site Testing

## Driving Forces

Epidemiology of extragenital Gc/CT infections in YMSM

High level of acceptability of rectal self swabbing

Reliability of test results; extragenital testing methods have been validated in numerous settings

More thorough evaluation!!!

Incident STIs as facilitators of HIV transmission

3 site testing easy to accomplish when patients come to clinic for quarterly labs

Opt out testing as a norm is easy to implement

Force Field Analysis courtesy of Jeff Birnbaum, MD, HEAT at SUNY Downstate

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## It takes work!

- It is hard work
- It takes a lot of time, not a quick fix
- It is an investment that can yield better results for other change
- It is a system level fix – work culture, building psychological safety.
- We must be adaptable! But that takes time to build. Each time you engage your team meaningfully in change it is an investment for future change. Able to scale and sustain.

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Now that you know how people change, what are some levers you can use to drive change?

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Thank you

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# Contact Information



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Program Manager, Quality of Care Program  
Center for Program Development, Implementation,  
Research and Evaluation,  
NYSDOH AIDS Institute

[nova.west@health.ny.gov](mailto:nova.west@health.ny.gov)

### **Learn More**

212-417-4730 (phone)

212-417-4684 (fax)

Info@CQII.org

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