

From Quick Fixes to Sustained Results

*Lessons Learned About
Change, Culture and People-
Focused Process Improvement*



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Five key agency goals



Goal 1
Keep workers and the public safe.



Goal 2
Help injured workers heal and return to work.



Goal 3
Make it easy to do business and engage with L&I.



Goal 4
Help honest workers, businesses and providers, and crack down on the dishonest ones.



Goal 5
Ensure L&I is the employer of choice.

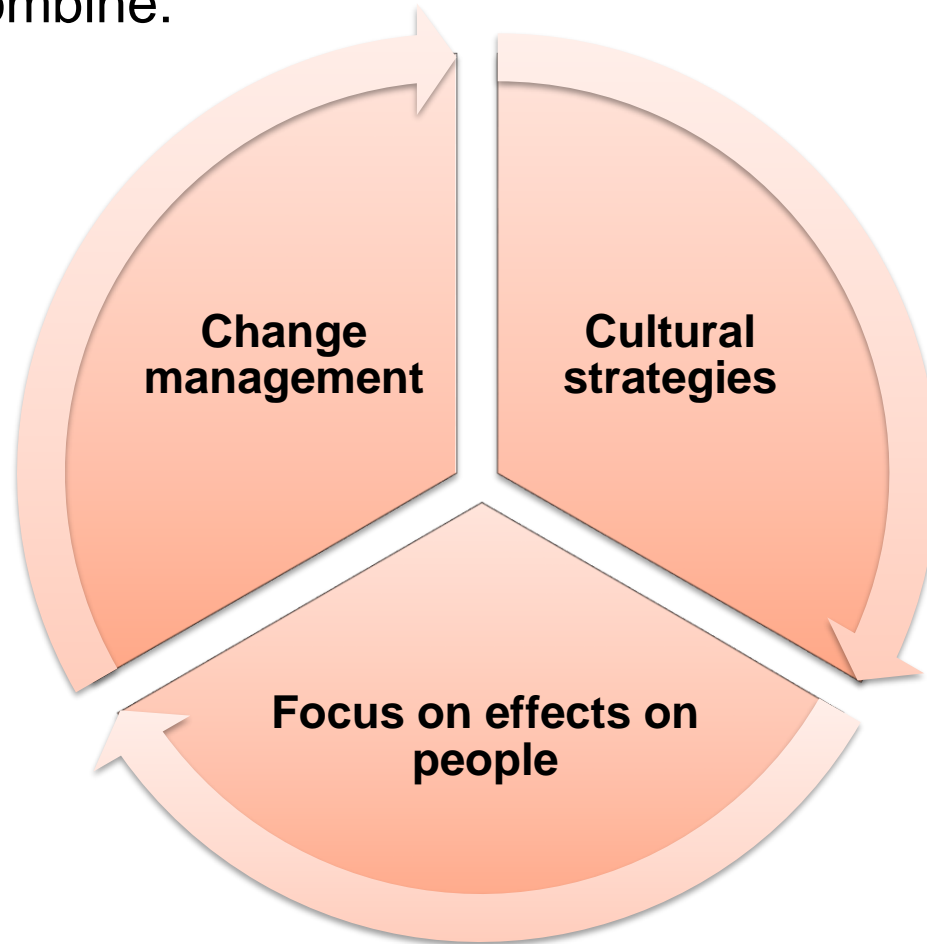
Lessons learned

- Quick fixes are easy. Sustaining results can be much harder.



Lessons learned

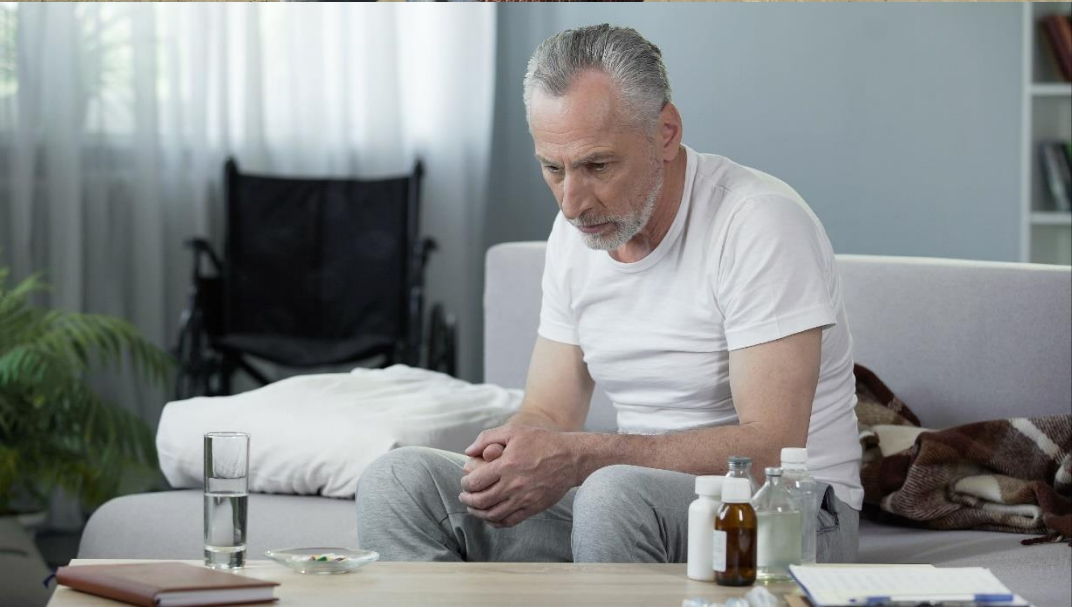
- Effective long-term improvement efforts often combine:



The challenge (and opportunity)



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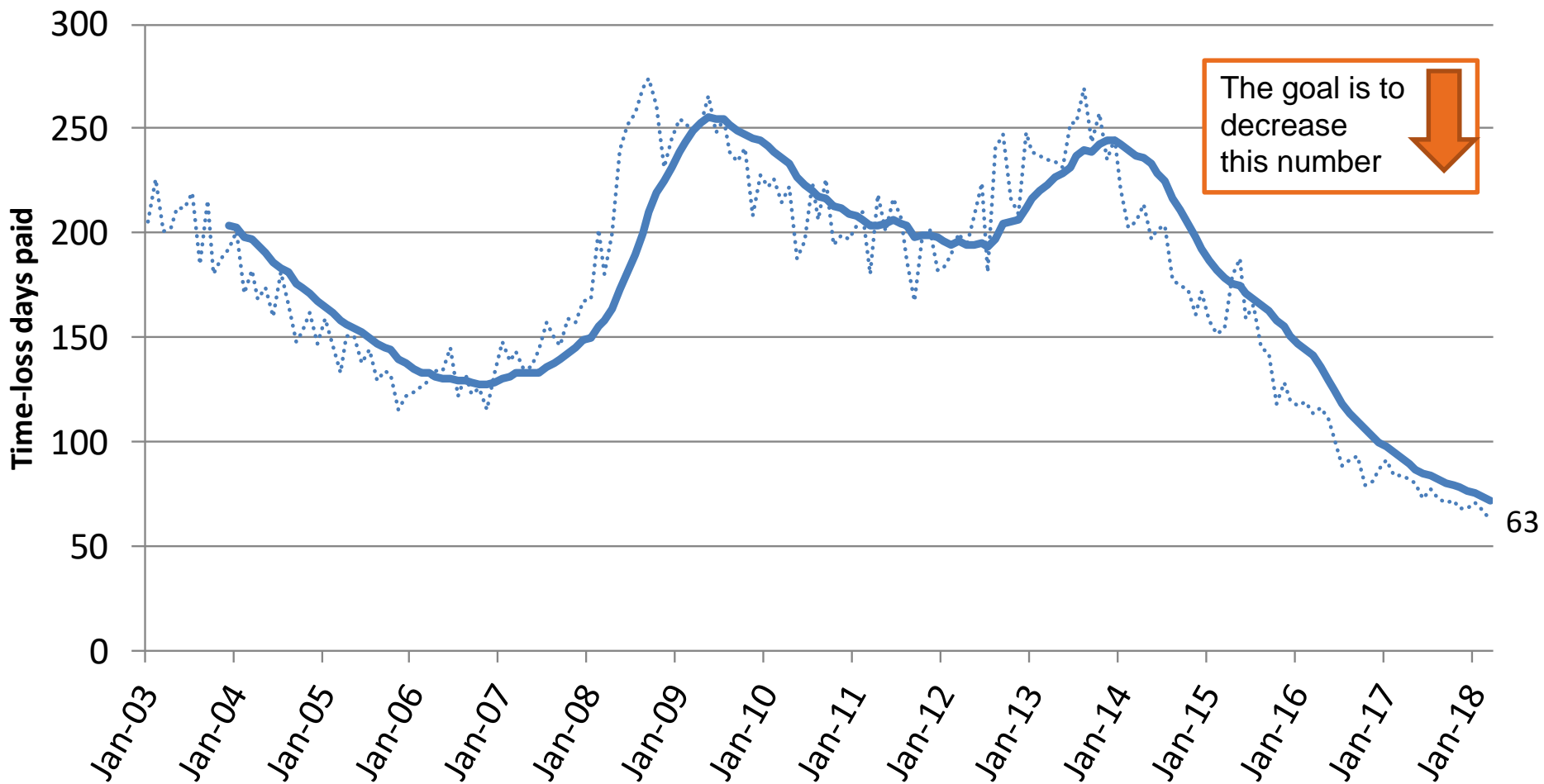




Vocational rehabilitation

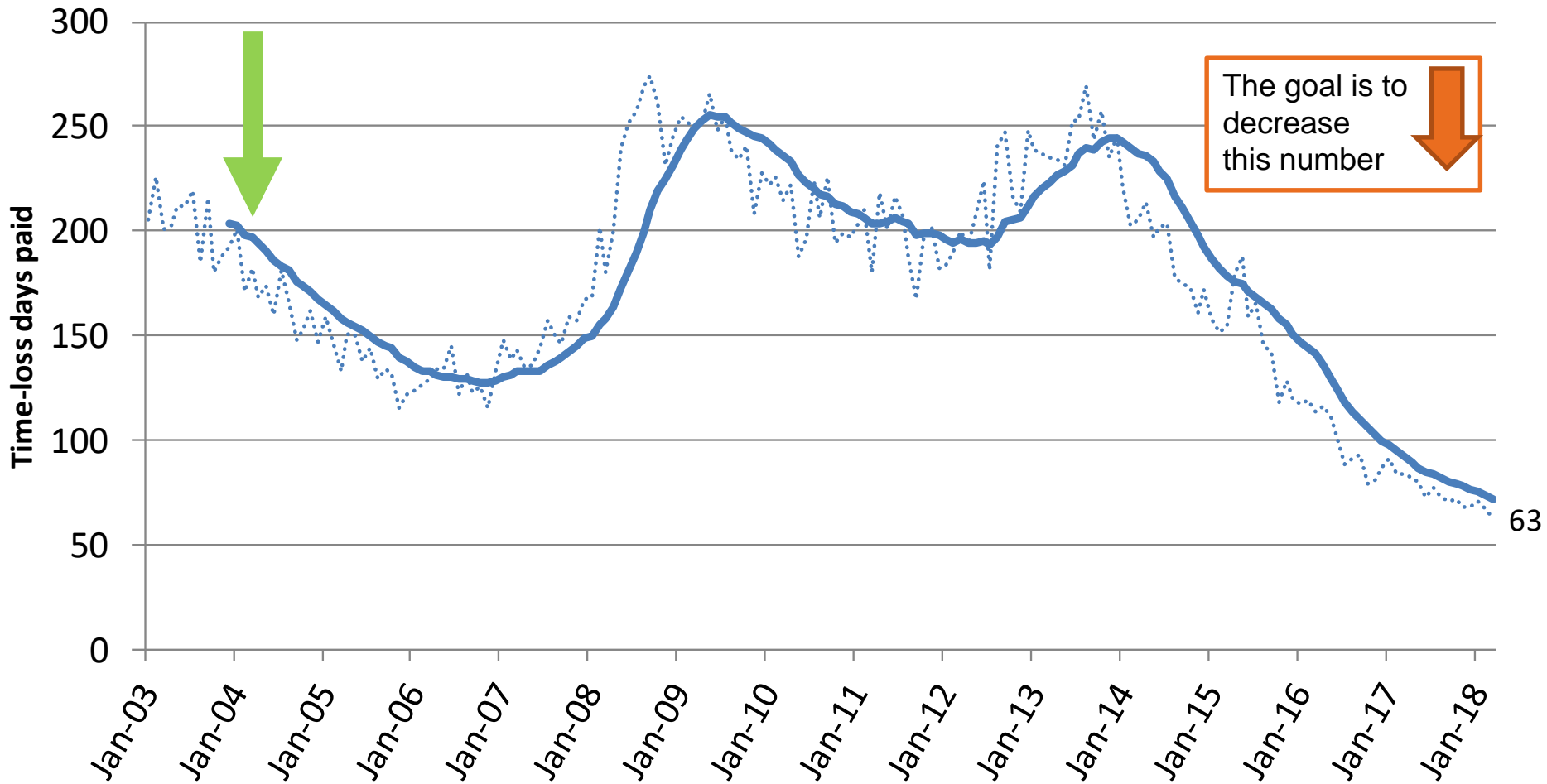
Vocational rehabilitation

Median time-loss days paid at first AWA referral



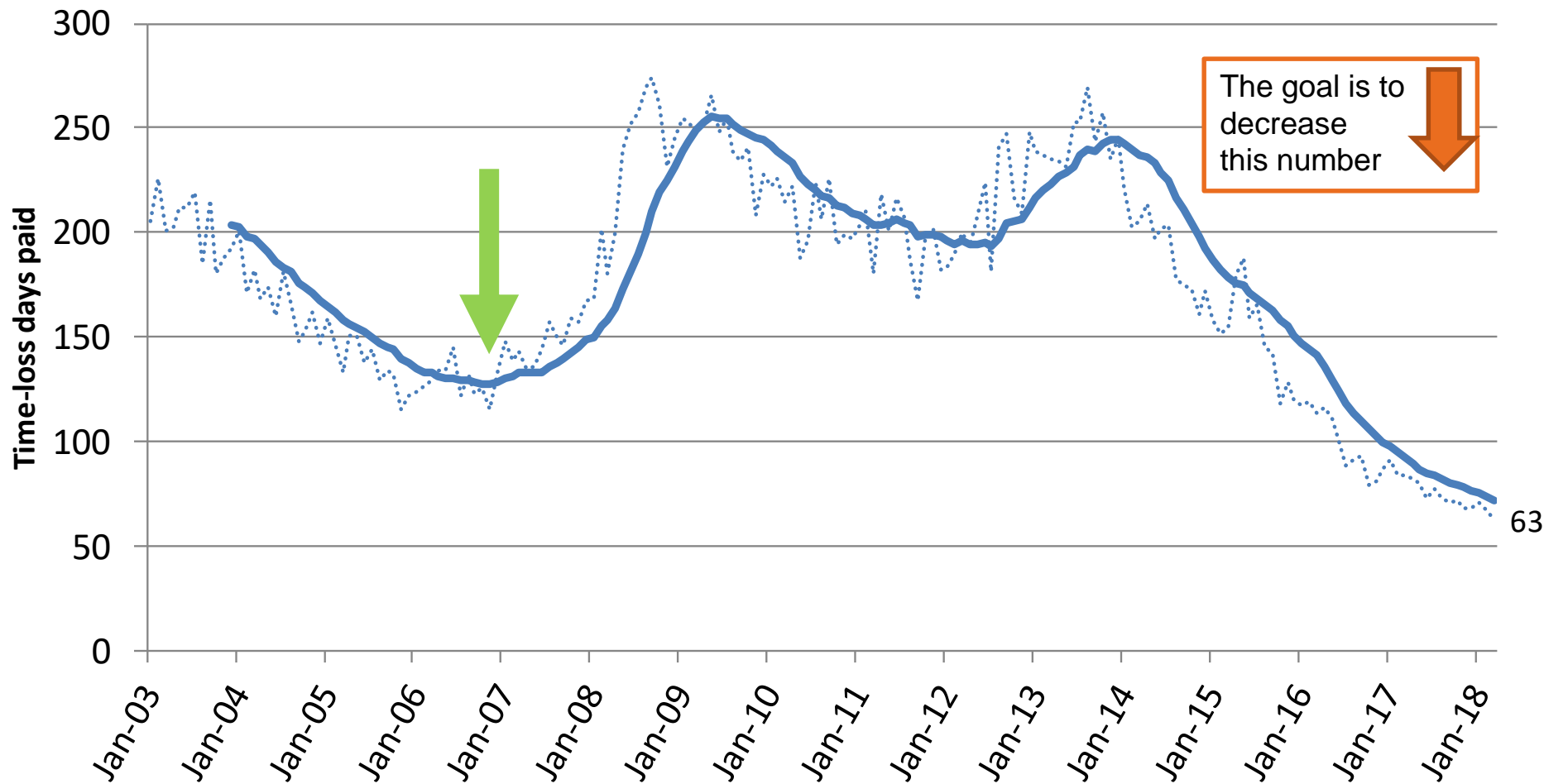
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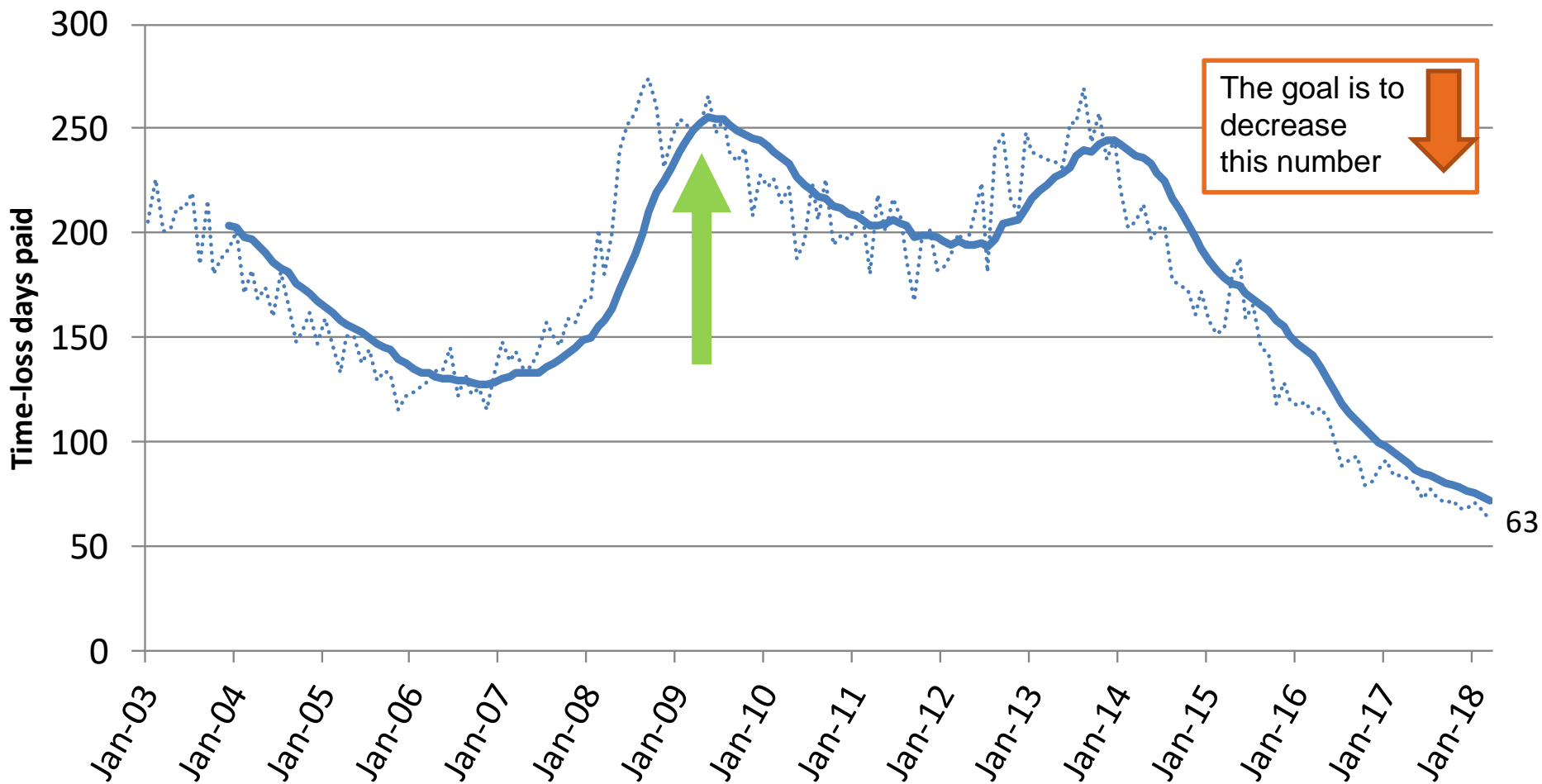
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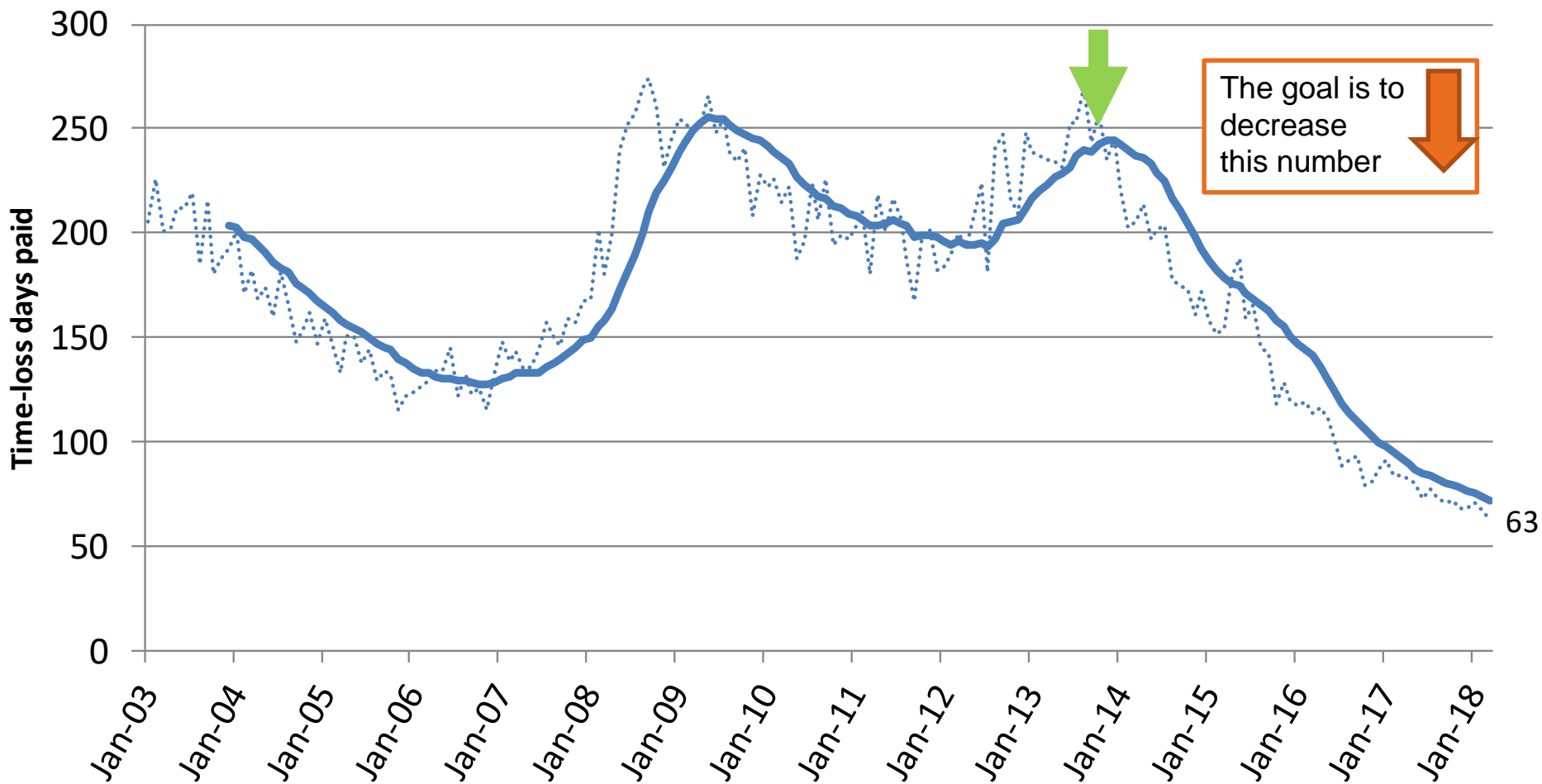
Barriers to change

- Without strong communication – and explaining why – policies have a way of living on even after they're changed
- With a lack of clear direction, people will hesitate to adopt a change
- People need context to embrace change



Vocational rehabilitation

Median time-loss days paid at first AWA referral



A holistic approach

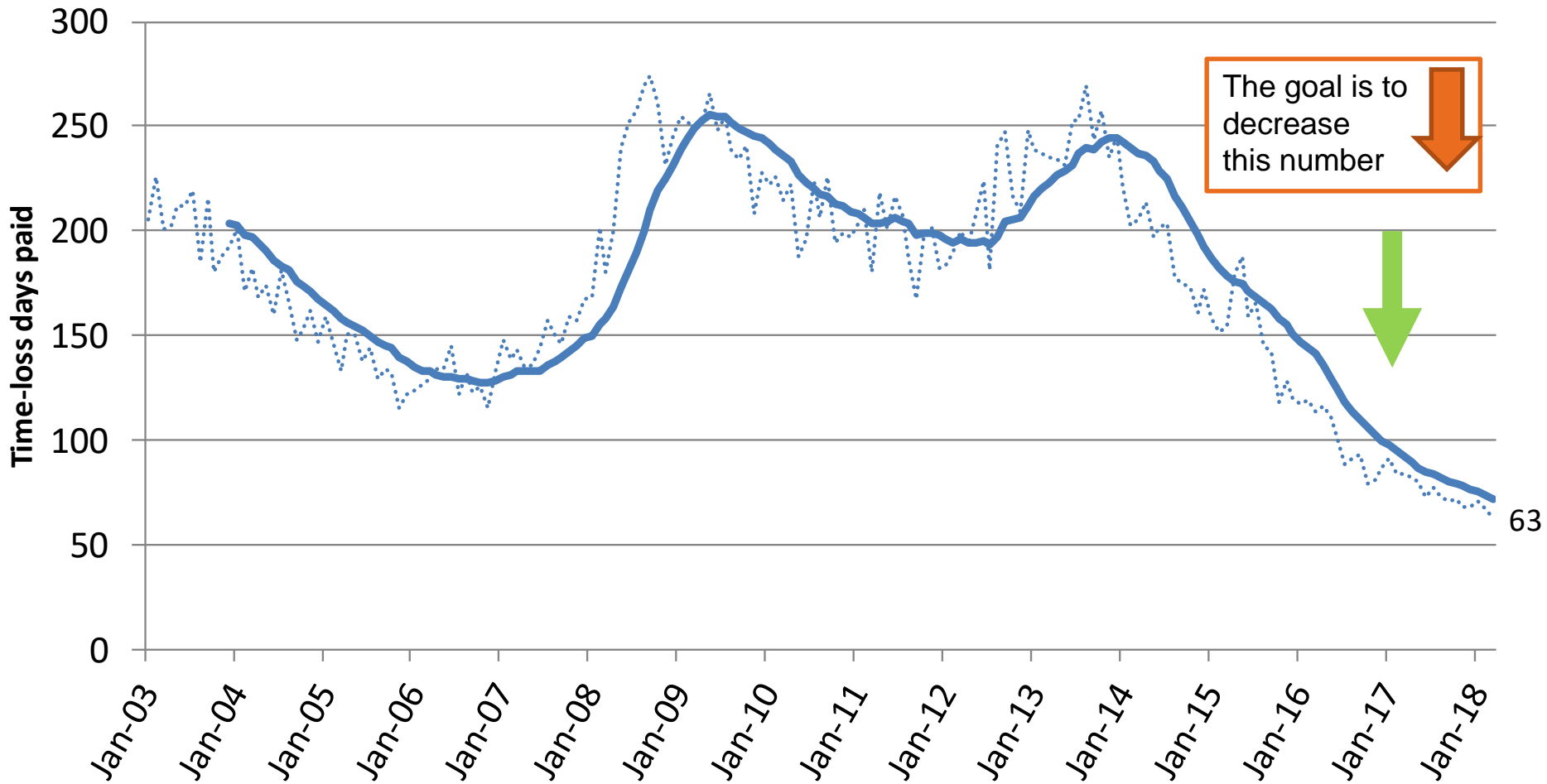
- Mapped out the process and its pain points
- Training for confident conversations
- Eliminated ambiguity with reminders
- Mentoring of new staff
- Visual management
- Gemba walks, talking about barriers

Involving external partners

- Eliminating barriers/frustrations for the vocational rehabilitation counselors
- Vocational Recovery Project: identify worker-centric best practices, show what works
- Working closer – and earlier – with employers and medical providers to remove return-to-work barriers

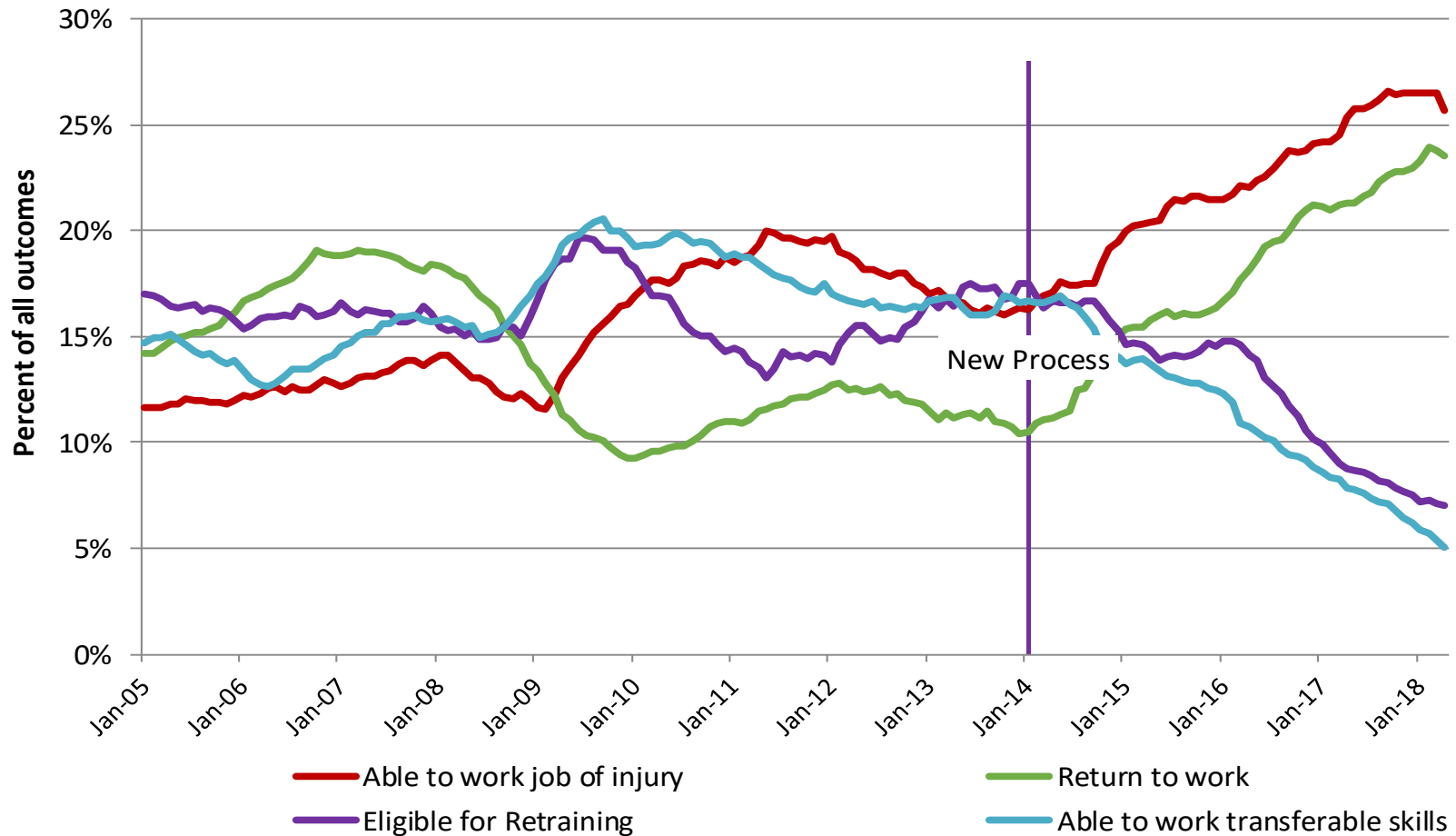
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Results: Better outcomes

Outcome distribution, first AWA referrals, select outcomes (12-month rolling average)





CHANGE MANAGEMENT

BACKGROUND

“Autopsy of Success”



**Change
Management
(Operational
Needs)**

**Organizational
Development
(Culture Needs)**

Enterprise Needs

Change management: Key principles In Action

Active and Visible Sponsorship

- Insurance Services leadership provided autonomy along with strong support to the people doing the work.
- Leaders remained focused to provide *sustained* support to team members.

Engage Key Stakeholders

- L&I engaged Voc Rehab stakeholders much earlier in the process.
- Team members were empowered to design new process.
- Claim Managers met regularly with leaders to ensure continued alignment.

Training

- Staff were trained on how to engage injured workers and employers more effectively, including role-playing that first call to the injured worker.
- New staff were paired with mentors.

Reinforcement

- A system was set up to automatically prompt claim managers to refer certain cases to voc rehab counselors.
- Vocational counselors are having different conversations with medical providers – referring to the worker's vocational recovery plan (similar to their medical recovery plan), rather than assessing employability

Change management: Key Take-aways

What Are You Doing?

(Be crystal clear as to what the change is, and what it's *not*)

Who Does It Touch?

(Ensure impacted stakeholder voices are heard and included)

**OCM
Take-aways**

You Can't Overcommunicate

(Simple key messages; multiple mediums; multiple iterations)

Reinforcement For the Win

(Create an environment to sustain your change in the long term)

Change management: Where to learn more

- Questions about what L&I is doing to make change management a core capability? Email change@lni.wa.gov
- Prosci.com
- **Popular Change Management Books:**
 - **Our Iceberg Is Melting : Changing and Succeeding under Any Conditions** - by John P. Kotter and Holger, Mueller, Peter Rathgeber
 - **Switch: How to Change Things When Change Is Hard** – by Chip Heath and Dan Heath

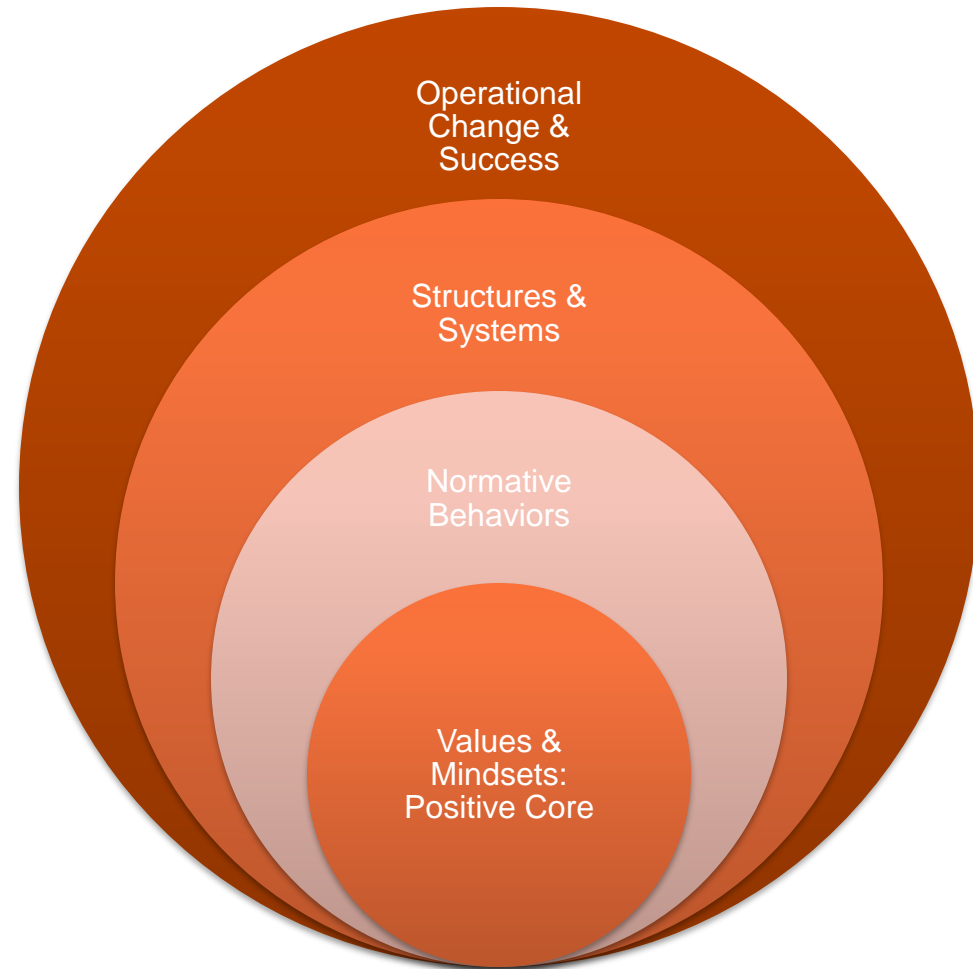


Developing

CULTURE

Developing Culture

“Culture is the work environment in which we all grow, learn, and serve. Its elements include our individual and shared vision, values, structures, systems, mindsets, norms, beliefs, traditions, and physical space.” L&I’s Definition



Values & Mindsets– The Positive Core

Respect for
People “Doing
the Work”

Safe Space to
Speak Up

Learning &
Innovation

Inclusion and
Empowerment
of staff

Normative Behaviors— Living from the Core

Respect for People Doing Work

- Leaders and decision-makers regularly spent time with staff, and understood their work and daily experiences. Understood and spoke to their experiences and “pain points.”

Inclusion & Empowerment of Staff

- Energized staff by meeting regularly and discussing the stats. Showed how their work was moving the dial on the bigger picture.
- Collected thoughts, feedback, and questions continuously.

Safe Space to Speak Up

- Regular and structured conversations around failures and learning.
- “Blame” was a no-no. Collaborative effort of support, questioning, and reflection together for the sake of innovation and the customer.

Learning & Innovation

- Had a “license” to “make things up” daily, figure out what works.
- Support and autonomy from the top allowed people doing the work to figure out the best way to go about the changes. Sponsored and supported when needed.

Shifting Structures & Systems

Before

- Injured workers saw Voc Rehab as a burden.
- Voc Rehab Counselors (VRCs) experienced low engagement and success.
- Claims Managers (CMs) and VRCs didn't have a collaborative and meaningful relationship.

During

- Dialogue was occurring between CMs and VRCs
- Listening to concerns, questions, and feedback from VRCs
- Sharing data with CMs and VRCs

After

- Injured workers are happy to receive Vocational Rehab counseling
- Meaningful and collaborative relationship between CMs and VRCs
- VRCs feel that their work is more meaningful and productive

Key Cultural Takeaways

Core Values

(Identify the core values that enable us to best serve our customer)

People Make the Place

(Invest in talent that embodies those values— hire, promote, train, and evaluate based on values)

Cultural Takeaways

Pilot Projects are Our Friends!

(When someone sees something that can be made better, try a pilot. Because... Why Not?"

Sponsor & Let Go

(Trust our people to do the work and ask what support we can provide)

Developing Culture: Where to learn more...

- Stay tuned for a comprehensive white paper discussing how L&I is taking a leap of faith in investing in a values-driven culture. Email culture@lni.wa.gov for more info.

- **Popular Books**
 - The Culture Code: The Secrets of Highly Successful Groups. –By Daniel Coyle
 - Beyond Measure: The Big Impact of Making Small Changes (Ted Books). –By Margaret Heffernan

- **Other Resources**
 - The Leadership Challenge Workshop. -- By Kouzes & Posner (Values Cards to help you get started. Type title into search engine and have fun!)



Q&A

ASK US
ANYTHING

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