

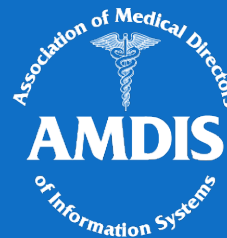
- **CHIME Membership** - Connect with diverse digital health executives.
- **Clinical Informatics Leadership Boot Camp – Digital** – Intensive education program that provides key success factors for leading a clinical informatics organization.
- **Launches August 15, 2021**
- **Tuition & Membership – as low as \$2,500 (nearly \$500 savings)**
- **Visit [chimecentral.org](https://chimecentral.org) to register**
- **Enter voucher code - [clinical\\_member\\_2021](#)**

# Leading Change in Dynamic Times

Brian Clay, MD

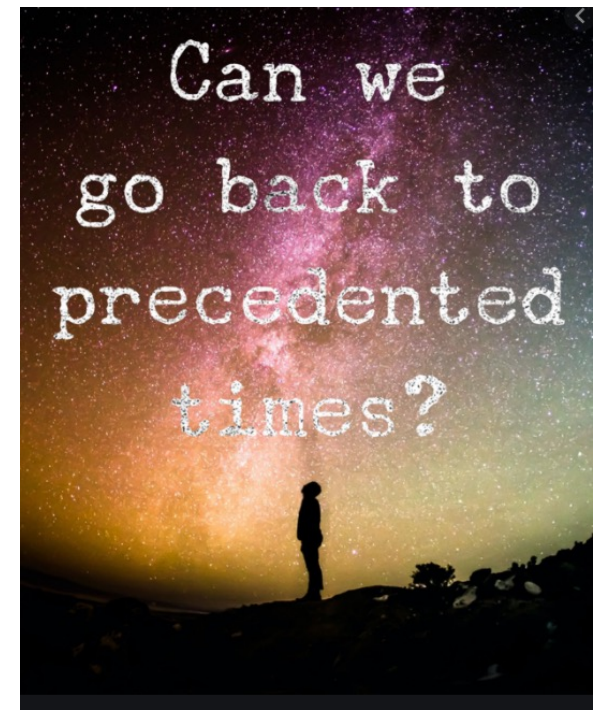
Chief Medical Information Officer

UC San Diego Health





Symposium



# Maintain Your Key Strategies

## Adapt for the Situation

- Teamwork
- Communication
- Governance



## TEAMWORK



Symposium

You can't do it all yourself. Don't be afraid to rely on others to help you accomplish your goals.

Oprah Winfrey

You can do **anything**, but you can't do **everything**





# TEAMWORK



Symposium



# Teamwork

- Let your team help you

# Teamwork

- Let your team help you
- Set the vision of where the organization needs to go



# Teamwork

- Let your team help you
- Set the vision of where the organization needs to go
- Look for opportunities to develop your team members



# COMMUNICATION



Symposium





# COMMUNICATION



Symposium



*Necessary, but not sufficient*

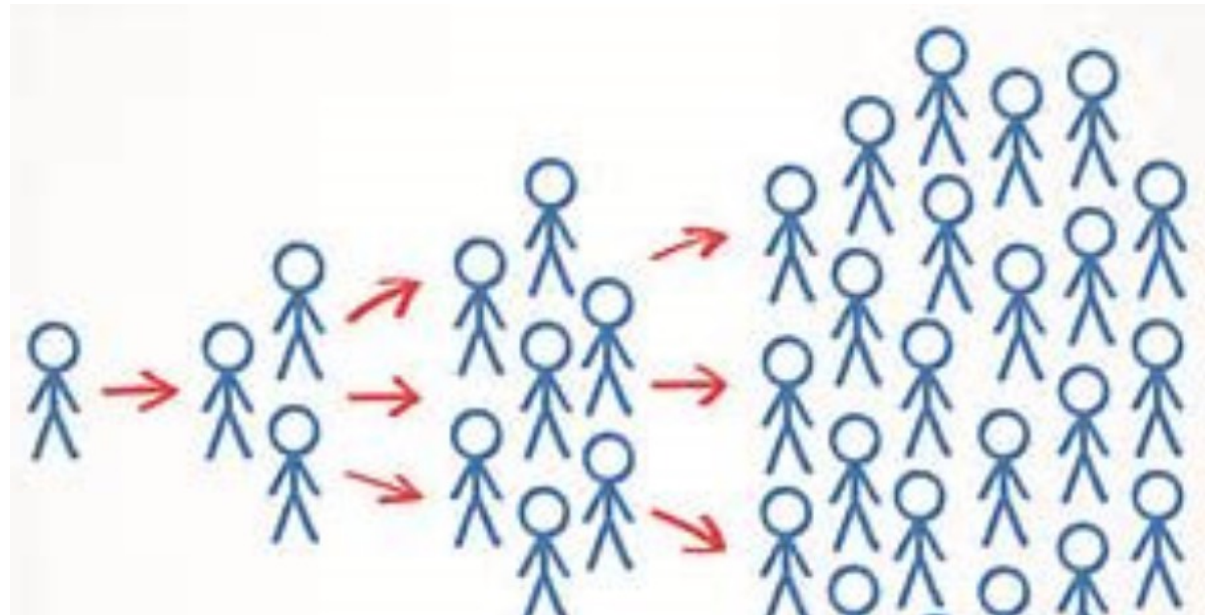




# COMMUNICATION



Symposium



# Communication

## Your Most Important Job

- Develop strategies to cascade information throughout your organization



# COMMUNICATION



Symposium

Step 1: Increase Urgency

Step 2: Build Guiding Team

Step 3: Develop the Vision

Step 4: Communicate for Buy-in

Step 5: Empower Action

Step 6: Create Short Term Wins

Step 7: Don't Let Up

Step 8: Make Change Stick



# Communication

## Your Most Important Job

- Develop strategies to cascade information throughout your organization
- Use your usual change management approach, but adapt to the situation



# COMMUNICATION



WHAT YOU SAY



WHAT THEY HEAR



*Say something 7 times and  
half of your people will say  
they've heard it once.*

*-Horstman's Law of Organizational Communications*



Symposium

CHIME

Association of Medical Directors  
AMDIS  
of Information Systems



# Communication

## Your Most Important Job

- Develop strategies to cascade information throughout your organization
- Use your usual change management approach, but adapt to the situation
- Overcommunicate!



# GOVERNANCE



Symposium



# Governance

## How Things Get Done

- Rely on your existing decision-making and approval processes; adapt as needed



## GOVERNANCE PRIORITIZATION



Symposium



# Governance

## How Things Get Done

- Rely on your existing decision-making and approval processes; adapt as needed
- You will still need ways to prioritize projects

# Governance

## How Things Get Done

- Rely on your existing decision-making and approval processes; adapt as needed
- You will still need ways to prioritize projects
- Reinforce and stick to your process for new requests, etc.

# Maintain Your Key Strategies Useful Even (or Especially) in Dynamic Times

- Teamwork
  - You don't need to do it all by yourself
- Communication
  - One of your most important jobs!
- Governance
  - Leverage (but adjust) your existing processes for urgent situations



**Questions?**