Change - both large and small - is a constant in today’s healthcare environment. Leading people to the new beginning requires explaining the purpose of the change, painting a picture of the outcome, laying out a plan and identifying each person’s part. Summit leaders considered how the structure of recent changes impacted the transition and how leaders can integrate the 4 Ps to reach the new beginning.

**ACHIEVING THE NEW BEGINNING**

- **Purpose**
  - Why are we doing this?
- **Plan**
  - How do we get there?
- **Picture**
  - What will the outcome look like?
- **Part**
  - What is my role?

**Group Insights**

- Ask a skeptic to be part of the steering committee.
- Identify the influencers.
- Identify the informal leaders.
- Use data and storytelling as paint the picture.
- Adapt your picture for your audience.
- Link the 4Ps to your organization’s planning culture.
- Add the 4Ps to your project executive summary.
- Use the 4Ps in project planning and post-mortems.
- Interview key stakeholders to identify barriers.
- Include the 4Ps in every change plan.

**CHANGE + TRANSITION Framework & Methodology:**

- **Kotter’s Eight Steps**
  - 1. Establish a sense of urgency
  - 2. Form a powerful guiding coalition
  - 3. Create a vision
  - 4. Communicate the vision
  - 5. Empower others to act on the vision
  - 6. Plan for and create short-term wins
  - 7. Consolidate improvements and produce more change
  - 8. Institutionalize new approaches (Make them habits)

**Bridges’ Phases of Transition**

- Ending, Grieving, Letting Go
- The Neutral Zone
- The New Beginning

**The New Beginning**

Recognize those with you on this journey.
No one climbs alone.

Visit ascentphysicianleadership.org to learn about Summit.