

Motivating and bringing people  
on board for change process

VMANN

# Gaining Entry

- Most critical step
- Very much situation specific
- Past relationship/reference matters
- Selecting the right persons from both (Mentor and Mentee) sides to initiate the process
- Reaching a common agreement to change

# Starts with leadership level

- Very similar to traditional Indian marriage where parents negotiate first
- Usually mentoring process starts with the discussion between leadership levels of Mentor and Mentee hospitals
- Importance of bringing people on board discussed

# Strategic planning

- Encouraging leaders to nominate people from different strata to participate
- Effectively engaging them in the planning exercise

# Training – a big opportunity

- Paying attention to trainees from mentee organization and motivating them to bring changes
- Interacting with them after the training for follow up
- Handholding support to trainees in their respective work place after the training
- Maintaining communication periodically

# Mentoring visits

- Interaction with all levels of staff
- Meeting mode
- Some kind of skill transfer adds value

# Mentor's involvement



# Showing results

- Some early positive changes have good impact
- The team feels more encouraged to change



# Examples

An Eye Hospital in unusual location – invited to perform cataract surgery. Started with open air scrubbing.



# ??????? Confused!!

- Should I talk about all the weaknesses?
- Started discussion with leaders.
- Happily agreed to change

# The positive movement

- Started with training of MLOPs
- They relocated the hospital at an accessible place in a rented premises – reached 5000 surgeries annually
- Constructed New Building – attracted donors
- Got included in GSI
- Reached 10, 000 surgeries per annum
- Planning expansion

# Present Hospital Building



# Assistance during crisis management

- Support from mentor during one episode of cluster infection
- All the eyes could be saved
- Theatre team felt motivated to change

# Advocacy for the staff to the leadership team

- Introduction of Indirect Ophthalmoscope as a tool for comprehensive eye examination in peripheral eye hospital
- Only recommendation did not work – advocacy done at top level
- Ophthalmologists were trained using model eye
- Equipment supplied
- Now a routine practice

# Joint learning meeting

- Mixed composition of teams helps in planning strategies
- Opportunity for learning from each other
- Success of other organizations in certain areas motivates willingness to change



# Seeing is believing

- Positive achievements in own organization is the strongest driver for change