Motivating and bringing people on board for change process
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