

LEADING CHANGE: Integrating E-cigarette Cessation into Your Practice

Integrating e-cigarette cessation into your broader tobacco cessation program may require a multitude of changes – ranging from workflow to electronic health record (EHR) system modifications. These changes may require buy-in from team members at all levels, including leadership, practice staff, and information technology (IT) staff. Getting buy-in requires careful planning, extensive persuasion, and persistence. The purpose of this resource is to help you plan for leading your change initiative.

The following questions will help you think about getting buy-in for integrating e-cigarette cessation.

1. Why is e-cigarette cessation important to your practice and how does integrating a tobacco and e-cigarette cessation program align with your practice or health care system's strategic priorities?
2. Which team members will be committed to improving tobacco and e-cigarette cessation? Think about people who could help you lead this change and how they might help.
3. What are the goals of your change process (e.g., improved screening or assistance, focus on youth or adults)? What strategies do you plan to implement to achieve these goals?
4. Who would you need buy-in to implement these strategies (e.g., leadership, IT staff, educators and trainers, clinical team)? What do these people need to do to implement strategies?
5. What data, information, or personal stories would help you get buy-in? Information about how e-cigarettes affect your patients and community may help get buy-in from the clinical team. Information about how e-cigarettes affect your organizational goals and performance may help get buy-in from leadership.

6. How will you communicate with the individuals you need buy-in from? Think of all the communications people receive. How can your message break through?

7. What short-term goals or “easy wins” can you reasonably accomplish for tobacco and e-cigarette cessation? How can you use this to help increase buy-in and momentum?

8. What barriers exist to make changes and how might you overcome them?

9. What will you and your team need to do to make the changes permanent?

Use the answers provided to strategize the change process. People need to believe changes are important and possible and that they have a voice in how changes are made. The answers should help develop a change strategy for incorporating e-cigarettes into your practice's broader tobacco cessation efforts.

RESOURCES (questions composed based on these books)

1. Kotter JP. *Leading Change*. Boston, Massachusetts: Harvard Business Review Press; 1996.
2. Kotter JP. *XLR8 (Accelerate): Building Strategic Agility for a Faster-Moving World*. Boston, MA: Harvard Business Review Press; 2014.
3. Kouzes JM, Posner BZ. *The Leadership Challenge*. 4th ed. San Francisco, CA: Jossey-Bass; 2007