Table 3. Choosing Wisely implementation using the Kotter's 8-step process for leading change

Step	Actions
Step 1: Generate a sense of urgency	By identifying and utilizing meaningful opportunities to encourage people to actively participate in driving change and creating a sense of urgency. This is achieved by emphasizing the potential harm associated with unnecessary tests and procedures and demonstrating the importance of Choosing Wisely.
STEP 2: Obtain leadership support	By bringing together a team that has the power and drive to steer and assist in a cooperative transformation initiative.
STEP 3: Create strategic vision	Through developing an internal vision, goals and timetable for Choosing Wisely implementation in the identified focus area, in addition to developing a monitoring tool to measure the performance of the changes being implemented.
STEP 4: Form Choosing Wisely team	Establishing a dedicated Choosing Wisely Team comprised of individuals who are willing and able to instigate change, conducting orientation and health education sessions for the facility's healthcare staff, and distributing educational materials designed for both staff and patients.
STEP 5: Eliminating barriers	By educating patients on how implementation has enhanced the quality of care and reduced the use of unnecessary care, and by encouraging healthcare providers to embrace a more risk-taking approach.
STEP 6: Produce quick wins	By encouraging specialty departments to select recommendations aligned with their expertise or by opting for recommendations that are easily measurable, in addition to sharing all success stories and creating a rewarding plan upon goal achievement.
STEP 7: Attain sustainability	By leveraging enhanced credibility to reshape structures, policies and systems; by hiring, developing and promoting individuals who can drive the vision; and by introducing new themes and projects to invigorate the process.
STEP 8: Drive the change	By establishing strategies for ensuring leadership growth and succession, while also elucidating the connections between these new behaviours and organizational success.