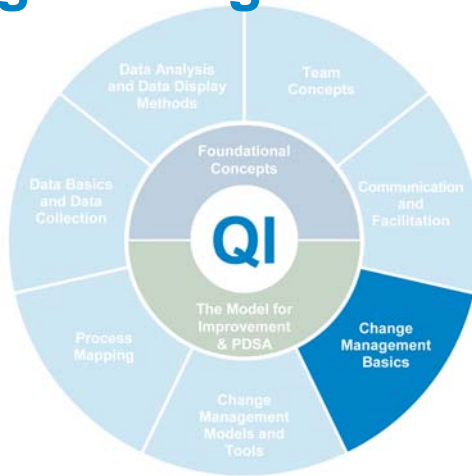


Quality Improvement: Change Management Basics



Topics



- Define change management
- Anticipating and fostering culture change
- Appreciate the impact of change on individuals



Defining Change Management



2

Defining Change Management



Change Management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at empowering employees to accept and embrace changes in their current environment.



Source: HIMSS 2011 Annual Conference; Healthcare's Change Management Toolkit: EHR Implementation Success Starts Here (presentation)



3

Managing Change



“There can be any number of changes, but unless there are transitions, nothing will be different when the dust settles.”

From *Managing Transitions* by William Bridges



4

Change Management Success Factors



- Leadership commitment
- Focus on the path to your goals
- Attend to the technical and personal aspects of change
- Recognize individual adaptation approaches



5

Anticipating and Fostering Culture Change



6

Culture Change Comes Last, Not First



- Most alterations in norms and shared values come at the end of the transformation process
- New approaches sink in after success has been proven
- Feedback and reinforcement are crucial to buy-in
- Sometimes the only way to change culture is to change key people
- Individuals in leadership positions need to be on board, otherwise, the old culture – and the old ways – will reassert themselves



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Change vs. Culture



- Change brings both anticipation and opportunity
- Need to assimilate at several levels
- “Culture eats strategy for lunch”

Policy, Systems, and Environment!



8

Organizational Culture



- Reflects shared values, patterns of belief and expectations that guide behavior
 - The assumptions of “how we get things done around here”
- Each facility or department will have its own culture



Helmreich, R. L. & Merritt, A.C. (1998). *Culture at work in aviation and medicine: National, organizational and professional influences*. Aldershot, England: Ashgate



9

Impact of Change on Individuals



10

Organizations are Made Up of People and Change is Personal



“Faced with the choice between changing one’s mind and proving that there is no need to do so, almost everybody gets busy on the proof.”

- *John Kenneth Galbraith*



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Prochaska's Change Management Model



1. **Pre-contemplation**
Lack of awareness that life or a situation can be improved by a change in behavior
2. **Contemplation**
Recognition of the problem, initial consideration of behavior change, and information gathering about possible solutions and actions
3. **Preparation**
Introspection about the decision, reaffirmation of the need and desire to change behavior, and completion of final pre-action steps



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Prochaska's Change Management Model (cont.)



4. **Action**
Implementation of the practices needed for successful behavior change
5. **Maintenance**
Consolidation of the behaviors initiated during the action stage
6. **Termination**
Former problem behaviors are no longer perceived as desirable.

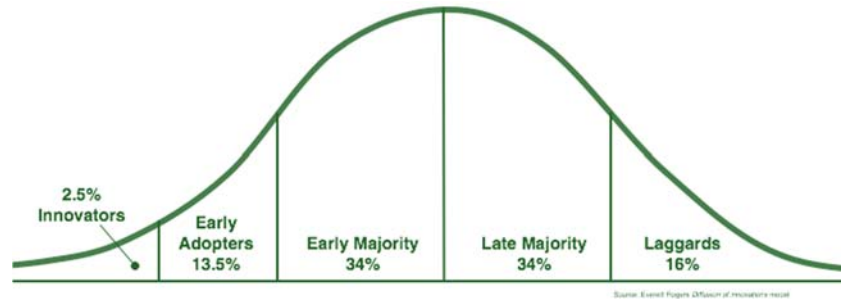


Prochaska, 1979; Prochaska, Velicer, DiClemente, & Fava, 1988



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Individuals as Adopters of Change



Source: Everett Rogers, *Diffusion of Innovations*



Source: Rogers, Everett M. (1962). *Diffusion of Innovations*



Stratis Health is a nonprofit organization that leads collaboration and innovation in health care quality and safety, and serves as a trusted expert in facilitating improvement for people and communities.

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$625,000 with 0% financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official view of, nor an endorsement, by HRSA, HHS or the U.S. Government. (December 2018)

