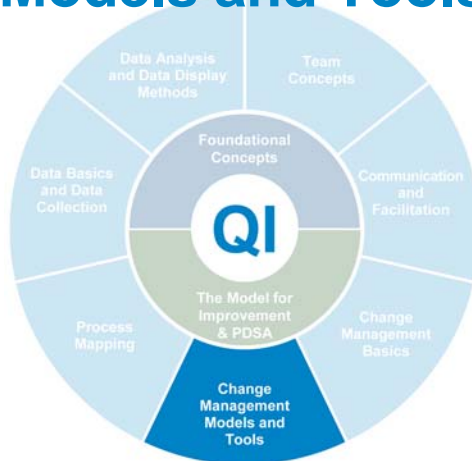


Quality Improvement: Change Management Models and Tools



Topics



- The Equilibrium Model of Change and the Force Field Tool
- The Eight Steps to Change
- The SWITCH Model
- Key lessons and celebrating success



Equilibrium Model of Change and Force Field Tool



2

Equilibrium Model of Organizational Change



- Kurt Lewin adapted a change model from engineering (1950s)
- Organizations maintain equilibrium
- To change, organizations and individuals within must go through a cycle:

Unfreeze – Change – Refreeze



Unfreeze



Change



Refreeze



3

Equilibrium Model: Phases of Change



Beginning (*Unfreeze*)



- All change begins with an ending
- Transition is recognition of loss, letting go, and grieving
- Ask: Why are we doing this? What is expected of me?

Middle (*Change*)



- Disorienting possibilities
- Excitement with apprehension
- Trust building

End (*Re-freeze*)



- Need safety net to prevent slipping back
- Maintain motivation
- Communicate and celebrate!



Force Field Analysis



Lewin, K. (1951). *Field theory in social science*. London: Tavistock Publications Ltd.



Force Field Factors



- Available resources
- Attitudes of people
- Mission and/or values
- Traditions
- Regulations
- Desires
- Vested interests
- Personal or group needs
- Time needed
- Institutional policies or norms (culture)
- Patient experience
- Costs/finances
- Present or past practices
- People
- Relationships
- Scheduling and events
- Social or organizational trends
- Pace of change
- Organizational structures and processes



Source: <http://www.extension.iastate.edu/communities/force-field-analysis>



Force Field Analysis Tool



QI Basics
Force Field Analysis

The Force Field Analysis documents elements in your quality improvement (QI) project that will either help drive or restrain your team's efforts to accomplish your goals.

Adapted from:

Introduction
The Force Field Analysis was developed by quality expert Kurt Lewin and is designed to enable your team to measure and quantify the factors or "forces" that are either driving or restraining change. The basic purpose of the tool and analysis is to identify the factors that are helpful in promoting the changes or improvements you are seeking and those that are hindering or holding back the changes. The original model developed by Lewin assigns numeric values to the factors. To simplify and speed your use of this tool, simply rank each factor as high, medium, or low in impact. The diagram below provides a short list of a few examples of common driving and restraining factors, showing how they work in opposition to maintain the status quo.

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Force Field Driving Factors Table

Driving Factors	Impact (High/Med/Low)	Assigned Qty.	Notes/Comments

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Force Field Restaining Factors Table

Restaining Factors	Impact (High/Med/Low)	Assigned Qty.	Notes/Comments

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The Eight Steps to Change



8

Eight Steps to Change: The Kotter Model



1. Create a sense of urgency
2. Pull together a guiding coalition
3. Develop a vision and strategy
4. Communicate the “change vision”
5. Empower action
6. Generate short-term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture



9

Eight Steps to Change: Steps 1 and 2



1. Create a sense of urgency

- Identify crisis or major opportunities
- The role of thinking and feeling in changing behavior

2. Pull together a guiding coalition

- Pull together a group with enough power to lead the change
- Get the group to work together as a team



10

Eight Steps to Change: Steps 3 and 4



3. Develop a vision and strategy

- Create a vision to direct the change effort
- Develop strategies for achieving vision

4. Communicate the “change vision”

- Use every vehicle possible to communicate new vision and strategies to achieve it
- Use appropriate humor and empathy
- Value the resisters



11

Eight Steps to Change: Steps 5 and 6



5. Empower Action

- Get rid of obstacles; change systems or structures that undermine change vision
- Encourage risk taking and nontraditional ideas and actions

6. Generate short-term wins

- Plan for visible successes
- Recognize and reward staff who made wins possible



12

Eight Steps to Change: Steps 7 and 8



7. Consolidate gains and produce more change

- Use credibility to change systems and policies that don't fit transformational vision

8. Anchor new approaches in the culture

- Articulate connections between new behaviors and successes
- Ensure leadership motivates and inspires continued support



13

Eight Reasons Why Change Fails



1. Allowing too much complacency
2. Failing to build a substantial coalition
3. Not creating a clear vision
4. Failing to clearly communicate the vision
5. Permitting roadblocks and not addressing them
6. Not planning and getting short-term wins
7. Declaring victory too soon
8. Not anchoring changes in corporate culture



14

SWITCH Model for Change



15

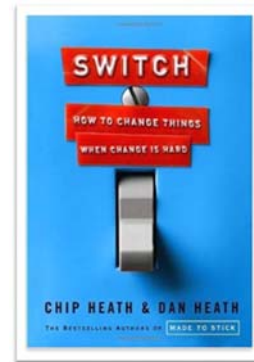
SWITCH Model for Change

Critical components to engender change:

- Knowledge – data/facts, best practices, models
- Feelings – stories, connections, meaningful goals
- Skills – workflow, processes, tools, training



From: <https://heathbrothers.com/books/switch/>



16

Major Lessons from *SWITCH*

1. There are three surprises about change
2. Change often fails because our emotional side and our rational side can't cooperate long enough for the desired change to occur
3. Another reason change often fails is because of our surrounding environment
4. Change isn't easy, but with the right framework, it becomes easier



17

Key Lessons and Celebrating Success



18

Key Lessons in Managing Change in Health Care



- Clinical and technical changes are needed, but so are improved teamwork, leadership, communication, and organizational culture
- Learning, networking, and best practices must be embedded into programs
- Transparency and accountability are drivers to achieve quality, safety, and efficiency



19

Managing Change: More Key Lessons



- Daily work processes are so engrained that they often can't even be named - process mapping and re-design can be challenging but are critically important
- Managing change needs to be deliberate and thoughtful
- Strike a balance between moving forward and organizational comfort level for change
- Communicate, communicate, communicate



20

Celebrate Success



- A celebration acknowledges that something positive occurred
- Celebrating overcomes the sense of only accomplishing a little
- Aids in recollection of milestones along the way



Source: <https://www.hrsa.gov/sites/default/files/quality/toolbox/508pdfs/qualityimprovement.pdf>

21

Adapting to Change



“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

- *Charles Darwin*



22

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.

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23