

Quality Improvement Basics

Change Management Models, Part 1

StratisHealth

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Objectives



After completing this module, participants will be able to

- Discuss key factors for involving teams in change efforts at all stages of implementation including beginning, middle, and end
- Complete a force field analysis, identifying driving and restraining forces impacting change efforts
- Describe the three elements of the Switch model that, when applied, support transformational change

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Equilibrium Model: Phases of 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

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Equilibrium Model: Phases of Change cont.



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 (*Refreeze*)

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

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Force Field Analysis



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Force Field Factors



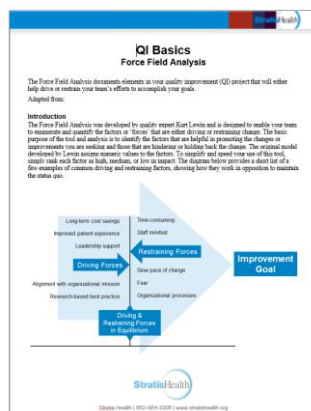
- Available resources
- Attitudes of people
- Mission and/or values
- Traditions
- Regulations
- Desires
- Vested interests
- Personal or group needs
- Time needed
- Institutional policies or norms (culture)
- Patient experience
- Costs/finances
- Present or past practices
- People
- Relationships
-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

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

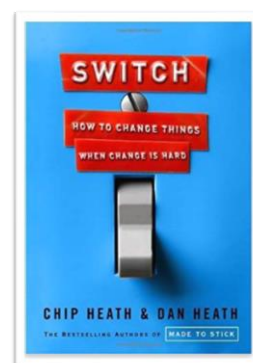
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- Workflow, processes, tools, training



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

Major Lessons from Switch



- There are three surprises about change
 1. People problem → Situation problem
 2. Lack of productivity → Exhaustion
 3. Resistance → Lack of clarity and understanding
- Change often fails because our emotional and rational sides can't cooperate long enough for the desired change to occur
- Change can also fail due to the surrounding environment
- Change isn't easy, but with the proper framework, it becomes easier

In Summary



- Engaging teams in change efforts requires involving them through all phases:
 - Beginning/Unfreeze: Explain the why
 - Middle/Change: What's it for me
 - End/Refreeze: Celebrate and monitor
- A force field analysis considers the forces driving and restraining the change you wish to accomplish change
- Garnering support for change requires appealing to knowledge (head), feelings (heart), and skills (hands)

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