

Quality Improvement Basics

Change Management Models, Part 2

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Objectives



After completing this module, participants will be able to

- Speak generally to the concepts of Kotter's eight steps to change
- List the six steps of Prochaska's transtheoretical model of behavior change
- Identify similarities between the four models of change considered in this course

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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

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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



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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



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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



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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
- Recognize and communicate the gains achieved

8. Anchor new approaches in the culture

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



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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

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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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Change Management Models Review



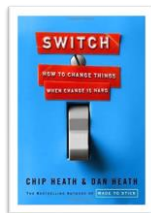
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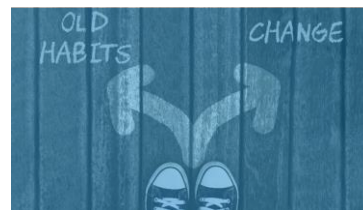
Change



Refreeze



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



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In Summary



- Change takes time
- Communication is essential
- Celebrate wins
- Even when the work is done, the work continues

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

- Charles Darwin

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