

Quality Improvement Basics

Organizational Culture and Change Management Basics

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Objectives

After completing this module, participants will be able to

- Define change management
- Describe organizational culture
- Recognize how organizational culture impacts change management



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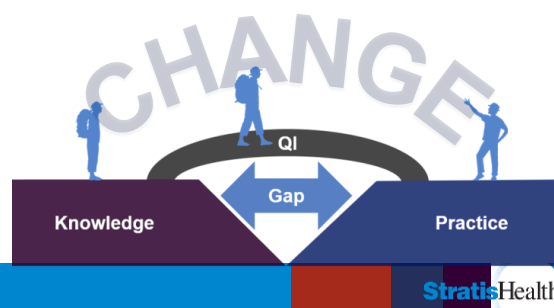
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Change Management

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)

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Organizational Culture

- The values and behaviors that contribute to the unique social and psychological environment of an organization
- How we do our work and behave and interact with each other.
- 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

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Change vs. Culture

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



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Assessing Change Readiness

- Staff involvement, 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
- New approaches sink in after success has been proven
- Most alterations in norms and shared values come at the end of the transformation process

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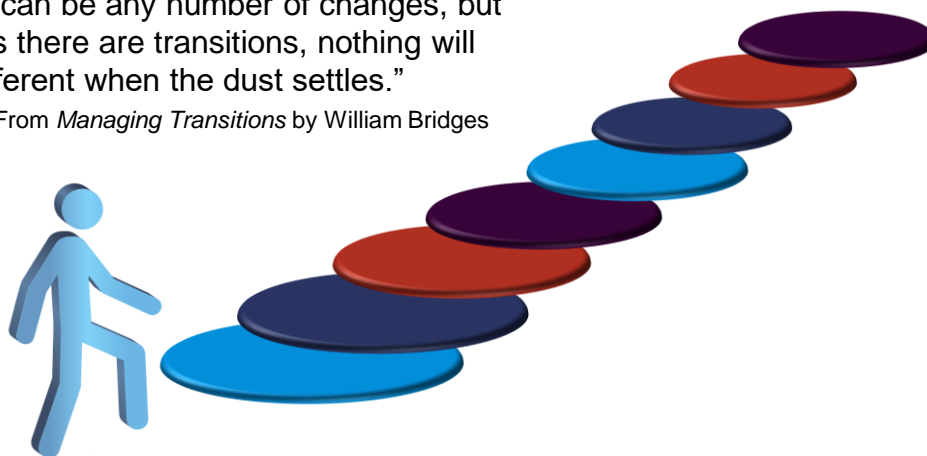
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Managing Change

“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



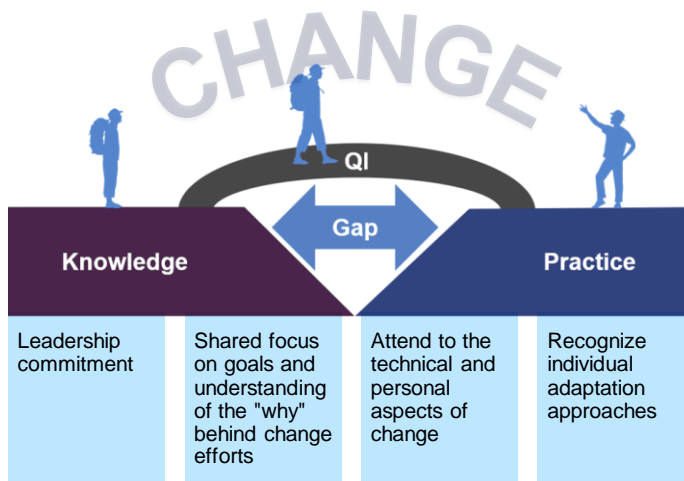
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Change Management Success Factors



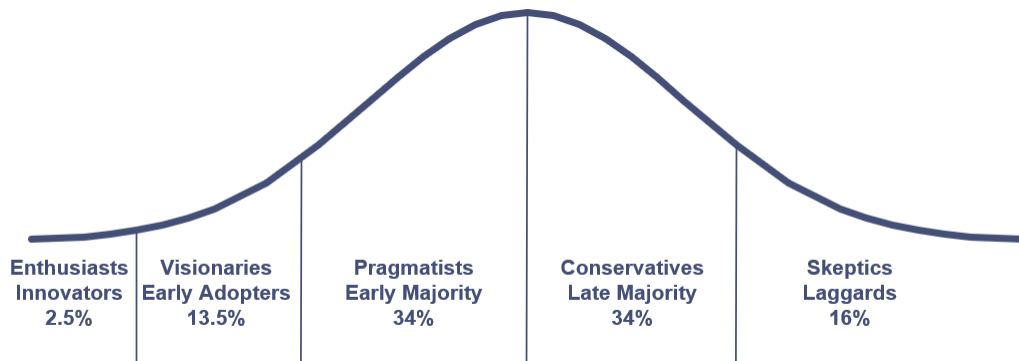
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Individuals as Adopters of Change



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

"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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In Summary

- Effective **change management**, a structure approach to transitioning individuals, teams and organizations from a current state to a desired future state, is directly affected by **organizational culture**, the shared values, patterns of belief, and expectations that guide behaviors on individuals in an organization.
- Culture eats strategy for breakfast!
- Assessing for readiness, demonstrable leadership commitment, and a shared understanding of the why will help support change initiatives.

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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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