Change Management: When Adopting HIT

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Dakota Conference on Rural and Public Health
March 25, 2011

Topics
• Change vs. Culture
• Change and Individuals
• Change as a Process
• Eight Step Model for Transformational Change

Three Levels of Culture
• National
• Professional
• Organizational

National Culture
• Sets broad context based on issues and changes in the external environment of health care
• Reflects infrastructure and design of the health care system
  – Public vs. private
  – Federal vs. state
  – Role of stakeholders

Professional Culture
• Shared commitment and self concept of members of a specific profession
• Reflects specialized training and expertise
• Sustained through common values, norms, and symbols of specific professions

Change vs. Culture
• Change brings both danger and opportunity
• Need to assimilate at several levels
• “Culture eats strategy for lunch”
Organizational Culture

• Reflects shared values, pattern of belief and expectations that guide behavior
  – The assumptions of "how we get things done around here"
• Each facility has its own organizational culture, and there are cultures at the department level as well

Managing Change = Understanding and Supporting Individuals

Individual Capacity for Change

• Increasingly people are hitting “Future Shock” threshold
• “Future Shock”
  – Speed of change induces disorientation
  – People can no longer assimilate change without displaying dysfunctional behavior

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, American Economist

Individuals as Adopters of Change

• 5 Categories
  – Innovators
  – Early adopters
  – Early majority
  – Late majority
  – Laggards
• Where do you fit?

Individuals as Adopters of Change (cont.)


“...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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Phases of Change

1. **Unfreeze (Ending)**
   - 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?

2. **Change (Neutral Zone)**
   - Disorienting possibilities
   - Excitement with apprehension
   - Trust building

3. **Re-freeze (Beginning)**
   - Need safety net so no slipping back
   - Maintain motivation
   - Communicate and celebrate!

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Change as a Process

**Learning**

PAIN

Remedy

DANGER

OPPORTUNITY

Adapted from work by SynerChange Chicago and ODR, Inc.

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It’s not so much that we’re afraid of change or so in love with the old ways, but it’s that place in between that we fear... It’s like being between trapezes. It’s Linus when his blanket is in the dryer. There’s nothing to hold on to.

- Marilyn Ferguson, American futurist
Resistance

• What is resistance?
  – Opposition to a change in status quo

• Why resistance?
  – Expectations and/or routines are disrupted.
  – Individuals’ ability to control their life is minimized (actual or perceived).

Steps in Force-Field Analysis

• Identify driving forces that support the specific change
  – Weigh and prioritize

• Identify restraining forces that resist the specific change
  – Weigh and prioritize

• Develop strategies and gain consensus to move to a new point of equilibrium

Force Field Analysis: Example

New process for colonoscopy scheduling

Driving Forces

Restraining Forces

Eight Steps to Successful Change

John Kotter – Model for Transformational Change

www.stratishealth.org - 952-854-3306 – Bloomington, MN
Eight Steps to Successful Change – Setting the Stage

1. Create a sense of urgency
   - Identify crisis or major opportunities
   - Help others see the need for change

2. Pull together a guiding coalition
   - Put together a group with enough power to lead the change
   - Get the group to work together as a team

Eight Steps to Successful Change – Decide What to Do

3. Develop a vision and strategy
   - Clarify the vision and how the future will be different from the past
   - Develop strategies for achieving the vision

Right Message, Right Audience

- Tailored for your audience
- Externally focused - make it about them
- Avoid jargon
- Support with key information

Eight Steps to Successful Change – Make it Happen

4. Communicate for Understanding and Buy-in
   - Use every vehicle possible to communicate the new vision and strategy
   - Consider the role of thinking and feeling in supporting change
   - Use appropriate humor and empathy
   - Value the resisters

SBAR

- A framework to effectively communicate information
- Include the following:
  - Situation—What is going on
  - Background—What is background or context
  - Assessment—What do I think the problem is
  - Recommendation—What would I recommend
Elevator Speech - Example

We are focusing on [INSERT]. It is important that we improve [INSERT] because, [INSERT] will improve [INSERT]. We need you to support our efforts by [INSERT].

Eight Steps to Successful Change – Make it Happen

5. Empower action
   - Get rid of obstacles
   - Change systems or structures that undermine the change vision
   - Encourage risk taking and nontraditional ideas and actions

6. Generate short-term wins
   - Plan for visible successes/changes
   - Visibly recognize and reward staff who made the wins possible

7. Consolidate gains and produce more change – Don’t Let Up
   - Use increased credibility to engage resisters and change systems and policies that don’t support the new vision.

8. Anchor new approaches in the culture
   - Articulate connections between new behaviors and success
   - “Hardwire” the new processes or behaviors
   - Ensure leadership motivates and inspires continued support

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 will reassert itself
Eight Steps of Change

John Kotter – Model for Transformational Change

Food for thought...

• It is not necessary to change. Survival is not mandatory. ~ W. Edwards Deming

• If you don’t like something change it; if you can’t change it, change the way you think about it. ~ Mary Engelbreit

• A good plan today is better than a perfect plan tomorrow. ~ General George S. Patton