

Change Management/Handling Changes As a Leader



March 8th, 2023

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Disclosures

I have NO financial disclosures or conflicts of interest related to the presented material.

Being the Change Agent

- Project managers
- Don't need to be a content expert
- But...you do need to know your limits



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

Charles Darwin

Scenario

You are brought into discussions about the new Coronary Care Unit (CCU). You are meeting with senior leadership who advise:

- New unit will have 4 ICU beds and 6 step down beds
- Will use existing CTICU space
- Plan is to hire additional RN staff for unit
- 5.5 APP FTEs allocated for the unit (you need to recruit for them)
- Plan is to open unit 4 months from meeting date

Understanding the Issue

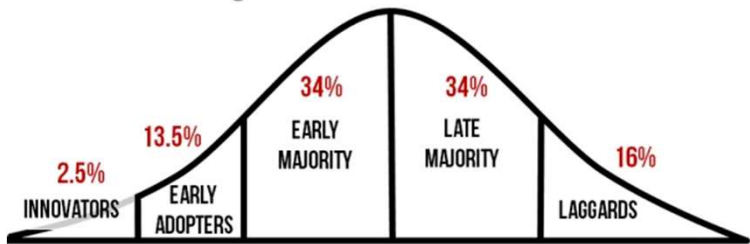
- What is the change?
- How long will it take? (think hospital time)
- What are the resource needs? (for real)
- How will you evaluate the change?
- Will your team go for it?
- Who are the leadership and clinical champions?



Adopting Change

TECHNOLOGY ADOPTION CURVE

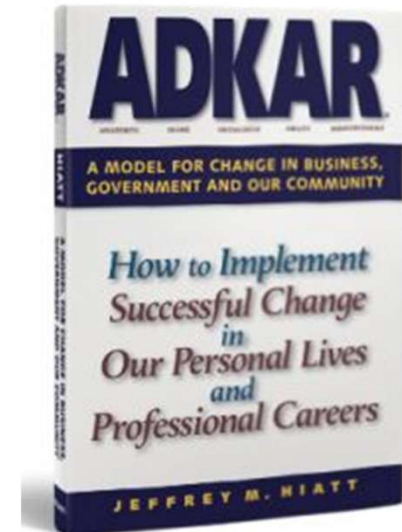
Everett Rogers - Diffusion of Innovations 1962



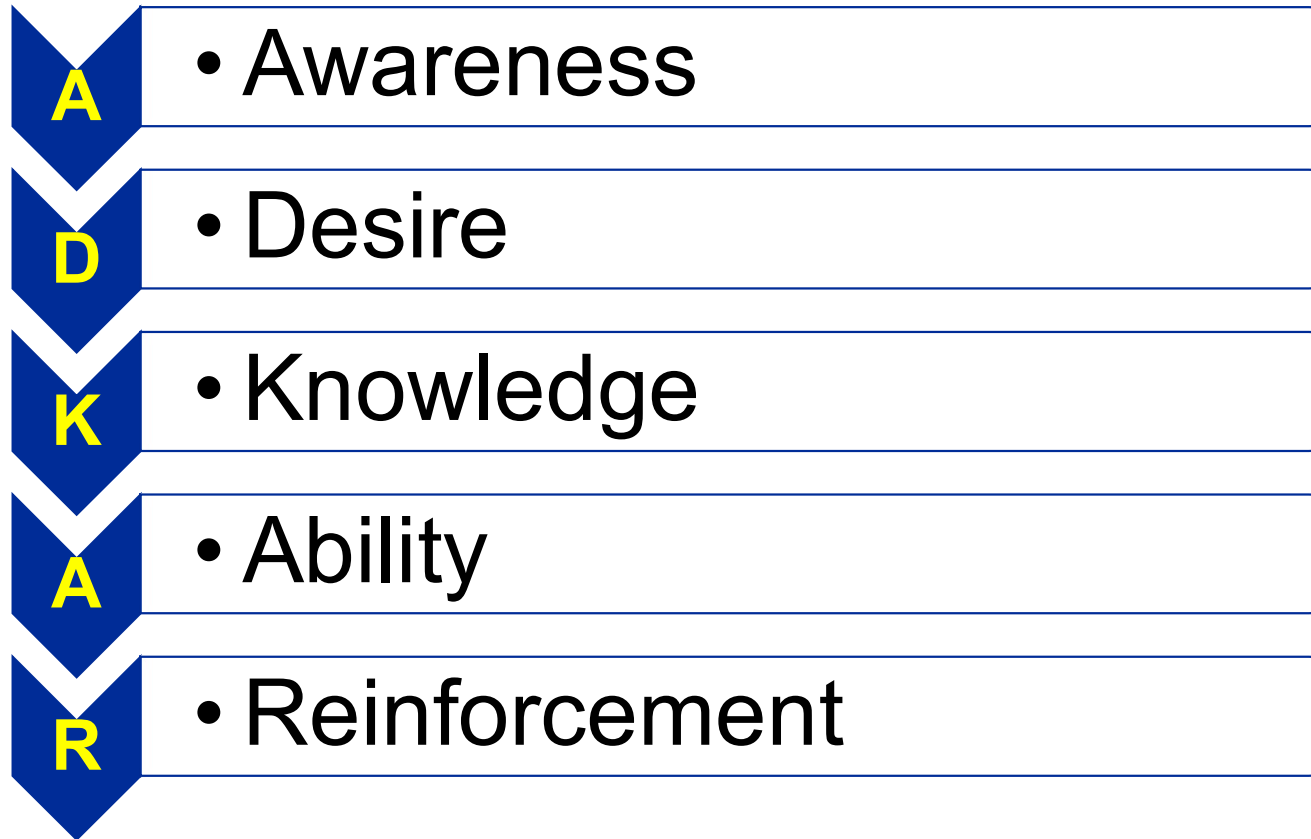
- **Innovators** – Excitement over novelty, feeling unconstrained by social norms.
- **Early Adopters** – Have a measured appraisal that the innovation's advantages outweigh the disadvantages
- **Early Majority** – Adopt because they feel social pressure to do so
- **Late Majority** – Adopt because they feel social pressure to do so
- **Laggards** – Like innovators – are less susceptible to social pressure and feel free to take their time.

ADKAR Model for Change

- Created by the Prosci research organization in the late 1990s, following a study involving more than 300 companies involved in major change projects.
- Published in 2006 by Jeff Hiatt
- Model focuses on the way you share information with the project's stakeholders
- According to model you need to achieve five successive knowledge sharing goals as the project proceeds



ADKAR Model for Change



ADKAR Model - Awareness



Awareness Stakeholders must be made aware of the need for change

Why is this change happening?

Due to the growth in our cath lab and cardiology service we have a higher volume of complex cardiology patients who need a dedicated home

Why is this change happening now?

After a couple years of discussion senior leadership has approved the budget and has greenlighted the project to move forward.

What is wrong with what we are doing today?

Nothing per se, but studies have shown that patients do better in units with providers and nurses who have specialized training for the patient population.

ADKAR Model - Awareness

Factors influencing awareness of the need for change:

1. A person's view of the current state (if its not broke don't fix it)
2. How a person perceives problems. (are they naturally willing to adapt?)
3. Credibility of the sender
4. Circulation of misinformation or rumors
5. Contestability of the reasons for change. If the reasons for change are debatable then the time required to build awareness is longer.

ADKAR –Desire

Creating **Desire** to Change. This is not the same as creating awareness. You cannot force employees to have a desire to change.

Factors that contribute to an individual's or group's desire to change:

1. The nature of the change (how it will impact them)
2. The organization or environmental context for the change (their perception of the organization)
3. An individual's personal situation
4. What motivates them

ADKAR - Knowledge

Knowledge represents HOW to implement a change.

Including:

- Training and education on the skills and behaviors needed to change
- Detailed information on how to use new processes systems and tools
- Understanding the new roles and responsibilities associated with the change.



ADKAR - Ability

Ability represents the demonstrated capability to implement the change and achieve the desired performance level.

Factors impacting ability to change:

1. Psychological blocks
2. Physical abilities
3. Intellectual capability
4. The time available to develop needed skills
5. Ability of resources to support the development of new abilities



ADKAR - Reinforcement

Reinforcement includes any action or event that strengthens and reinforces the change with an individual or organization.

Factors that influence reinforcement:

1. Meaningful reinforcements. In general change is reinforced when recognition and rewards are meaningful to an individual.
2. Association of the reinforcement with the accomplishment
3. Absence of negative consequences.
4. Accountability systems.



Communication – You're doing it right when it's uncomfortable

How to Communicate:

- Various forums/mediums:
 - Regularly occurring meetings (15-20 minutes every 1-2 weeks) with your team (summarize in email). Consider meetings with stakeholders.
 - Email updates (to team members and leadership)
 - Slack channel
 - Log book or bulletin board
 - In person (rounds/checking in)
 - Email after meeting with leadership/chair



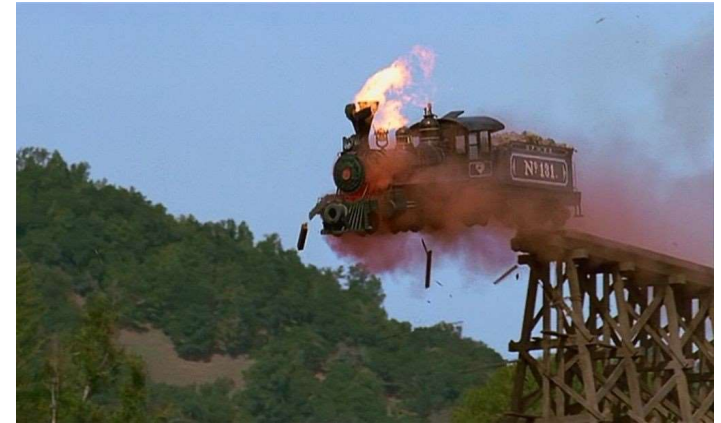
Staying the course

- Reevaluate needs periodically. They may change (or become more clear)
- Pre-occupation with failure
- Be consistent.



When things go off the rails...

- Breathe – Change is hard!
- Meet in person with team and key stakeholders
- Schedule 1:1 (touch base) sessions. (what are the pebbles in your shoes?)
- Inform leadership
 - As an FYI
 - To ask for additional resources/time
 - For assistance with road blocks



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All great
changes are
preceded
by chaos.

Deepak Chopra

Evaluating the Change (with your team)

- Thumbs up / thumbs down (PDSA cycle)
- What's going well? What do we need to work on?
- If you had the power to change one thing what would it be?



Evaluating the change/project for leadership

- Choose relevant metrics. This should ideally be done in the very beginning of the project.
- Do NOT overcomplicate things. Limit # of things you will report on/track.
- Choose (easily) measurable metrics – Ideally leverage an existing report/data.
- Identify:
 - When the metrics will be run (?monthly ?quarterly)
 - Who is collecting/presenting the data?

Keeping Track of Legislative Changes

- Be a member of state and national professional organization
- Read the updates from the professional organization
- Attend conferences
- Be at the table!
 - Get involved in your professional organization
 - Participate in lobby day



References

Dearing, J., & Cox, J. (2018). Diffusion of Innovations Theory, Principles And Practice. *Health Affairs (37) 183-190*

Hiatt, Jeffrey (2006) ADKAR: A model for change in business, government and our community. Prosci Research

Thank You



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