

3 KEY STEPS TO CHANGE SUCCESS

PREPARING FOR CHANGE



CULTURAL ASSESSMENT

Organizational culture is comprised of shared basic assumptions that influence beliefs and behaviors. Changing processes on a functional level would appear to be easy. Understanding why processes are in place, the factors underlying resistance to change, and the extent that new practices are sustained is far more challenging. Understanding the collective thought processes informing behaviors allows for a deeper comprehension of what can make change successful within an organization.

GOALS OBJECTIVE & SCOPE

For a change project to succeed, key stakeholders must establish clear and measurable goals, objectives and scope. Goals are longer term targets an organization wants to accomplish. Objectives are shorter term milestones that link to the long-term goals. Last, scope ensures that the change project remains focused and clear. The challenge for many healthcare leaders is figuring out a place to start. A cultural assessment can provide that starting place.



GOVERNANCE ROLES

A change project requires the alignment of key leaders within the organization. These leaders make up the governance structure that will ensure milestones are reached, issues are mitigated, and communication is ongoing. There are several key roles including: change steering committee, change project sponsor, change manager, change readiness advisory councils and organizational leaders, managers and supervisors.

COMMUNICATING CHANGE



ENGAGEMENT

Engaging an organization is crucial to the success of any change project. Communication should occur early and often and the development of a communication plan involves plotting out the sequence of messaging.



COMMUNICATION

A comprehensive communication plan includes answers to who, why, what, when, and how. A communication needs assessment seeks to understand the 'pulse' of the organization.



TRANSPARENCY

Transparency in communication is proactive, honest, consistent, clear, and ongoing. People expect that during major change, there will be challenges. Address the challenges clearly and honestly.



RESISTANCE

Typically, 20% perceive change negatively, 20% are positive, and 60% are 'fence sitters'. When there is a bigger voice given to the negative promoters, the fence sitters will be pulled in a negative direction and same when the promoters are given a bigger voice.

MEASURING CHANGE



KPI's

The ability to effectively plan, manage and measure change is key to continuous improvement. Selecting Key Performance Indicators (KPI's) are an effective way to ensure the intended change is effective. It is important to select only a few KPI's to start. Many organizations try to measure too many outcomes, and this can lead to a lack of focus on the areas of greatest importance.



LEARNING

With any change, education and training is typically involved, from training leaders in effective change practices to employees on the details of the change itself. Ensure that your organization tracks the completion rates for education and training.



ADOPTION

This includes measures that investigate whether there is evidence of intended activity. This area should see an increasing trend.



VALUE

Once the adoption has reached levels that give the organization confidence in the changes; your focus should shift to benchmarking against other similar healthcare organizations.