

Managing Change in Healthcare

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Change

- To make the form, nature, content, future course, etc., of (something) different from what it is or from what it would be if left alone.

Worst Practices in Managing Change

- Lack of consistent leadership
- De-motivated staff kept in the dark
- Lack of capacity
 - budget cuts
 - no spend-to-save policy
 - short-term approach to investment
 - stressed out staff working hard just to stand still
- Lack of initiative to “do something different”

Factors for Successful Change

- Pressure for change – demonstrated senior management commitment is essential
- A clear, shared vision – a consistent, shared agenda that benefits the entire organization
- Capacity for change – the resources are available for change
- Performance measurement – regular progress is measured and reported
- Continuous improvement – learnings along the way are incorporated

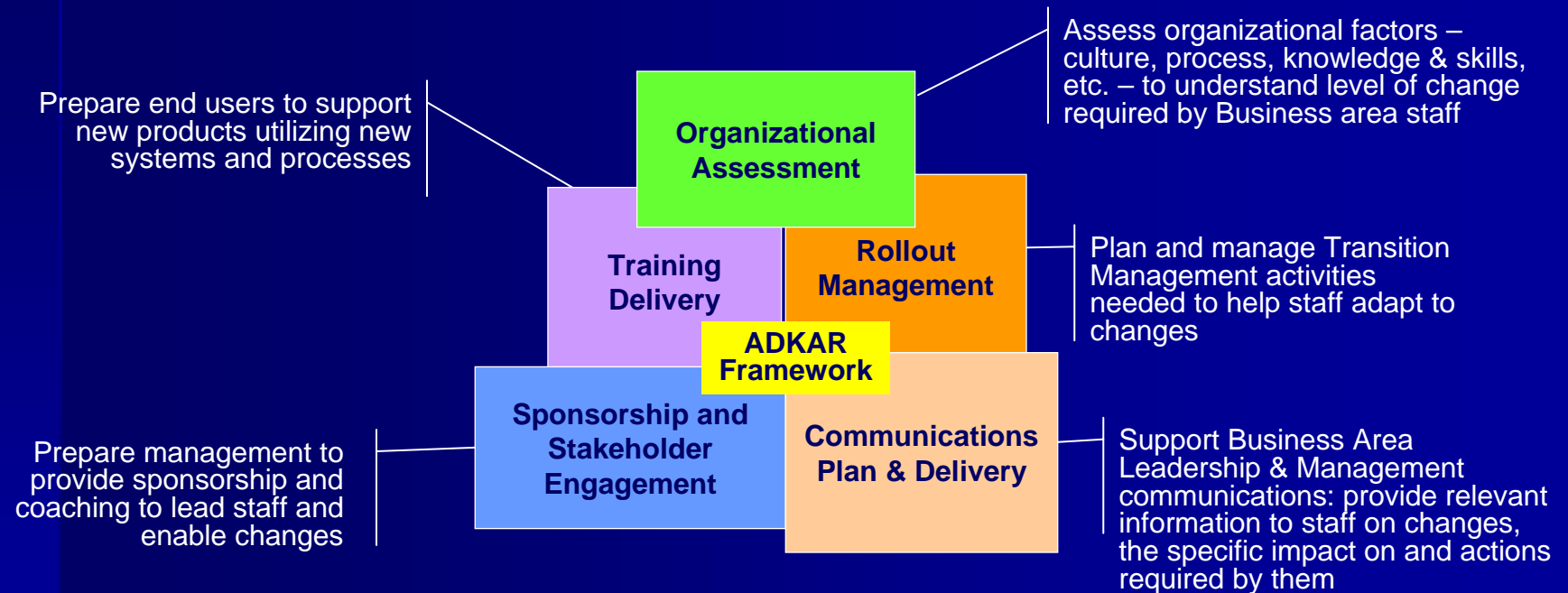
Changes at Regence

- Consolidating four states into a single set of business systems
- Enhancing our portfolio of products and services across the company
- Growing market share
- Create lifetime relationships with our members

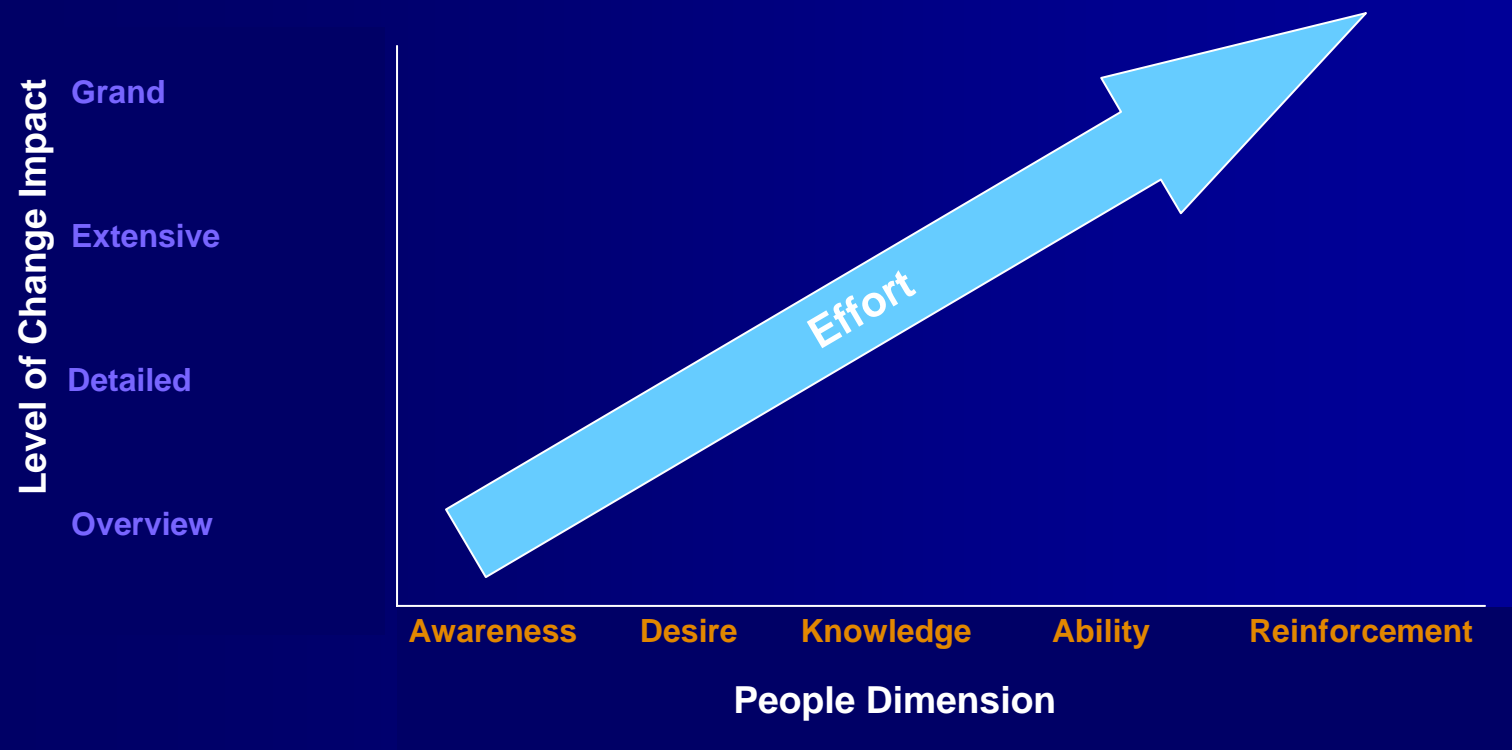
ADKAR Framework

- **Awareness** – Create awareness of the project and its importance to the organization, and why staff need to adapt the new systems and processes
- **Desire** – Motivate staff to support and embrace the changes the project creates (e.g., new role, new way of doing things).
- **Knowledge** – Motivate staff to obtain the necessary information, training, and education necessary to change (e.g., processes, tools, systems, job roles, etc.)
- **Ability** – Enable the staff to support the new products utilizing the new process and system functionality at the required performance levels
- **Reinforcement** – Sustain the changes after go-live through recognition and ongoing education, learning and performance monitoring

ADKAR Framework



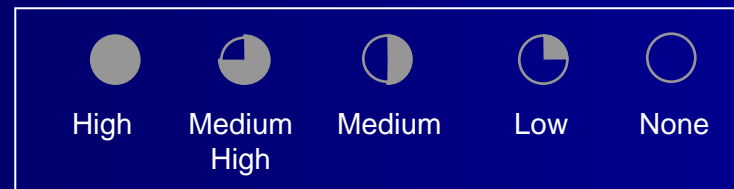
Effort Assessment



Level of Effort

RECOMMENDED TRANSITION MANAGEMENT ACTIVITIES BASED ON CHANGE IMPACT LEVEL

GROUPING	ACTIVITY	OVERVIEW	DETAILED	EXTENSIVE	GRAND
PLANNING	Transition Management Assessment	✓	✓	✓	✓
	Organizational Assessment	○	○	◐	●
	Rollout Planning	○	◐	◐	●
	Sponsorship Planning	◐	◐	◐	●
EXECUTION	Communication	◐	◐	◐	●
	Sponsorship	◐	◐	◐	●
	Training	◐	◐	◐	●
	Rollout Management	○	◐	◐	●



Communications Planning

- Research
- Action Planning
- Communicating
- Evaluating

Key Messages

Corporate Strategy	Audience	Audience	Audience
Strategy 1	Key Msg	Key Msg	Key Msg
Strategy 2	Key Msg	Key Msg	Key Msg
Strategy 3	Key Msg	Key Msg	Key Msg

Continuous Improvement & Evaluation

- Evaluating messages for resonance and effectiveness
- Fine tuning communications for each channel

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