Quality Improvement: Change Management Basics

Topics

• Define change management
• Anticipating and fostering culture change
• Appreciate the impact of change on individuals
Defining 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.

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

Change Management Success Factors

- Leadership commitment
- Focus on the path to your goals
- Attend to the technical and personal aspects of change
- Recognize individual adaptation approaches
Anticipating and Fostering Culture Change

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 – and the old ways – will reassert themselves
Change vs. Culture

• Change brings both anticipation and opportunity
• Need to assimilate at several levels
• “Culture eats strategy for lunch”

Policy, Systems, and Environment!

Organizational Culture

• 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

Impact of Change on Individuals

Organizations are Made Up of People and 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
**Prochaska’s Change Management Model**

1. **Pre-contemplation**
   Lack of awareness that life or a situation can be improved by a change in behavior

2. **Contemplation**
   Recognition of the problem, initial consideration of behavior change, and information gathering about possible solutions and actions

3. **Preparation**
   Introspection about the decision, reaffirmation of the need and desire to change behavior, and completion of final pre-action steps

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**Prochaska’s Change Management Model (cont.)**

4. **Action**
   Implementation of the practices needed for successful behavior change

5. **Maintenance**
   Consolidation of the behaviors initiated during the action stage

6. **Termination**
   Former problem behaviors are no longer perceived as desirable.

Prochaska, 1979; Prochaska, Velicer, DiClemente, & Fava, 1988
Individuals as Adopters of Change

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

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