Quality Improvement: Change Management Models and Tools

Topics

- The Equilibrium Model of Change and the Force Field Tool
- The Eight Steps to Change
- The SWITCH Model
- Key lessons and celebrating success
Equilibrium Model of Organizational Change

- Kurt Lewin adapted a change model from engineering (1950s)
- Organizations maintain equilibrium
- To change, organizations and individuals within must go through a cycle:
  Unfreeze – Change – Refreeze
Equilibrium Model: Phases of Change

Beginning *(Unfreeze)*
- 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?

Middle *(Change)*
- Disorienting possibilities
- Excitement with apprehension
- Trust building

End *(Re-freeze)*
- Need safety net to prevent slipping back
- Maintain motivation
- Communicate and celebrate!

Force Field Analysis

Long-term cost savings
- Improved patient experience
- Leadership support

Driving Forces

Time-consuming
- Staff mindset

Restraining Forces

Slow pace of change
- Fear
- Organizational processes

Driving & Restraining Forces in Equilibrium

Improvement Goal

Force Field Factors

- Available resources
- Attitudes of people
- Mission and/or values
- Traditions
- Regulations
- Desires
- Vested interests
- Personal or group needs
- Time needed
- Institutional policies or norms (culture)
- Patient experience
- Costs/finances
- Present or past practices
- People
- Relationships
- Scheduling and events
- Social or organizational trends
- Pace of change
- Organizational structures and processes

Source: http://www.extension.iastate.edu/communities/force-field-analysis

Force Field Analysis Tool
The Eight Steps to Change

Eight Steps to Change: The Kotter Model

1. Create a sense of urgency
2. Pull together a guiding coalition
3. Develop a vision and strategy
4. Communicate the “change vision”
5. Empower action
6. Generate short-term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture
Eight Steps to Change:
Steps 1 and 2

1. Create a sense of urgency
   - Identify crisis or major opportunities
   - The role of thinking and feeling in changing behavior

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

Eight Steps to Change:
Steps 3 and 4

3. Develop a vision and strategy
   - Create a vision to direct the change effort
   - Develop strategies for achieving vision

4. Communicate the “change vision”
   - Use every vehicle possible to communicate new vision and strategies to achieve it
   - Use appropriate humor and empathy
   - Value the resisters
Eight Steps to Change: Steps 5 and 6

5. Empower Action
   – Get rid of obstacles; change systems or structures that undermine change vision
   – Encourage risk taking and nontraditional ideas and actions

6. Generate short-term wins
   – Plan for visible successes
   – Recognize and reward staff who made wins possible

Eight Steps to Change: Steps 7 and 8

7. Consolidate gains and produce more change
   – Use credibility to change systems and policies that don’t fit transformational vision

8. Anchor new approaches in the culture
   – Articulate connections between new behaviors and successes
   – Ensure leadership motivates and inspires continued support
Eight Reasons Why Change Fails

1. Allowing too much complacency
2. Failing to build a substantial coalition
3. Not creating a clear vision
4. Failing to clearly communicate the vision
5. Permitting roadblocks and not addressing them
6. Not planning and getting short-term wins
7. Declaring victory too soon
8. Not anchoring changes in corporate culture

SWITCH Model for Change
SWITCH Model for Change

Critical components to engender change:

- Knowledge – data/facts, best practices, models
- Feelings – stories, connections, meaningful goals
- Skills – workflow, processes, tools, training

From: https://heathbrothers.com/books/switch/

Major Lessons from SWITCH

1. There are three surprises about change
2. Change often fails because our emotional side and our rational side can’t cooperate long enough for the desired change to occur
3. Another reason change often fails is because of our surrounding environment
4. Change isn’t easy, but with the right framework, it becomes easier
Key Lessons and Celebrating Success

Key Lessons in Managing Change in Health Care

• Clinical and technical changes are needed, but so are improved teamwork, leadership, communication, and organizational culture
• Learning, networking, and best practices must be embedded into programs
• Transparency and accountability are drivers to achieve quality, safety, and efficiency
Managing Change: More Key Lessons

- Daily work processes are so engrained that they often can’t even be named - process mapping and re-design can be challenging but are critically important
- Managing change needs to be deliberate and thoughtful
- Strike a balance between moving forward and organizational comfort level for change
- Communicate, communicate, communicate

Celebrate Success

- A celebration acknowledges that something positive occurred
- Celebrating overcomes the sense of only accomplishing a little
- Aids in recollection of milestones along the way

Adapting to Change

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

- Charles Darwin

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This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling $625,000 with 0% financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official view of, nor an endorsement, by HRSA, HHS or the U.S. Government. (December/2018)