Managing Change in Turbulent Times

A Facilitated Discussion

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NENIC
New England Nursing Informatics Consortium
Moving Information THROUGH NURSING

- Introduction – YOUR Participation !!
- Leadership & Change
- Theoretical Basis for Change Management
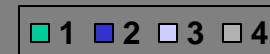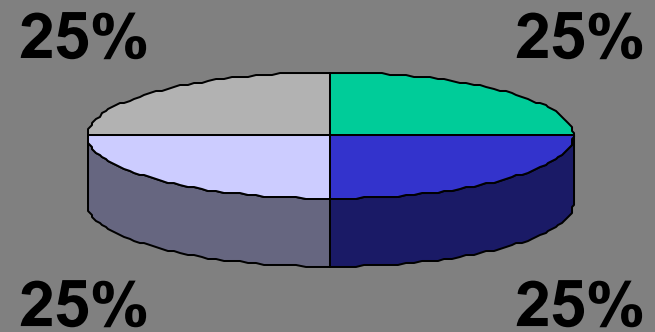- Practical Application – Force Field Analysis

Informatics-in-Action !!!

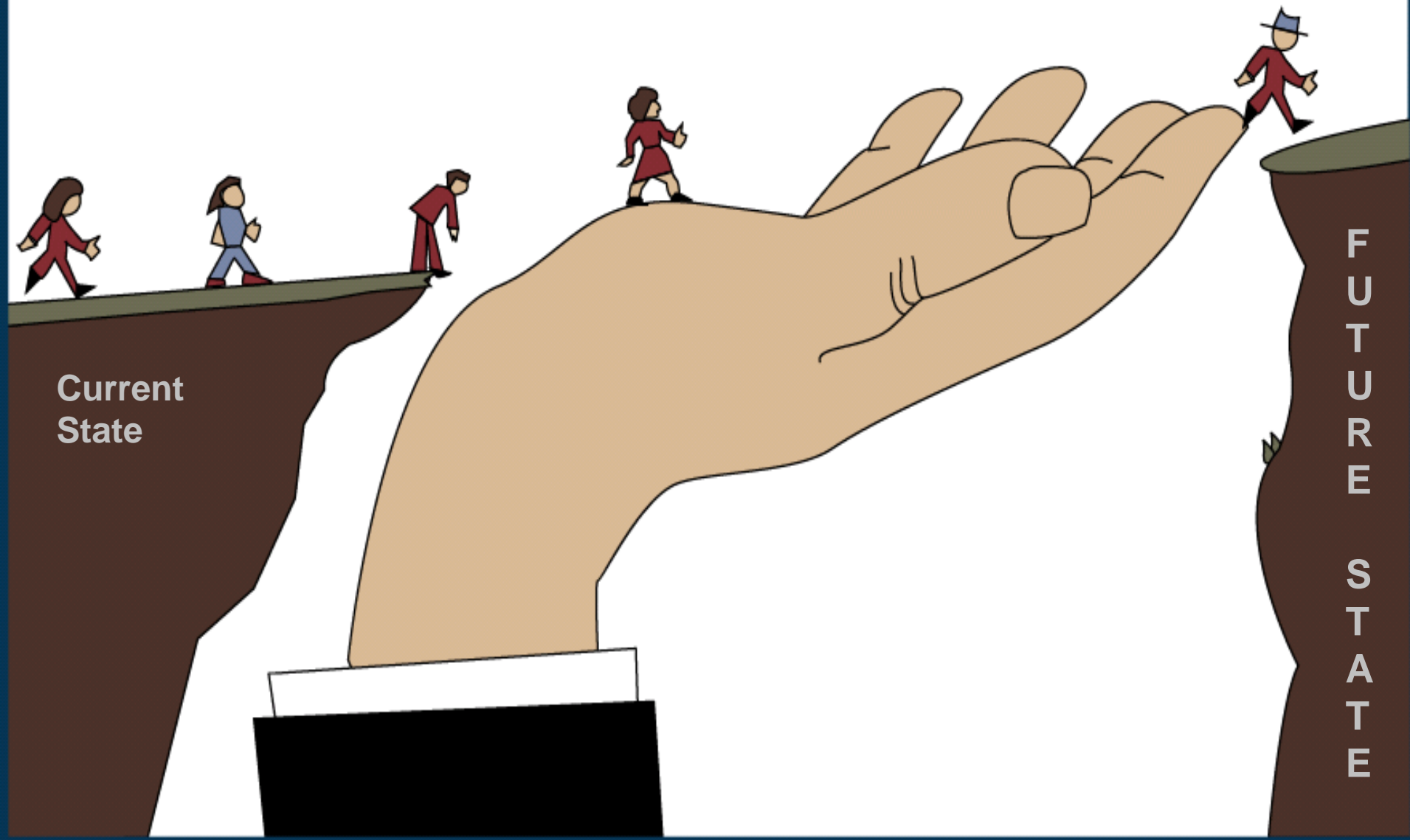**Using the Audience Polling Device**

Your vote counts !!

What is your favorite flavor of ICE CREAM?

1. Vanilla
2. Chocolate
3. Strawberry
4. Other

25%   25%

25%   25%

10

Countdown

1 2 3 4

Our Job as Leaders…
Leading Projects & Transitioning our Teams

Current State

FUTURE STATE

What is Change?

- Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. ... (wikipedia)

- The coordination of a structured period of transition from situation A to situation B in order to achieve lasting change within an organization. (BNET Business Dictionary)

- ….. Interestingly, there is no published definition in either Project Management Book of Knowledge (PMI) or the HIMSS on-line dictionary (HIMSS).

Foundation for Change

- Why is change necessary at this time?

- What are the top 4-5 pressures, either inside or outside the organization?

- What is at stake if nothing is done to respond to these pressures?

- What is the desired future you are trying to create for the organization?

The PRIMARY driver of change in my organization TODAY is:

1. Leadership
2. Financial Drivers
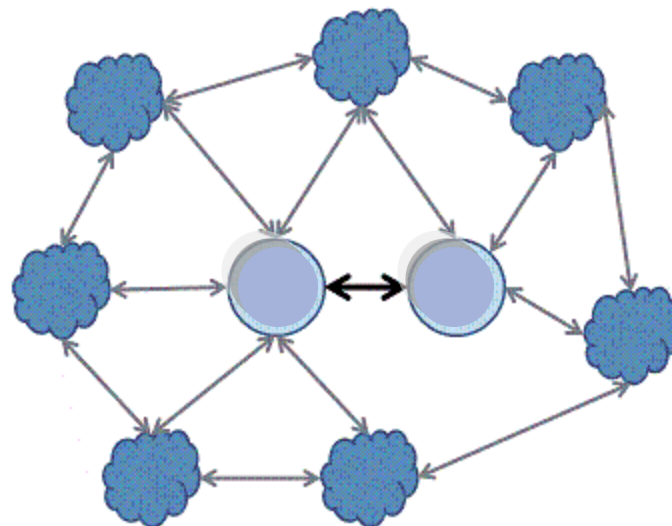3. Government Regulatory Drivers
4. Patient Safety
5. Other

20% 20% 20% 20% 20%

1 2 3 4 5
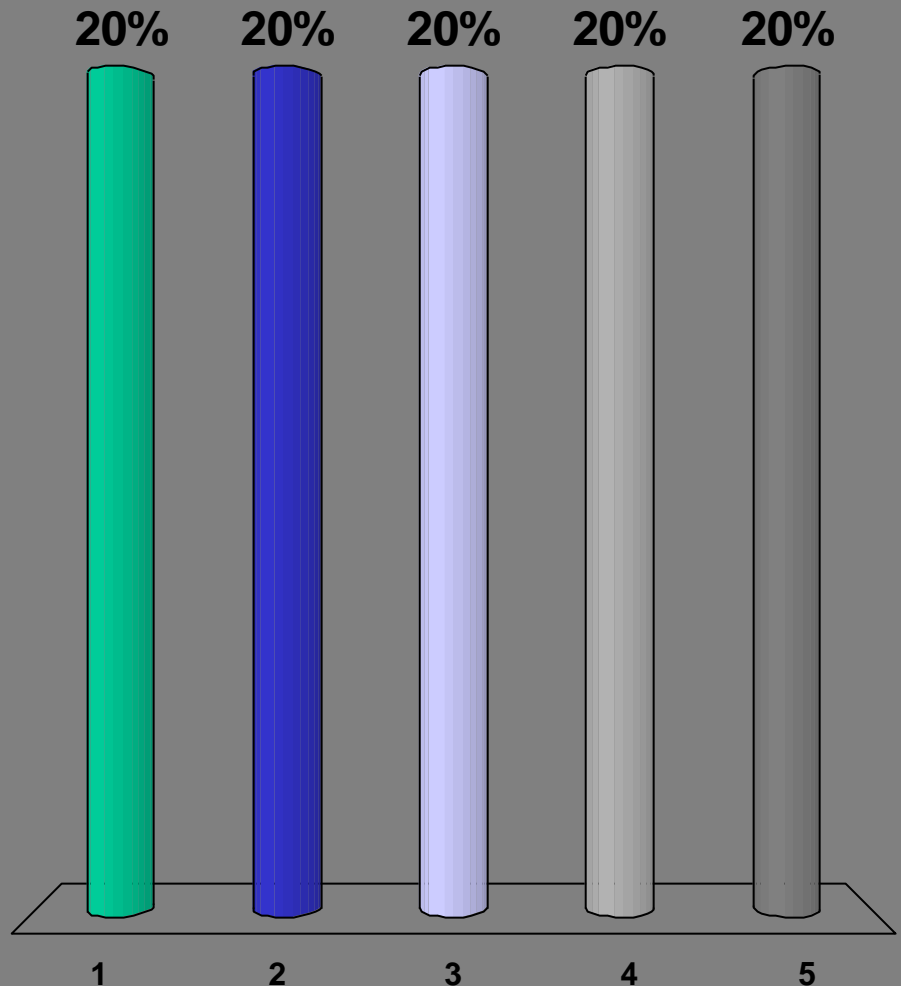
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Countdown

Theoretical Basis for Change Management

Theories that explain how systems, including people and organizations, experience and respond to alterations in the environment.

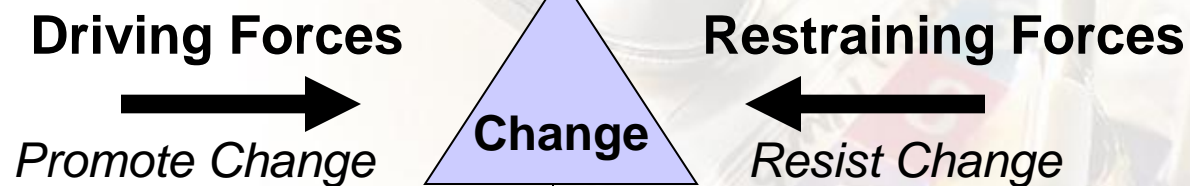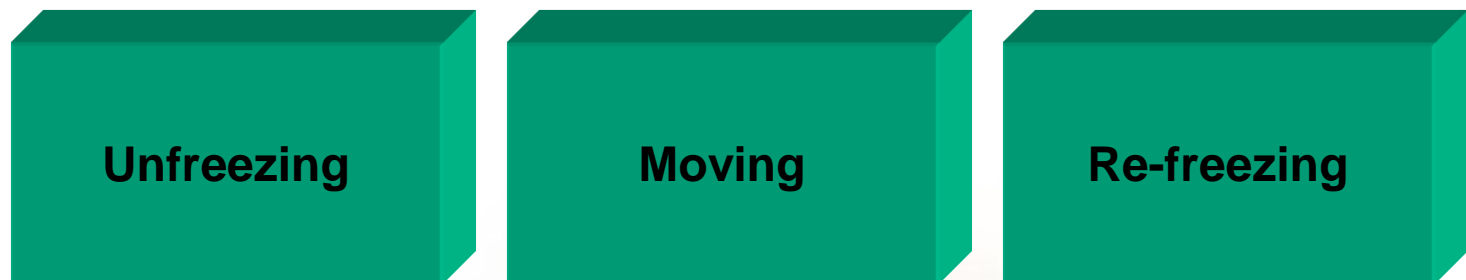# *Tell me and I`ll forget, show me and I may remember, involve me and I`ll understand.*

Chinese Proverb

- Kurt Lewin's Theory – Planned Change

| **Unfreezing** | **Moving** | **Re-freezing** |

Driving Forces   →   **Restraining Forces**   ←

Change

Promote Change   *Resist Change*

Need for Change	+	Shared Vision	+	Leadership Commitment	+	Employee Involvement/ Commitment	+	Integrated Organizational Changes	+	Performance Measures	:	Lasting Change
⊖		✔ ☐		✔ ☐		✔ ☐		✔ ☐		✔ ☐	:	**No Action**
✔ ☐		⊖		✔ ☐		✔ ☐		✔ ☐		✔ ☐	:	**Fast Start that Fizzles**
✔ ☐		✔ ☐		⊖		✔ ☐		✔ ☐		✔ ☐	:	**Anxiety and Frustration**
✔ ☐		✔ ☐		✔ ☐		⊖		✔ ☐		✔ ☐	:	**Strong Resistance**
✔ ☐		✔ ☐		✔ ☐		✔ ☐		⊖		✔ ☐	:	**"Silo" View**
✔ ☐		✔ ☐		✔ ☐		✔ ☐		✔ ☐		⊖	:	**No Measurable Results**
✔ ☐		✔ ☐		✔ ☐		✔ ☐		✔ ☐		✔ ☐	:	**LASTING CHANGE**

Peter F. Drucker:

"Everybody has accepted by now that change is unavoidable….

... But that still implies that change is like death and taxes. It should be postponed as long as possible and no change would be vastly preferable…

… But in a period of upheaval, such as the one we are living in, change is the norm."

Peter F. Drucker

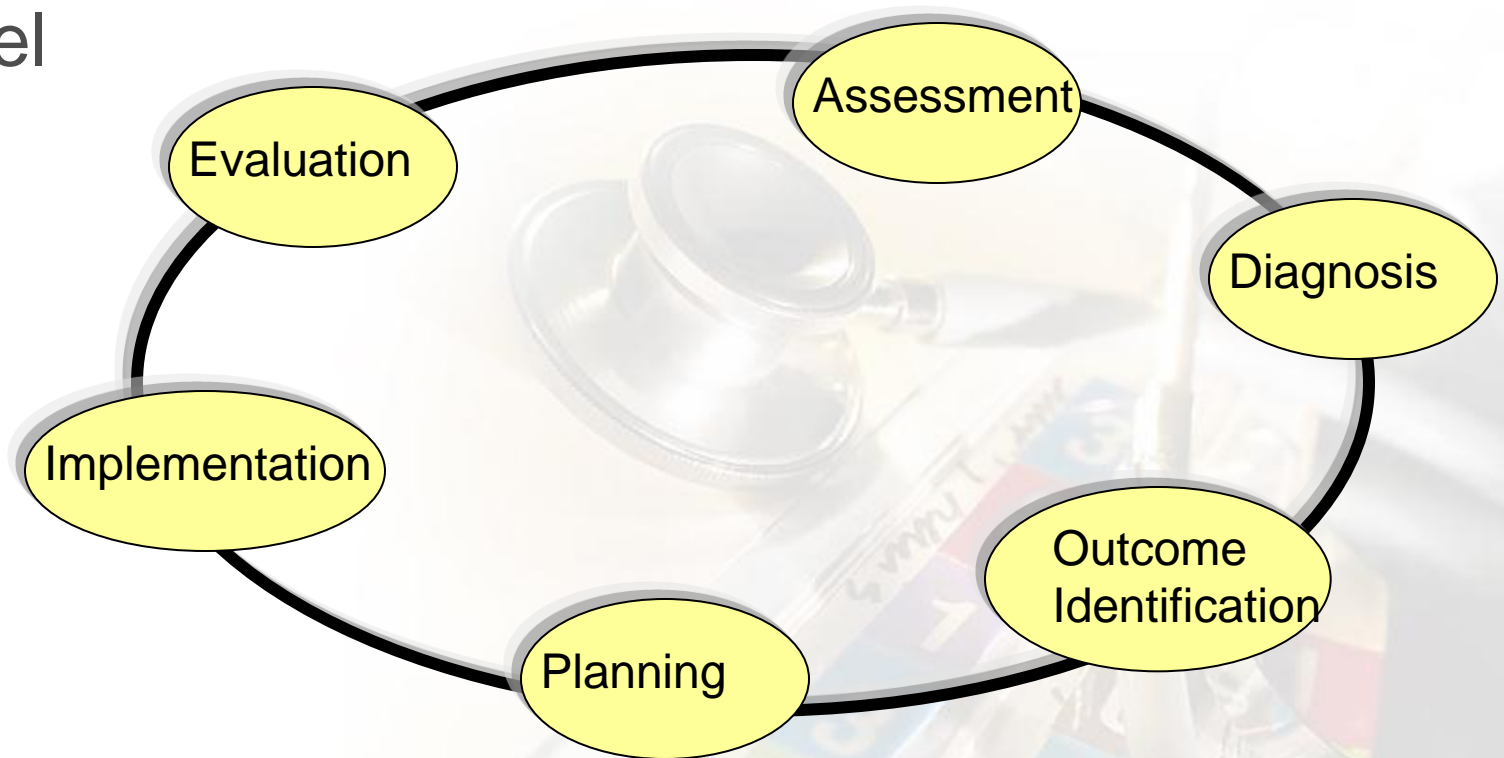# "It's not the progress I mind, it's the change I don't like."

Mark Twain

Nurses bring particular strengths to the change management process

1. The Nursing Process Model is a problem solving model

2. Our knowledge of human behavior

3. Our skills in education

4. Our ability to advocate for clinicians
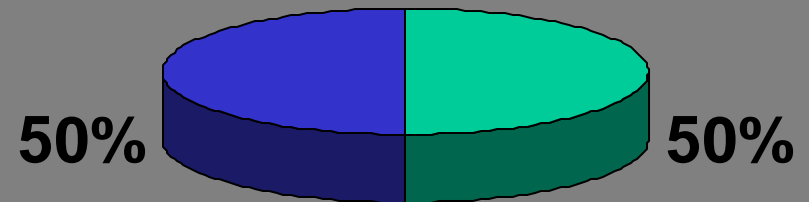
- All of this is foundational to our skills as informaticians

In my current role I am expected to LEAD major change initiatives in my organization
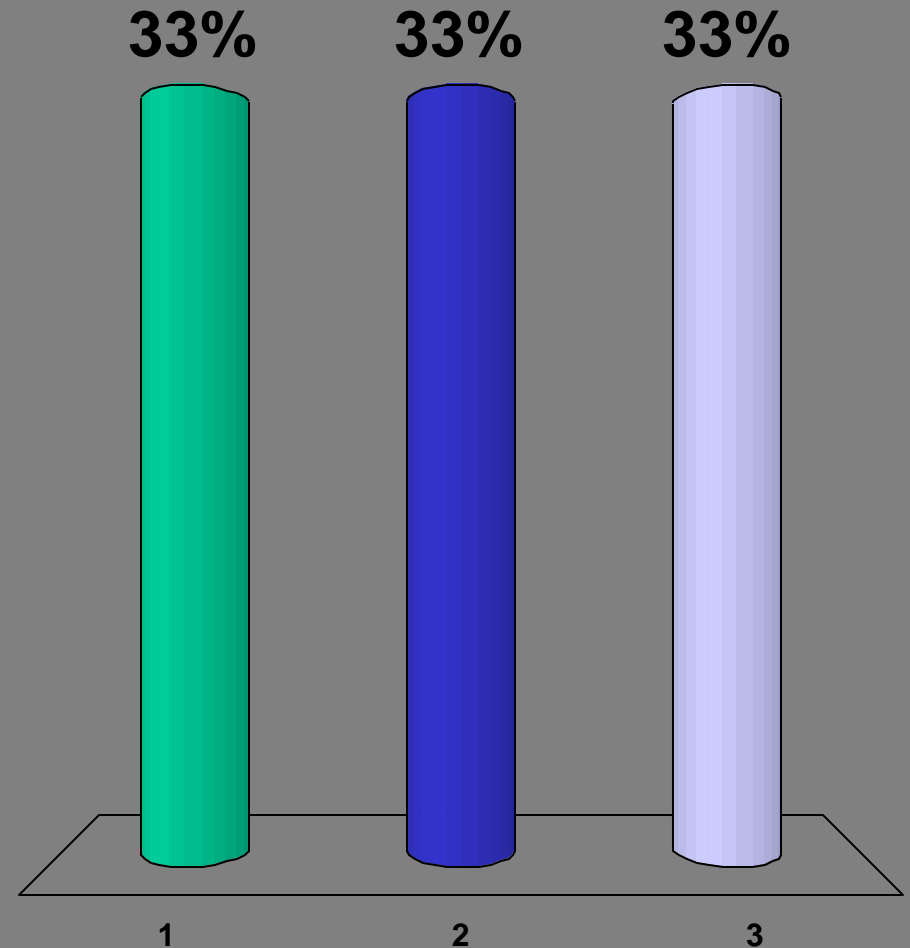
1. True
2. False

50% 50%

10

Countdown

□1 □2

FORCE FIELD ANALYSIS

A CHANGE MANAGEMENT TOOL

- Developed by Kurt Lewin, PhD, the "father of modern social psychology"

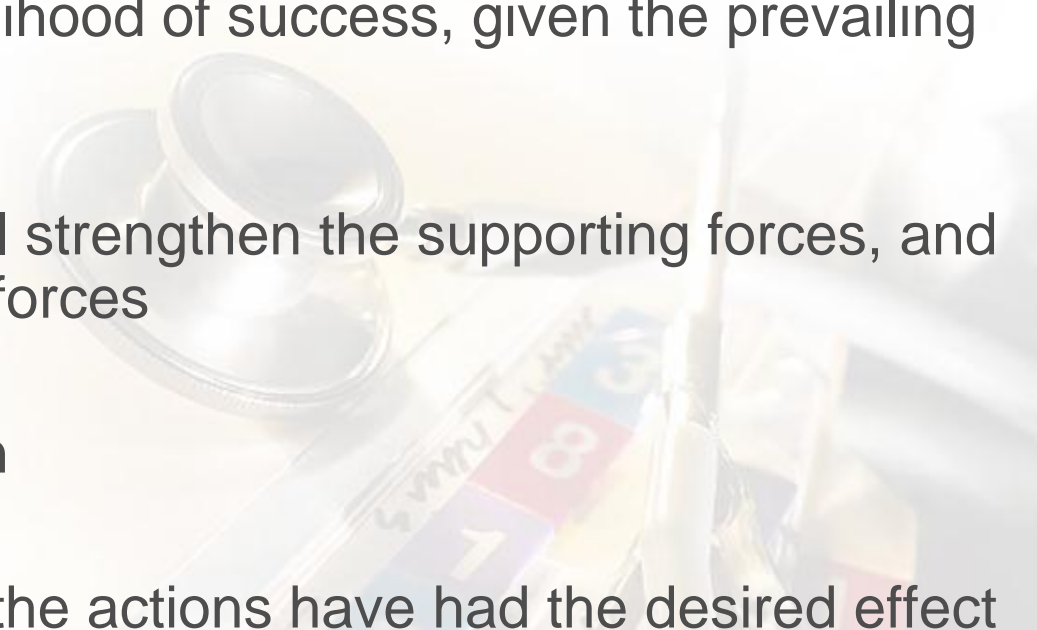# How familiar are you with Lewin's Force Field Analysis?

1. Very familiar
2. Somewhat familiar
3. Not familiar

33% **33%** **33%**
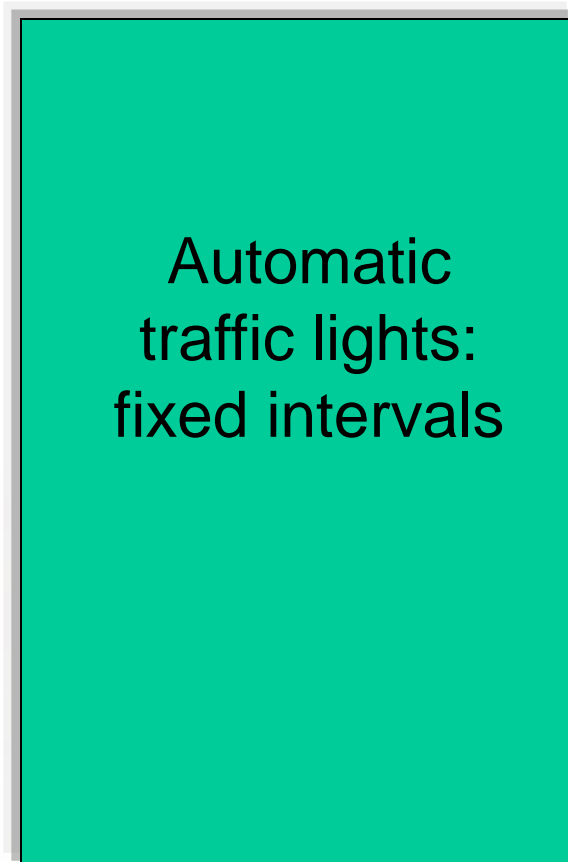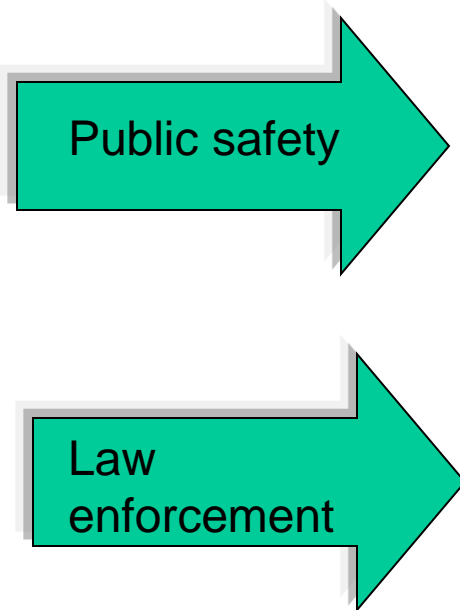
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Countdown

1   2   3

Helps the change agent to:

- ASSESS the current situation, determining the forces for and against a proposed change

- DETERMINE the likelihood of success, given the prevailing forces

- PLAN actions that will strengthen the supporting forces, and reduce the opposing forces

- IMPLEMENT the plan

- EVALUATE whether the actions have had the desired effect

Force Field Analysis: The Theory

Forces For
(Driving Forces)

Forces Against
(Restraining Forces)

Automatic
traffic lights:
fixed intervals

Public safety →

Law enforcement →

← Driver inconvenience

← Pedestrian inconvenience

Force Field Analysis: The Theory

**Forces For
(Driving Forces)**

**Forces Against
(Restraining Forces)**

Public safety **4**

Automatic
traffic lights:
fixed intervals

4 Driver
inconvenience

Law
enforcement **5**

4 Pedestrian
inconvenience

9

8
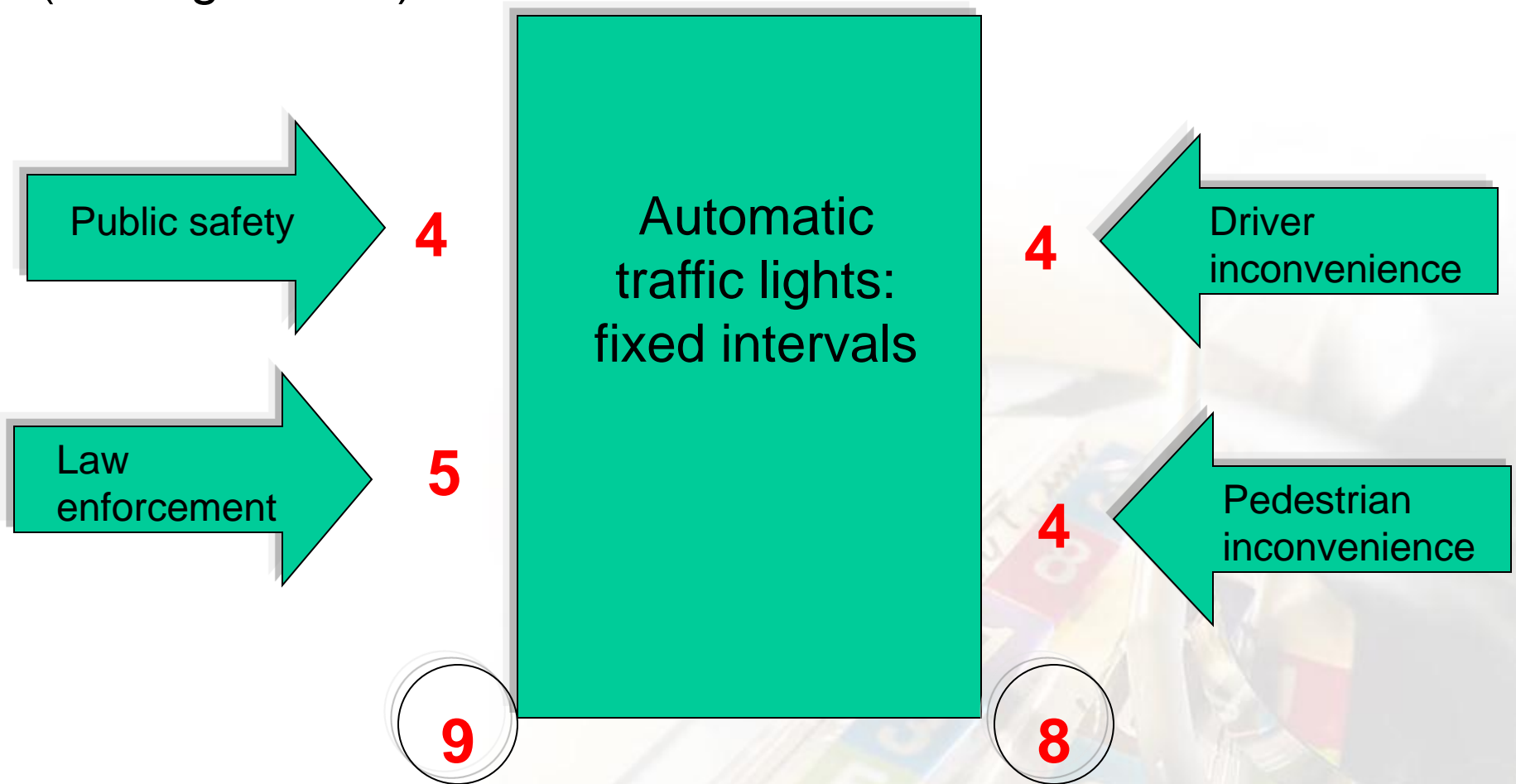
Forces For
(Driving Forces)

Desired State

Forces Against
(Restraining Forces)

Change nursing assessment from manual to automated

Forces For
(Driving Forces)

Desired State

Forces Against
(Restraining Forces)

Administrative mandate

Change nursing assessment from manual to automated

Cost of technology

Better communication

Staff resistance: unfamiliarity

Time savings (long term)

More time-consuming (short term)

Decision support (^ quality)

Constrained resources (implementation)

Forces For (Driving Forces)

Desired State

Forces Against (Restraining Forces)

Change nursing assessment from manual to automated

Administrative mandate → **4**

Better communication → **3**

Time savings (long term) → **3**

Decision support (^ quality) → **3**

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Cost of technology **2** ←

Staff resistance: unfamiliarity **5** ←
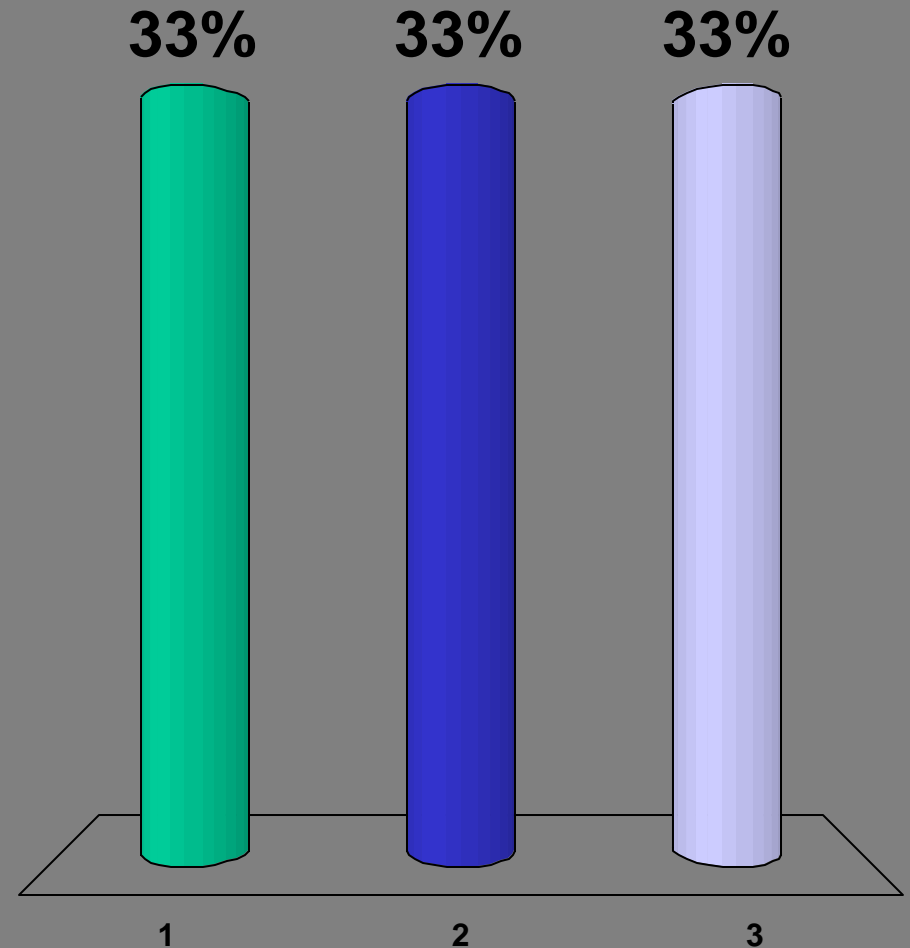
More time-consuming (short term) **4** ←

Constrained resources (implementation) **5** ←

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If you were the project manager, what would be your highest priority?
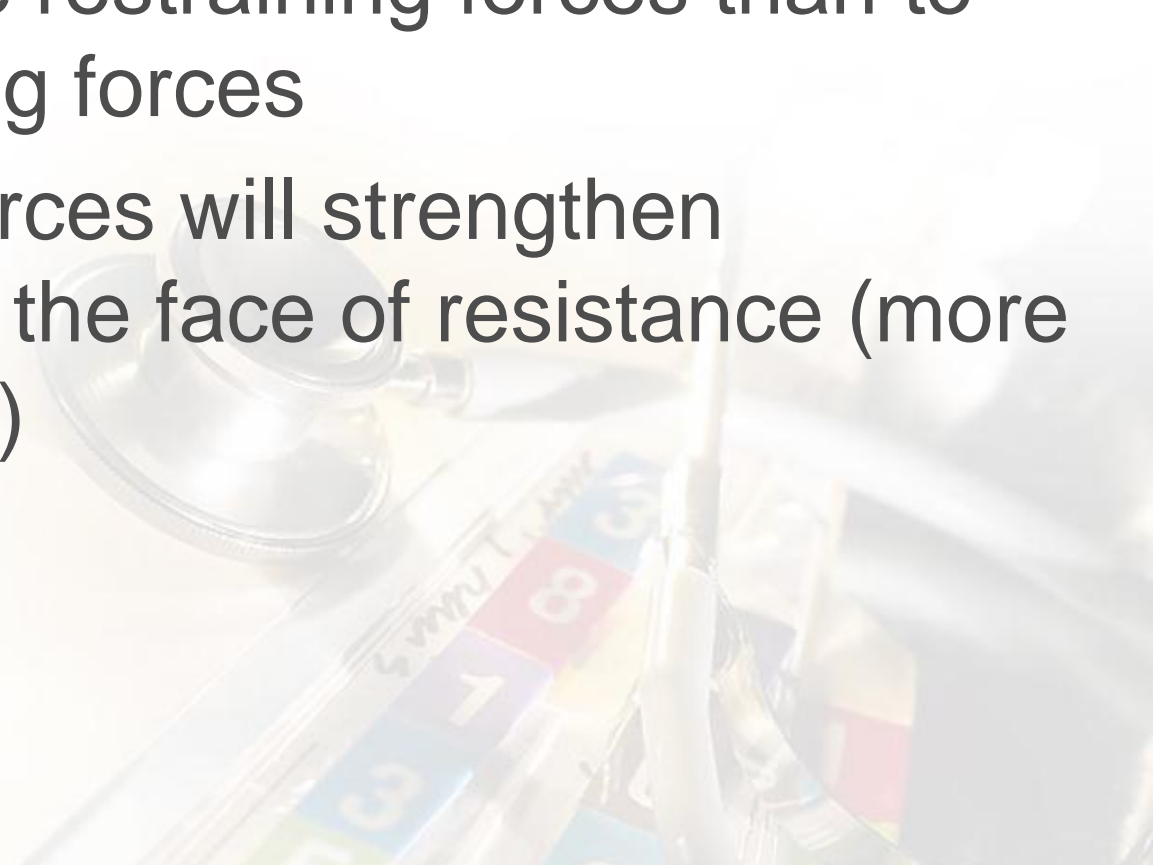
1. Strengthen the driving forces
2. Reduce the restraining forces
3. Do both

33% **33%** **33%**

10
Countdown

1   2   3

It's better to reduce restraining forces than to strengthen driving forces

- Restraining forces will strengthen themselves in the face of resistance (more on this later…)

Forces For (Driving Forces)

Desired State

Forces Against (Restraining Forces)

Physician Order Entry and Automated Med Charting changed from manual to automated (grant funded trial)

Forces For		Forces Against
Medical Dept permission	**4**	Resident skepticism **2**
Nursing Dept permission	**4**	Temporary nature of project **2**
Nursing staff and leadership support	**4**	More time-consuming (short term) **3**
Grant-funded experiment	**4**	

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A Real-Life Example: The Actuals

Forces For (Driving Forces)

Desired State

Forces Against (Restraining Forces)

Physician Order Entry and Automated Med Charting changed from manual to automated (grant funded trial)

Medical Dept permission — **2**

Nursing Dept permission — **2**

Nursing staff and leadership support — **4**

Grant-funded experiment — **2**

10

Resident resistance/ sabotage — **5**

Temporary nature of project — **5**

More time-consuming (short term) — **5**

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Be brutally honest in defining forces for and against, and in determining values

- Small group process is best, to balance natural bias
- Failing to account for forces on either side could make the difference in success or failure
- Failing to accurately quantify the strength of the forces on either side could make the difference in success or failure

Have you used Force Field Analysis on a project? What was your experience, and what were the results?

Might you use Force Field Analysis on a current or impending project?

☐ **TURN ME IN !!**

THANK YOU!

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