



Engaging Staff for Change

– Frontline Experience in the Health Sector

Hong Kong Hospital Authority Conference 2014

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Presentation Overview

1 **The Current Context for Change**

2 **Examples of Change Initiatives**

✓ 3 **Change Complexity in Health**

4 **Key Strategies for Change**

5 **Further Resources**

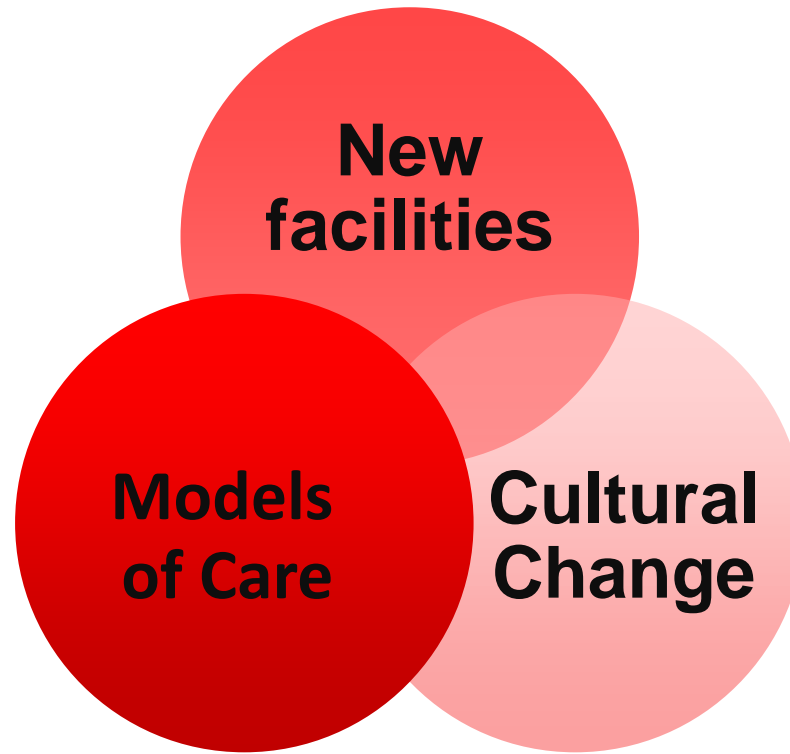


The Current Context



- Ageing population
- Increased service demand
- Budget constraints
- Efficiency targets
- Quality standards
- Patient experience
- Technological change
- Workforce shortages
- Translational research
- Integration acute to community
- Multidisciplinary care
- Continuity of care & carer

Examples of Change Initiatives



New Facilities

- **Royal Women's Hospital**
 - Change Consultant for the redevelopment, move & model of care changes
- **Royal Children's Hospital**
 - Change consultant for the move & Perioperative redevelopment

Models of Care

- **Neonatal Intensive Care @ the Royal Women's Hospital, Melbourne**
- **Maternity Services – Monash Health, Melbourne**
- **HARP – Chronic Disease model – Monash Health**



Cultural Change

- **Active Service Model – Aged Care - Home And Community Care (HACC) Victoria**
- **Neonatal & maternity**



Change Complexity in Health

Why
Health is
different!



- Complex & emergent system
- Diffuse power base
- Incremental change ✓
- Rituals to contain anxiety
- Strong personal identity & status in role
- High levels of autonomy

Strategies for change in health

— lead people not just the process

- Create **ownership**
- Consult...everyone
- Engage stakeholders in cross-sectional working groups to build it from the start
- Dialogue 1:1 – repeat!
- Identify influential people & their power base (keep learning..)
- Have the best idea



Evidence based approach?

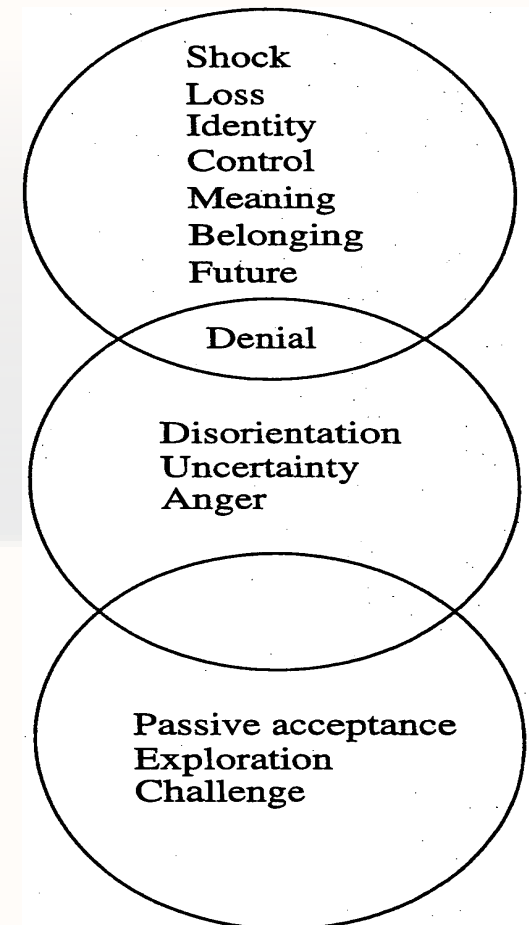
- ❑ Yes, look at the evidence together.....
- ❑ But the evidence is never enough.....



Hand washing...still a way to go..7-30% of doctors do, after 150 years of evidence*

People & Change - Stages of Transition (Bridges model)

- Beginning with an ending
'That's never going to work'
- Between the old and the new
'This isn't working!?'
- Ending with a new beginning
"This is such a better way"



Leaders job....in each stage

Endings

- Why
- Expect & accept
- Overreaction?
- Farewells
- Communicate – 16 times

Neutral (Landing)

- Acknowledge
- Give jobs
- Praise effort
- Roll your sleeves up
- Communicate – 16 times

Beginning

- Timing
- Make new rules clear
- Align policies, systems & practice
- Celebrate

Strategies for change management

1


Change is NOT a linear process.

2

It will not work as a Gantt chart

3

You don't "roll it out"



Understand the purpose of resistance!

Read....the classics

....and the current literature

- William Bridges
- Edgar Schein
- Argyris
- Isabel Menzies-Blythe
- Lindblom
- McDaniel & Driebe
- Applebaum & Wohl





THANK YOU!



Linda Betts &
Associates