

## Title: Implementing Change Management to Enhance Patient Experience and Wait Time Management

### Introduction:

As the department head of cardiology at Memorial General Hospital, addressing the prolonged wait times and patient dissatisfaction has become a critical priority. This paper analyzes the implementation of Kotter's Eight-stage Process for Change to resolve the scheduling challenges and improve the waiting room experience. According to Anderson and Ackerman Anderson (2021), successful organizational change requires a structured approach that engages all stakeholders in the transformation process.

### Creating Urgency:

To initiate change, I will compile data showing patient complaints, wait time statistics, and satisfaction surveys. Sharing these metrics with staff members will demonstrate how extended appointments impact subsequent patients and overall hospital ratings. Research by Alnasser et al. (2022) indicates that patient satisfaction drops by 30% when waiting times exceed 30 minutes beyond scheduled appointments.

### Building a Coalition:

I will form a dedicated team comprising nurses, scheduling staff, physicians, and patient representatives. This diverse group will provide multiple perspectives on the challenges and potential solutions.

#### Developing a Vision:

Our vision will focus on creating an efficient scheduling system that accounts for case complexity while transforming the waiting area into an engaging space. The target is to reduce the waiting times to under 15 minutes and enhance the waiting experience.

#### Communicating the Vision:

Regular staff meetings and daily huddles will be utilized to share the vision. Digital displays in staff areas will showcase progress metrics and patient feedback.

#### Empowering Action:

Staff will receive authority to adjust scheduling based on case complexity. Resources will be allocated for improvements in waiting room, including Wi-Fi installation, current magazines, and electronic entertainment options.

#### Generating Short-term Wins:

Initial improvements will focus on quick victories, such as implementing a text message system alerting patients to delays and installing charging stations in the waiting area.

#### Consolidating Gains:

Successful changes will be documented and standardized into new protocols. Regular monitoring of wait times and patient satisfaction will ensure sustained improvement.

#### Anchoring Changes:

New scheduling practices and waiting room management procedures will be incorporated into staff training and hospital policies. Regular audits will ensure adherence to the improved systems.

#### Conclusion:

Implementing Kotter's change management process provides a structured approach to addressing our scheduling and patient satisfaction challenges. Through systematic implementation of each stage, we can create lasting improvements in patient experience while maintaining efficient clinical operations. Success requires continuous engagement from all stakeholders and regular assessment of outcomes to ensure sustained positive change.

Wordcount: 406

## References:

Anderson, D., & Ackerman Anderson, L. (2021). *Change Leader's Roadmap: How to Navigate Your Organization's Transformation*. Wiley Publishing. <https://www.wiley.com/en-us/The+Change+Leader's+Roadmap%3A+How+to+Navigate+Your+Organization's+Transformation%2C+2nd+Edition-p-9780470877937>

Alnasser, M., Bandar, R., & Alotaibi, Q. (2022). *Impact of waiting time on patients' satisfaction and health care service quality at of hospital outpatient department*. [https://mecsj.com/uplode/images/photo/\\_Impact\\_of\\_waiting\\_\\_.pdf](https://mecsj.com/uplode/images/photo/_Impact_of_waiting__.pdf)