**NURS\_6441\_DiscussionWK3**

**Topic: Approaches To Change Management**

**Professional experience in which change was ineffectively managed**.

Change is not avoidable in healthcare. A problem specific to healthcare is that almost two-thirds of all change projects fail for various reasons, such as poor planning, unmotivated staff, deficient communication, or widespread changes. Every healthcare provider has a role in ensuring effective change, therefore using best practices derived from change theories can help improve the odds of success and subsequent practice improvement. (Barrow & Toney., 2019)

I used to work in a community hospital a few years back, and we were having an issue with the current EHR, the hospital decided to implement a new user-friendly well designed EHR system, but because of poor management during the transition, we had to face numerous challenges.

The initial challenge was a lack of buy-in and understanding of the system’s benefits and functionalities, there were not enough training sessions, and the available sessions were also rushed, leaving many staff members unprepared to use the new system effectively, there was no clear communication plan, so we were not sure of where and who to turn for support and any emerging issue. This happened because of a lack of engagement of all key stakeholders. Only administrative staff were involved early in the process, there was no engagement of nurses physicians, and other end users.

The result of this was disruption in patient care, errors were seen during documentation, patient records were inconsistently updated and Morale among the staff declined because of frustration and the perceived lack of support for the management.

**The following change management method could have been applied to facilitate the change more successfully.**

Involving all the stakeholders and communication: Forming a change management team with the involvement of all stakeholders (e.g., administrative teams, nurses, physicians). Using a regular communication channel to keep everyone informed and involved.

Doing this will help in understanding their concerns and gaining their support. Continuous communication fosters transparency and trust, which can alleviate resistance and encourage a smoother transition.

Providingcomprehensive Training and Support: This can be done by developing a detai**led**training program with hands-on sessions, online resources, and ongoing support. This

 ensures that all staff members are proficient in using the new system, reducing errors and increasing efficiency. Ongoing support helps address issues as they arise and reinforces learning. Applying a structured change management framework such as Kotter’s 8-Step Change Model, emphasizes creating a sense of urgency, forming a guiding coalition, and anchoring new practices in the culture. These frameworks provide a systematic approach to managing change, focusing on building support, addressing resistance, and ensuring the new practices are embedded into the organization’s culture. (Bedard, 2023)

Incorporating these change management methods, we could have facilitated a more effective transition to the new EHR system, minimizing disruptions and enhancing overall acceptance and performance.

**References:**

 Barrow, J. M., & Toney-Butler, T. J. (2019). [Change managementLinks to an external site.Links to an external site.](https://www.ncbi.nlm.nih.gov/books/NBK459380/). Treasure Island, FL: StatPearls Publishing. Retrieved from [https://www.ncbi.nlm.nih.gov/books/NBK459380/Links to an external site.](https://www.ncbi.nlm.nih.gov/books/NBK459380/)

Bedard, A. (2023, August 22). The 8-step process for leading change: Dr. John Kotter. Kotter International Inc. https://www.kotterinc.com/methodology/8-steps/

**Response 1:**

Hello Sydney, nicely done, you have presented several methods to resolve the issue. Along with training and support,Feedback and Continuous Improvement can be done to facilitate the change more successfully. This can be done by collecting feedback during transition, once we collect the feedback, this can be used to make iterative improvements.Regularly reviewing meetings to assess progress and address any issues can also be done. The meeting provides a dynamic environment where interaction and innovation will enhance the crossflow of ideas and help solve problems. (Burke & Barron, 2014)Regular feedback allows for timely adjustments and improvements, helping to resolve issues quickly and refine processes based on real-world use and experiences.

**References:**

Burke, R., & Barron, S. (2014). [Project management leadership: Building creative teamsLinks to an external site.Links to an external site.](https://ebookcentral.proquest.com/lib/waldenu/detail.action?docID=1635366) (2nd ed.). West Sussex, UK: John Wiley & Sons.Chapter 8, “Resistance to Change” (pp. 299)

**Response 2**

Hello Tari,

I could only imagine what Nurses would go through when they get this type of surprise from the management about caring for VAD patients without enough training and support. We also take care of VAD patients in our unit, but we are mandated to complete hours of training and there is always a resource person 24 hours with extra supplies if we have any questions or if we need extra supplies. Application of Lewin’s change Theory in this situation helps with the issue you have presented. By applying Lewin's Change Theory, a structured approach can be created for training and resource allocation that aligns with the different stages of change, ultimately helping to ensure a smoother transition and more effective adoption of new practices. Pepperdine.edu explains that Lewin utilized the simplicity of three steps to support changes that are long-term and easily addressable to stakeholders and investors

**References:**

An application of Lewin in a trans-pandemic world: a narrative inquiry in a case study with a suggested model for the future . (2023).

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