

Rural & Remote Advanced Primary Care Certificate Change management



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Objectives

1. Overview change management concepts
2. Learn from each other
3. Commence change management plan and stakeholder analysis

CPM Pilot - Remaining issues

- Resistance to change
- Limitations on capacity to practice at advanced level
- Resources & work arrangement do not support advanced practice model

Effective change management

- Strong implementation management - transactional management
- Enthusiastic involvement of senior leaders - transformational leadership
- Stakeholder engagement
- Reasons and benefits for change are clear to all
- Current situation is assessed - work processes, expectations of, and readiness to adopt, the change
- Regular review and validation of change
- Constant, accurate communication and guidance about change
- Training to enable end-users to adopt changes

Changing 'change management' thinking

- Predicted, structured, and linear change management event
- Constant change – verging on chaos
 - Different thinking, management approach and level of stakeholder engagement
 - Access to wide range of knowledge, experiences and expertise
 - Participatory and engaging
 - Trial and error

Organisational learning cycle

- Consensus on problem – using people's experiences
- Generating solutions/strategies
- Testing and revising solutions/strategies
- Refining solutions/strategies based on lessons (theory development)

Change management plan

1. Case for change
2. Purpose of change
3. Changes needed
 - *Enablers*
 - *Barriers*
4. Stakeholder analysis, communication and engagement
5. Action and Evaluation

Rate of adoption of innovation/change

- Innovators - Venturesome (2.5%)
- Early adopters – Respect (13.5%)
- Early majority – Deliberate (34%)
- Late majority – Skeptical (34%)
- Laggards – Traditional (16%)

(Roger.E. 2003 Diffusion of Innovations 5th Ed.)

Stakeholder engagement

“any group or individual who can affect or is affected by the achievements of the organisation’s objectives”

(R. Edward Freeman, 1984)

Collaboration

“interactions between nurse and physician that enable the knowledge and skills of both professionals to synergistically influence the patient care being provided”

(Weiss and Davis (1985:299))

Two-dimensional model of conflict behaviour (Ruble and Thomas 1976)

MODEL OF CONFLICT BEHAVIOR

