



Learning to Change: A reflection on Change Management

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Learning to change

- Managing Change in Health & Social Care
- MSc Healthcare Education & Management at Kingston University



Implementing a change in learning style

Reflection on the introduction of a multi-professional self-directed study pack

- What is 'change'
- Elements of change
- A tool to support change
- Evaluation of change



What is 'change'?

'making something different from what is was' Sullivan & Decker, 2001

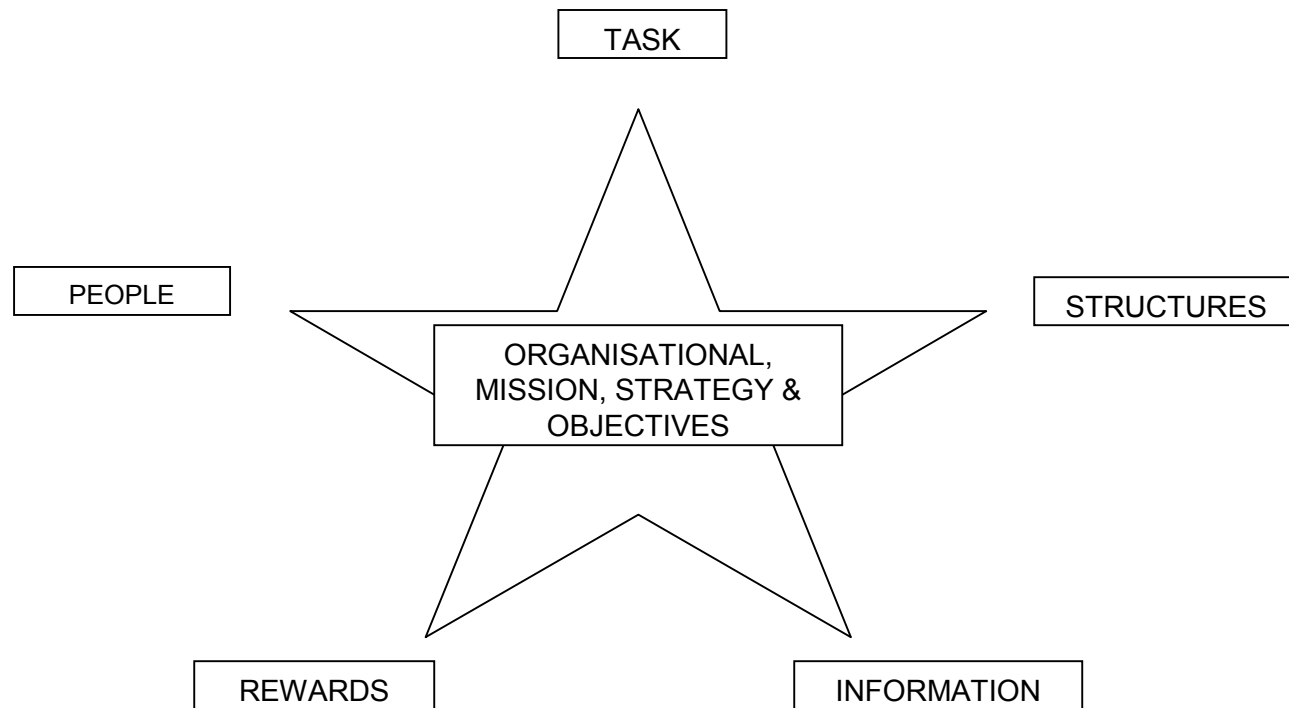
A journey which requires consideration of its purpose , the route and who is travelling to ensure its relevance. Paton & McCalman, 2000



Elements of change

- Complex
- One element can have implications on other constituents
- Galbraith's star model provides tool to provide focus

Elements of change



Adapted from Galbraith's star model cited in Barr & Dowding (2008, p.210)



The Change Management model

- Developed by Carney (2000) & group of students at University School of Nursing & Midwifery, Dublin
- A tool to provide direction and framework for management & evaluation of change



The Change Management model

- A contemporary model
- Cultivated during my time as a practitioner
- Developed from reflection of critical incidents



Evaluation of change

- Five Principle Components identified as critical to the success of change management
- Each component comprises of seven key variables
- Each sentence scored 0-4



Component I: Critical success factors

- 1 Managers have to change, high level of commitment 2
- 2 Staff have high level of commitment to change, staff are fully involved 2
- 3 Staff are motivated to ensuring a successful change 2
- 4 Staff used professional judgement in the change process 2
- 5 Staff have clear understanding for the need for change and knowledge of the change process 2
- 6 All staff exercised high levels of communication throughout the change 3
- 7 Staff recognize that a high quality outcome will result in enhanced patient care 3

TOTAL = 16



The score key

- Used to evaluate overall effectiveness of the change process
- 120-140 indicates excellent change management throughout
- 1-29 indicates poorly managed change
- Score in between indicate moderate success



What have I learnt and did it effect my practice?

- Score = 81
- Subjective

- Tool has provided foundation for personal and clinical development
- Structured approach to the change management process



What have I learnt and did it effect my practice?

- Awareness of personal influences
- Developed critical appraisal skills
- Understanding & evaluation of change management theory
- Career development
- Enhance and develop high quality effective clinical care



The development of a model to manage change: reflection on a critical incident in a focus group setting. An innovative approach

Carney, M. (2000)

Journal of Nursing Management 8 pp.265-272