



Health Information System Change Management

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Change : term and Definition

NOUN

a variation:
a substitution of
one for another

VERB

to make or become different:
to undergo, show or be subject to
Change

Change is *situational*: new boss, new policy,
new structure, new team roles, new site

Transition is the psychological
process that people go through
in response to change

Beginning
of the New way

New
Way

Old
Way

"TURBULENT ZONE"

Transition
Process

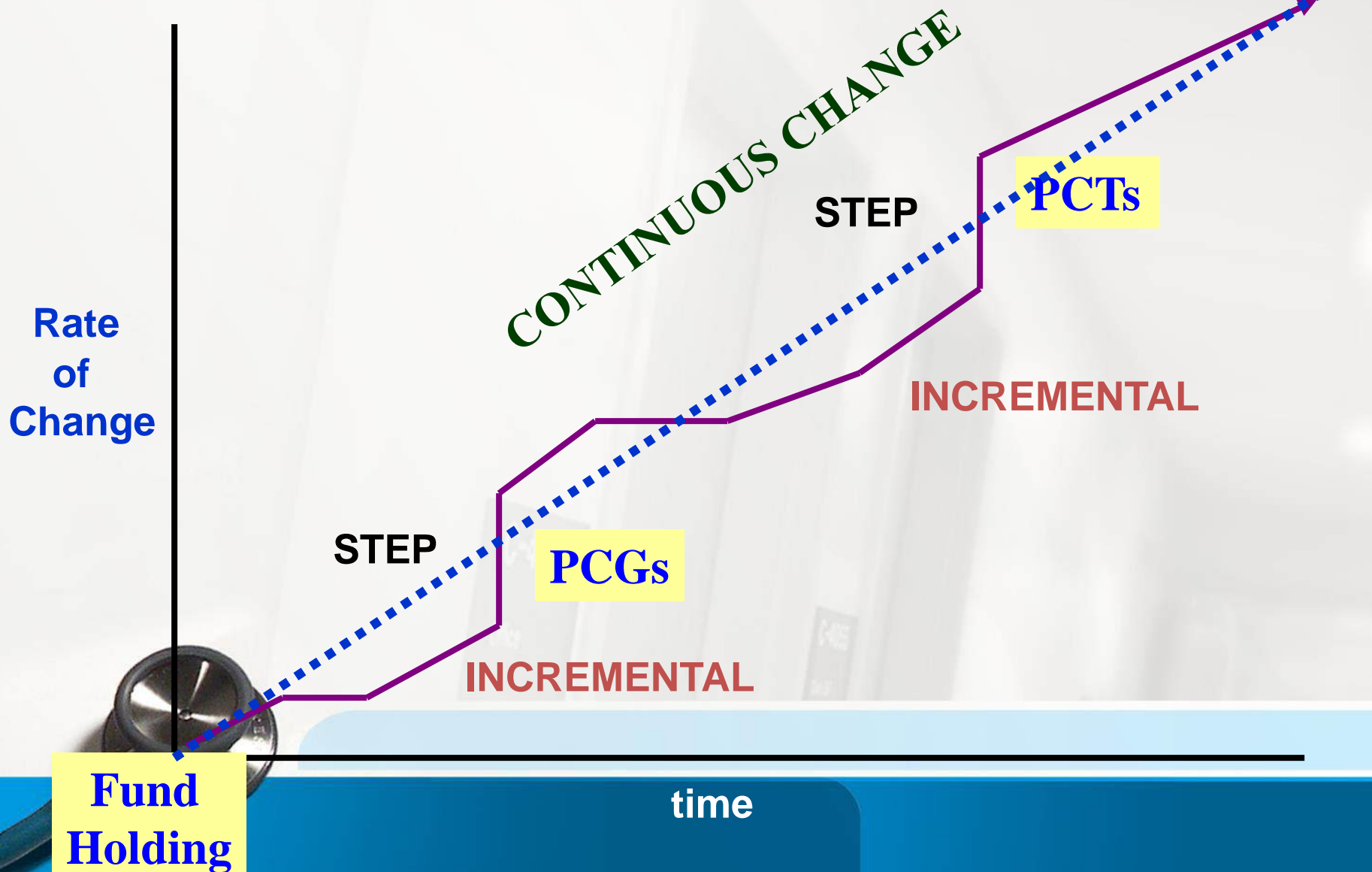
change

Ending
(of the Old way)

The "turbulent zone" is the '*neutral zone*' between the 'old reality'
and the 'new way of doing things':
i.e. *where change activity is at its most intense*
where change management is most challenging



Types/levels of Change



The CHANGE Perspective

Change is inevitable - history shows this

Change = **Threat**

Change = **Opportunity**



People generally *resist* change

Change is complex - often messy

Change requires *planning* and *leadership*

The ability to adopt and *manage* change is now a key skill

“People resist not only change that is bad for them, but also change that will benefit them in the long-run.” **BOYETT/BOYETT** “The Guru Guide”

“In a changing world the only constant now is change”

COLIN CARNALL, HENLEY MANAGEMENT COLLEGE.

“Making Change Happen”

The **PEOPLE** factor



People and how they are managed are key factors in the successful management of change.
We will be stressing this throughout this Module

Organisational Change:

how organisations tackle change :

- **some organisations *make* things happen**
 - *they anticipate change, embrace it : the pro-active approach*
- **others *watch* things happen**
 - *the “wait-and-see” approach*
- **some *wait* until things happen to them**
 - *the re-active approach*
- **some organisations seem to be changing *all the time***
 - *they go from one change initiative to another*



Practical Exercise 1

There are **DRIVERS** for Change

and there are **RESISTORS** to Change

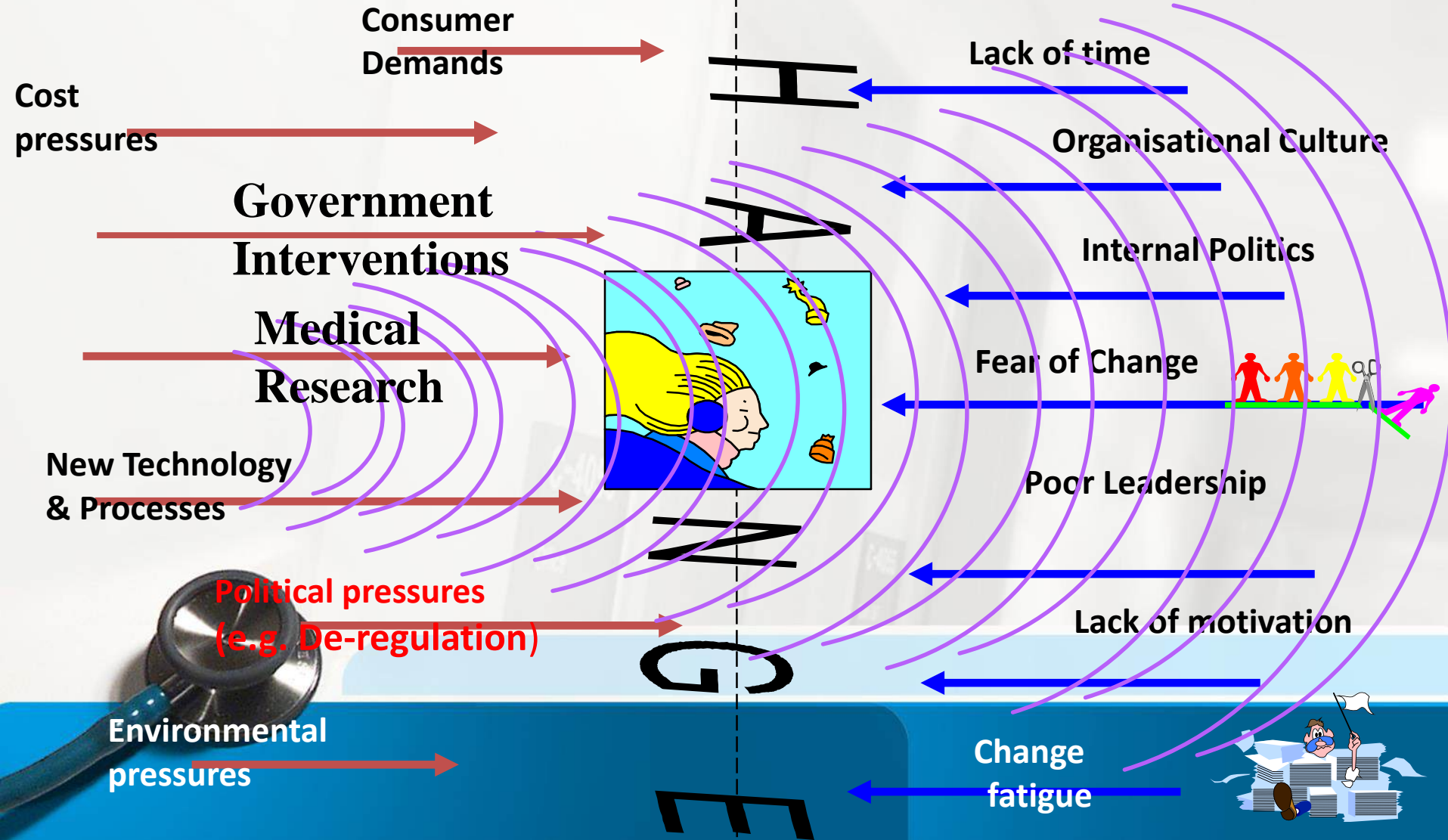
List the key Drivers & Resistors of change
in terms of the Hospital



Forces Driving and Opposing Change

DRIVERS

RESISTORS



Key Drivers of Change : General

- increasingly sophisticated consumer demand
- global competition
- cost reduction pressures
- new research, technologies and processes
- political and environmental pressures



*“running
to
standstill”?*



HADLEY'S LAW :

**Don't confuse
Motion with Progress**



7 Steps to Successful Management of Change

- 1. Creating and communicating the Vision**
- 2. Understanding the Culture**
- 3. Understanding the wider Environment**
- 4. Understanding People and the Psychology of Change**
- 5. Effective Implementation**
- 6. Positive two-way Communication**
- 7. Effective Measurement, Monitoring and Flexibility**



7 Steps to Successful Management of Change : Steps 1 - 4

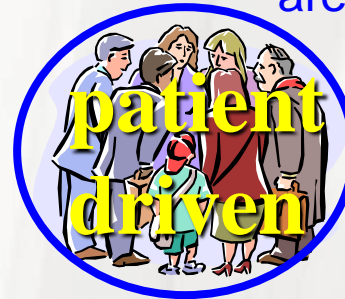
STEPS
1 - 4

Very important that the Organisation's people are involved



involving people

Very Important that Change initiatives are Customer/Consumer focussed



Steps 2/3/4 = planning the change

commitment from the top

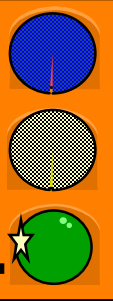
Address Attitudes & Change Types

Understand the Environment ^③

Understand the Culture ^②

Create and Share the Vision ^①

START

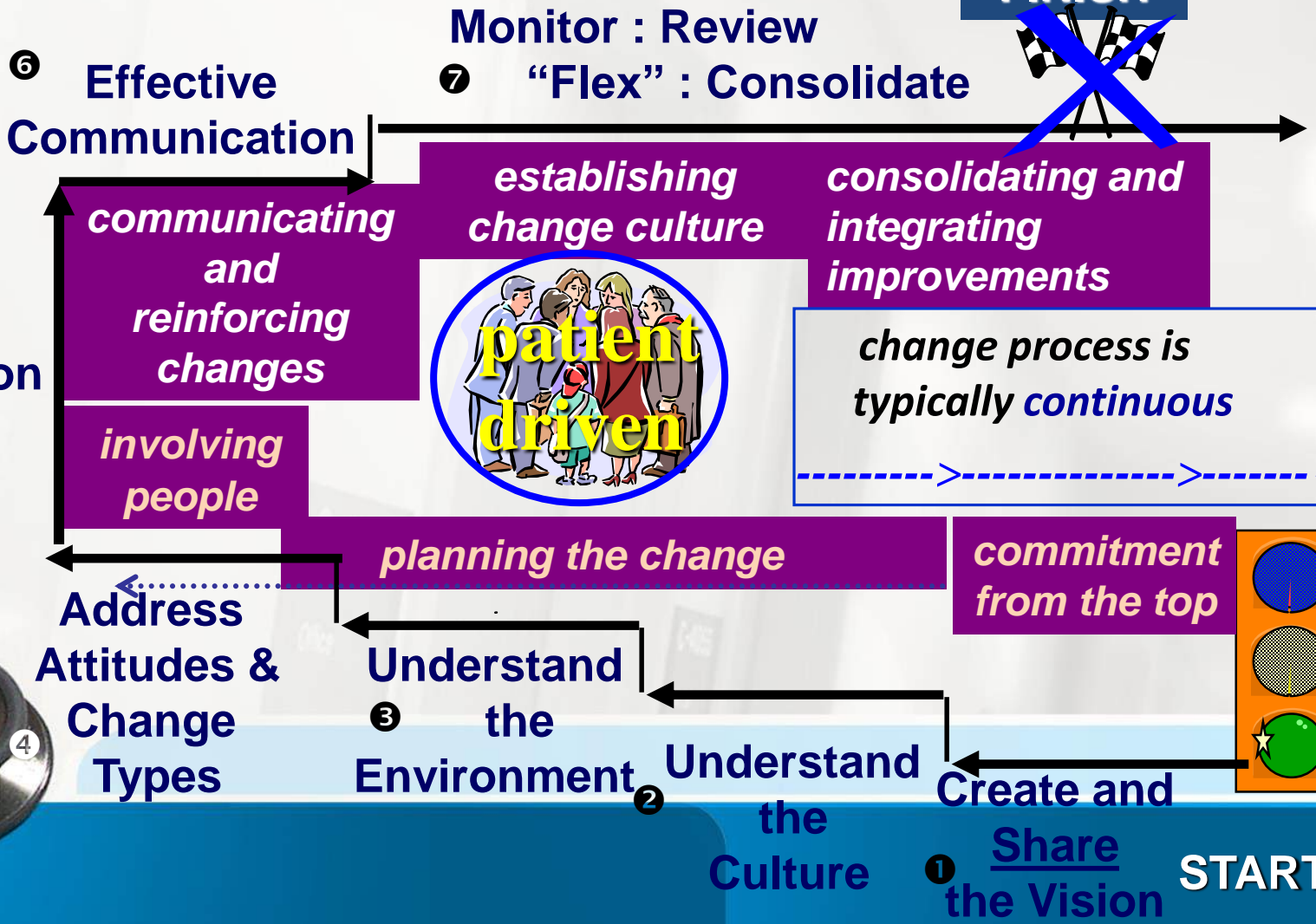


7 Steps to Successful Management of Change : Steps 5 -7

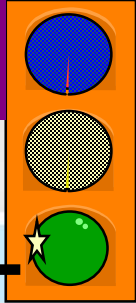
THERE IS NO FINISH!

STEPS
5 - 7

FINISH

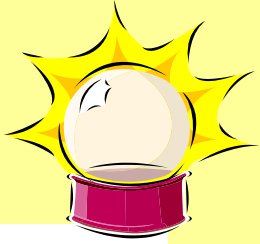


"people inclusive"



STEP 1

Create (& Share) the Vision



Leaders and Senior Managers need to develop – and eventually to articulate to all employees - the Vision that drives the change initiative.

They will need to explain why changes are needed, and to *articulate the benefits* - all part of a vital ongoing communication process



It helps the overall change processes if Organisations **PLAN** their change, commit openly to their change plans - and motivate their key people who are to help them drive and manage it.

VISION, GOOD LEADERSHIP and OPEN COMMITMENT are key ingredients of Successful change



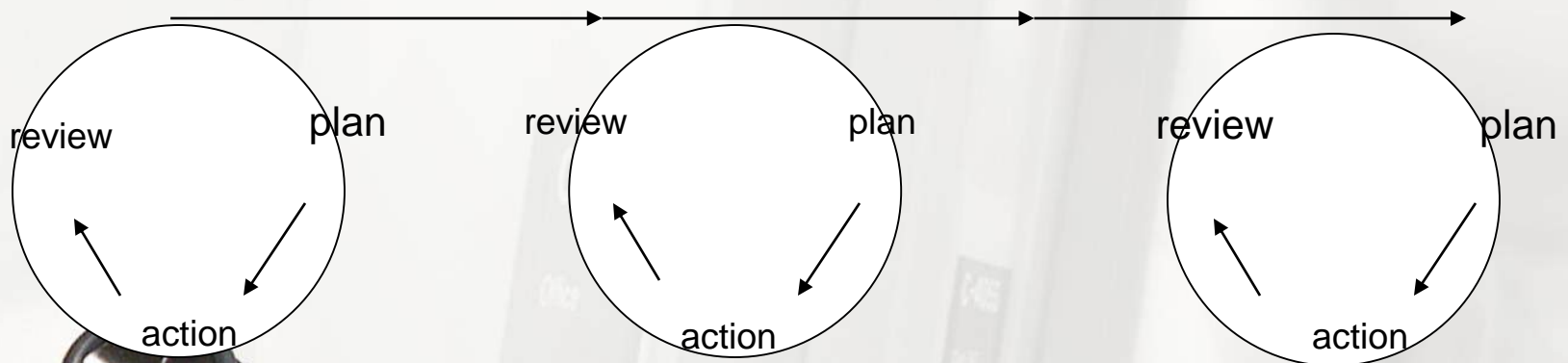
STEPS 2-4 *Planning the Change*

It is very important to use the change models to consider the likely impacts of change on the work-areas.....

As we have said : it is then very important to have a PLAN for change

There is a Planning Model – *known as PAR* – that helps here :

PLAN : ACTION : REVIEW



Understanding the Culture

(“the way we do things around here”)

**“Failure to take culture into account
will result in just that - failure ! -
no matter how well planned or
executed a change may be.”**

Neil Russell Jones, The Managing Change Pocket Book



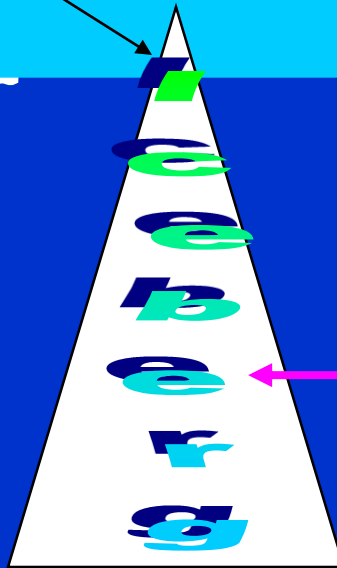
“Organization culture is like an iceberg”

Signs
Symbols

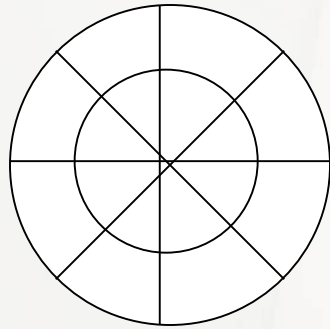
(Plant)

We need to recognise – and take into account – the ‘depth’ of existing culture

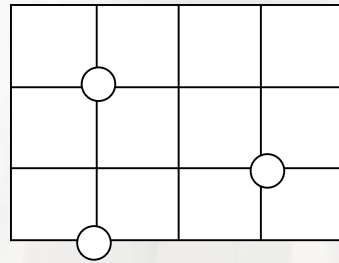
Values
Beliefs
Culture



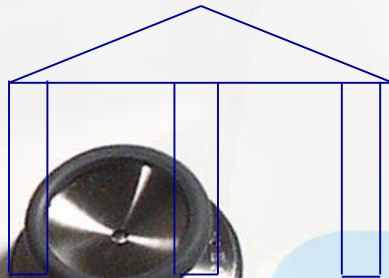
Ignore Organizational Culture at your **Peril**



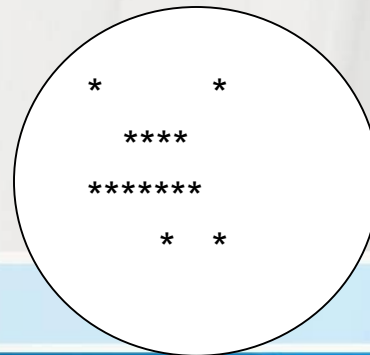
Power



Task

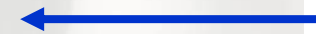


Role



Person

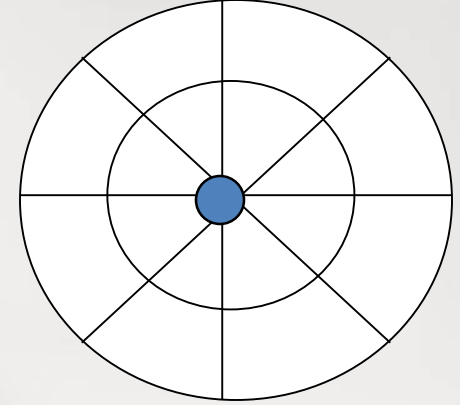
We will
look
at these
Culture
Types in
some
detail



Power Culture



symbolised by a web



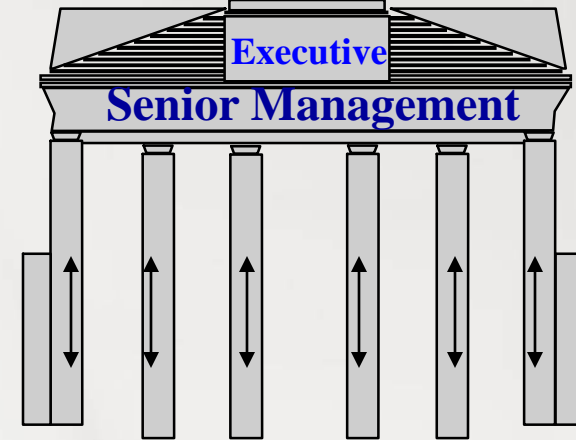
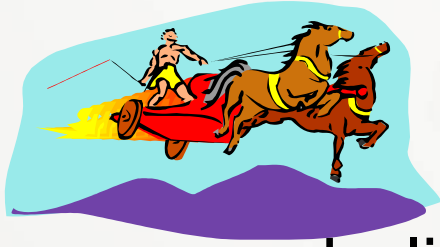
power is wielded by individuals at the centre and exercised through established channels and networks

ZEUS is the patron God of the Power Culture

all-powerful God of the Gods, ruled by whim & impulse

Change in these organisations is typically driven by the central authority and requires the buy-in of the people down the key channels

Role Culture:



symbolised by a Greek Temple
communications flow up in varying degrees *but*
never or seldom across: stability is the key

APOLLO is the patron God of the Role Culture

God of reason, logic and rationality

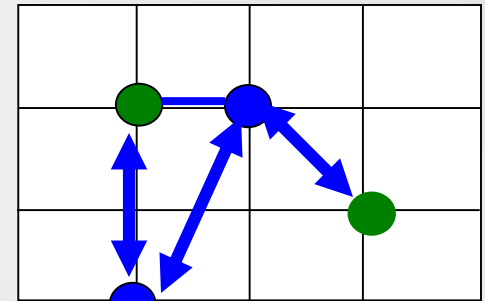
Change in these organisations is typically initiated from the top but critically also up each leg of the “Temple”, following agreed structures and protocols. This is not easy and is time consuming unless you have a management structure looking down and across the organization.

Task Culture:

symbolised by a “net”

Gods of the Task Culture ?

Athena



Odysseus

power flows up, across and down in a matrix structure

jobs are project or task orientated and very flexible with relatively little structure e.g. ‘projects’ and ‘consultancies’:

key features are project or customer-focused objectives

to change this organization, you must take the key decision-makers with you and gain buy-in from most of the ‘members’

STEP 2

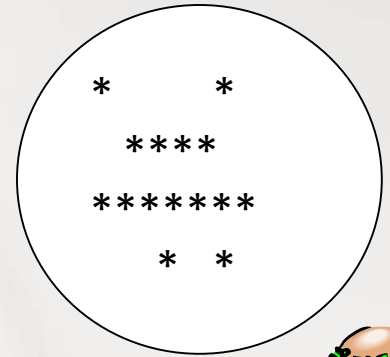
**ORGANISATIONAL
CULTURE**

Person Culture:

symbolised by a cluster

or constellation

DIONYSUS is the God of the Person Culture



- individuals are very important
- **such an organization is often difficult to manage**
- some partnerships are like this and probably many GP practices would have historically fitted this model

*God of the self-oriented Individual,
first existentialist*

*to change this organization, you must
effectively take everyone with you*



STEP 2

**ORGANISATIONAL
CULTURE**

Practical Task 2

Using the Handy cultural models, consider the prevailing culture in your part of the organisation.

Is it the same or different from the prevailing culture in the organisation overall?

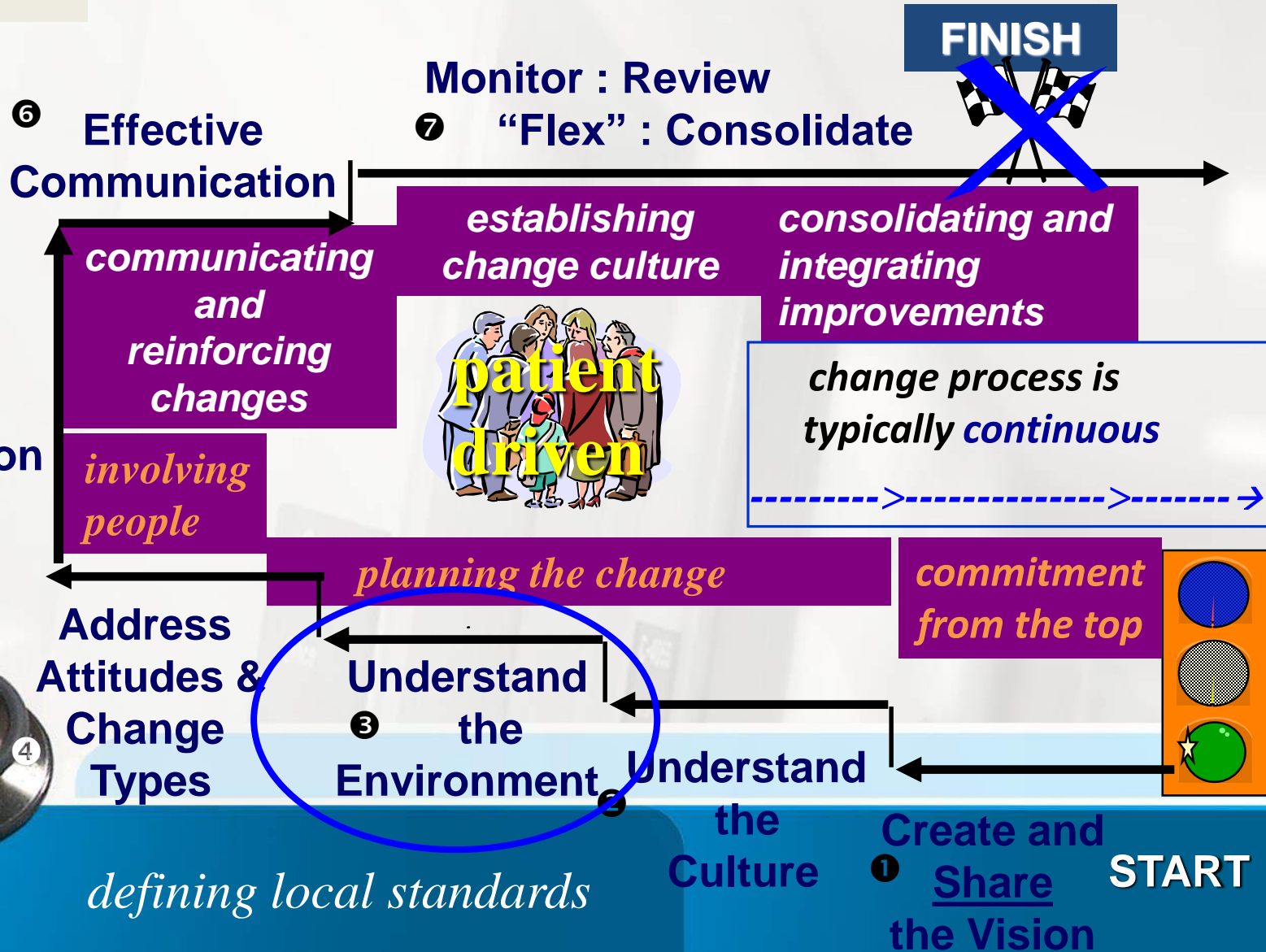
What are the considerations of this for managing change in your part of the organisation?



It is important that Change takes into account local conditions and characteristics -

7 Steps to Successful Management of Change

THERE IS NO FINISH!



5 Effective Implementation



STEP 4

Understand Attitudes and Psychology of Change

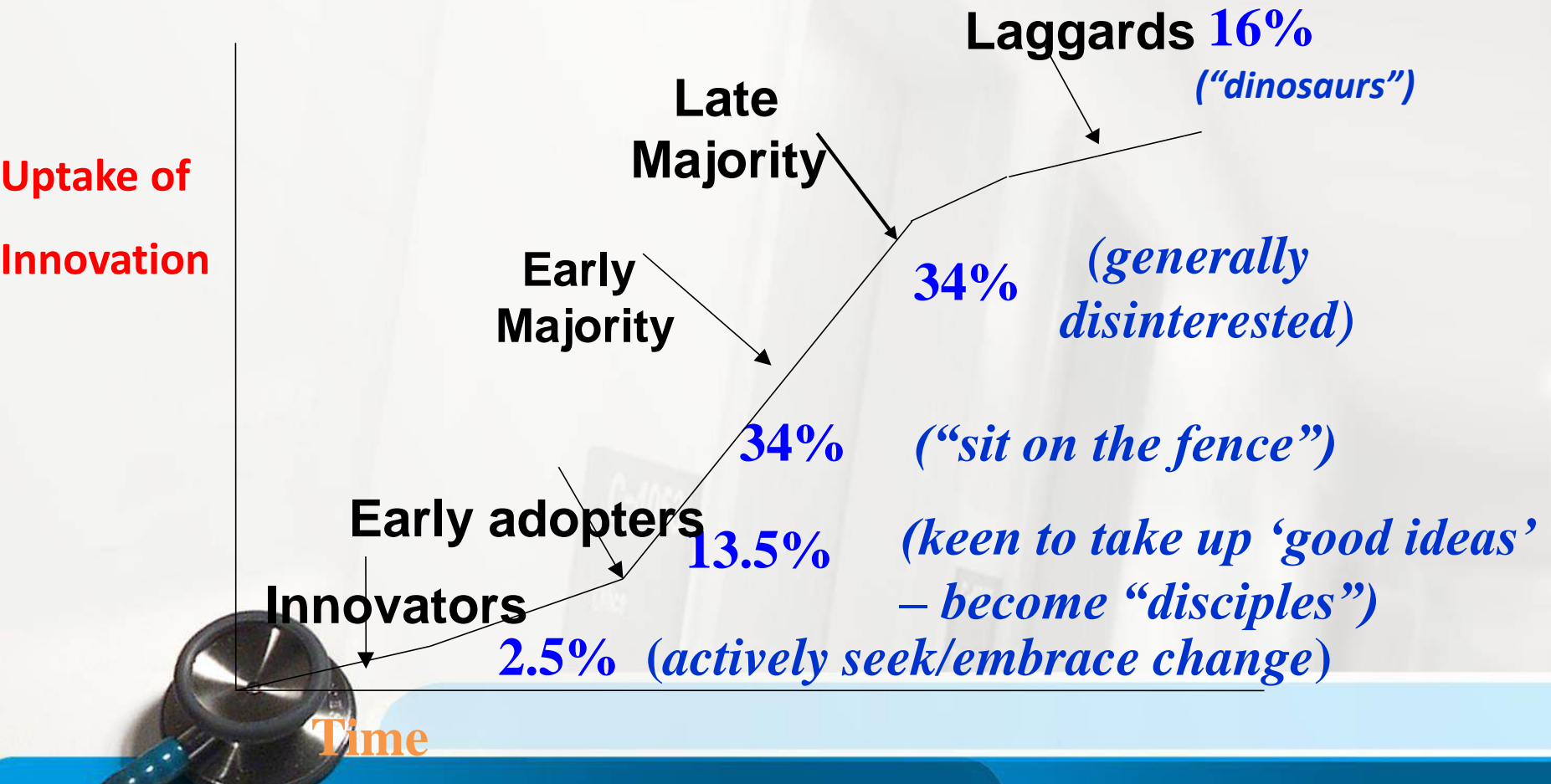
THREE KEY MODELS

**Adopting Change
Attitudes to Change
The Coping Cycle**



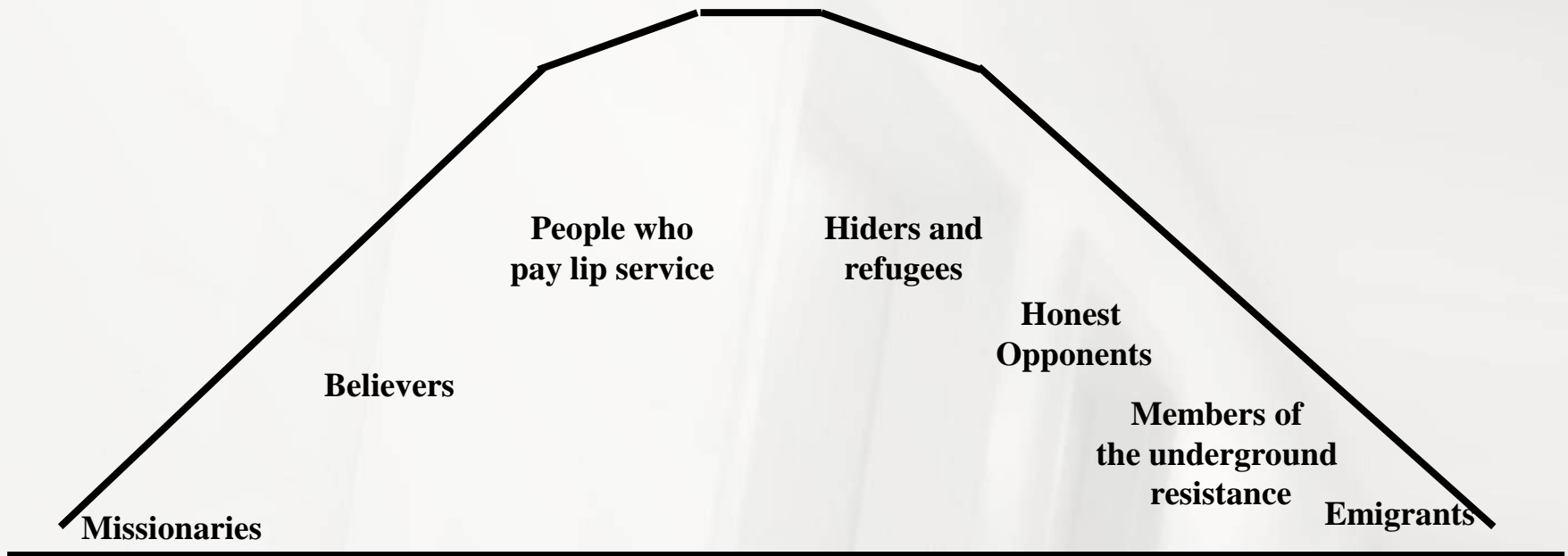
Adopting Change

Everett Rogers : *Diffusion of Take-Up of Innovations*



Rogers carried out research into how quickly people take up "innovations" – new ways of doing things.

Attitudes to Change



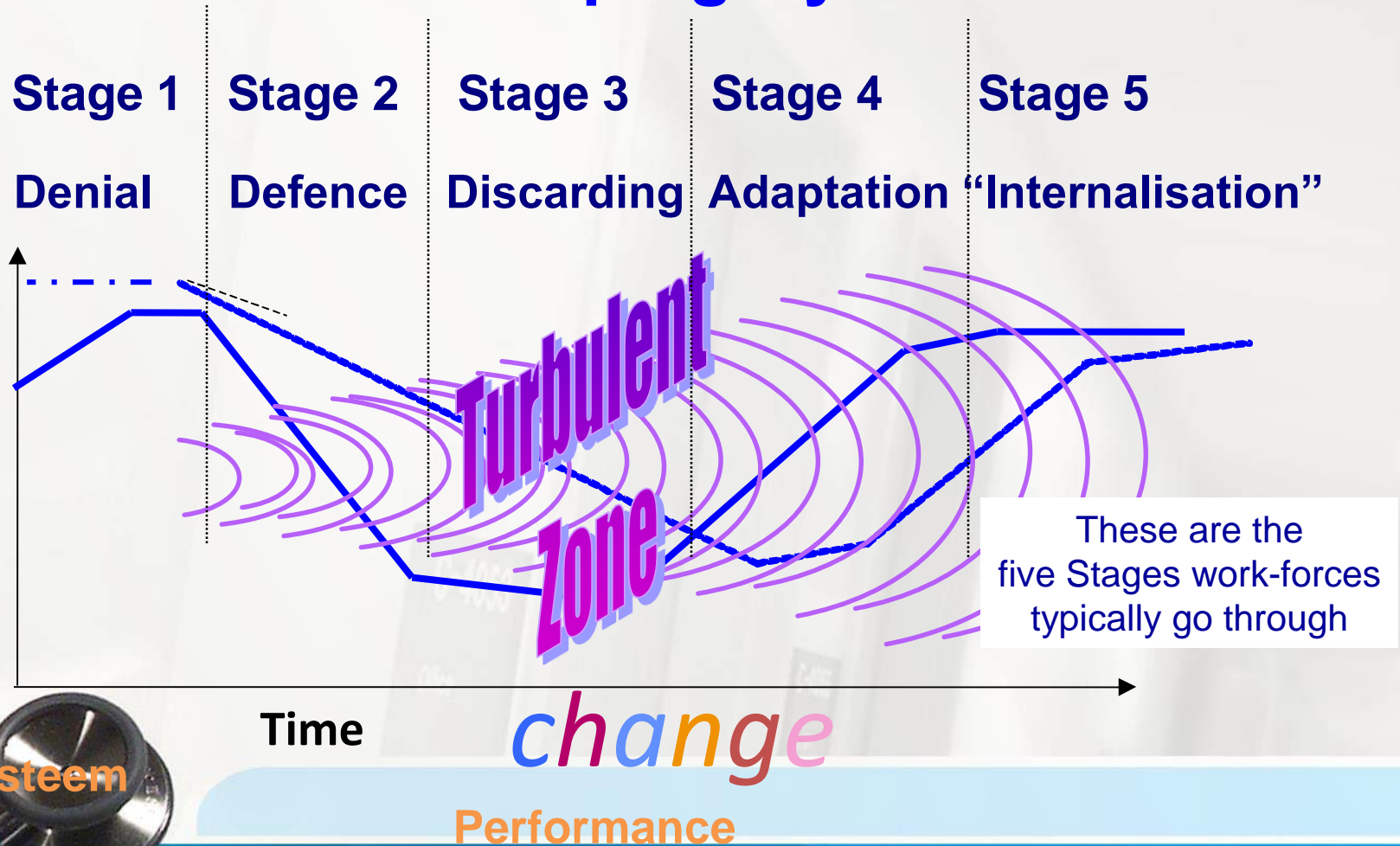
CHANGE “TYPES” Binney G & Williams C, “Leaning into The Future”

MISSIONARIES : BELIEVERS : “LIP SERVERS”
HIDERS/REFUGEES : THE UNDERGROUND RESISTANCE
HONEST OPPONENTS : EMIGRANTS



The Psychology of Change

“The Coping Cycle”



Self-Esteem

Time

change

Performance

PRACTICAL 3

Think about which “Change Type” you might be and how this might impact on the way you adopt and manage change.

Then think of what you may be able to do to get people in your work area through the “Turbulent Zone” into the New Beginning.



ENJOY Change !

“Change after all is only another word for growth, another synonym for learning.....

We can all do it -

and enjoy it if we want to !”

CHARLES HANDY



People : *Key Parts to Play*

- A part to play in the *outcome*, in ‘getting there’
- A part to play in the *process*
 - gives people insight into the real problems
 - aligns people together against problems
 - provides a resource for solving problems
 - captures personal opinion and interest
 - people are implicated in the outcome.....
 - = **“Ownership”**



PEOPLE



STEP 5

Education & Training

- people need **SUPPORT**
 - *encouragement*
 - *understanding*
 - *education, training and development*

managers who recognise and act on these aspects will generally have a better chance of Success

Today's Challenge :

COST REDUCTION



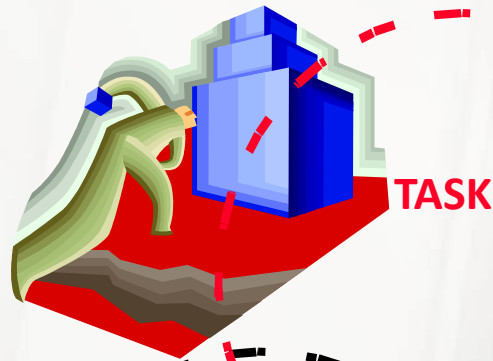
people are an organization's key resource



PEOPLE

STEP 5

Adding-Value through Team-Working



*INTEGRATING TASKS AND
INDIVIDUALS THROUGH TEAMS*

PEOPLE

STEP 5

Teams & Team-Working



How teams progress from “forming” to “performing”

they begin to *perform*, to achieve objectives



they sort out ways of getting things done
norming



they (brain) storm what it is they have to do
storming

forming
team comes together for particular purpose



- TEAM ASPECTS :**
- * Use a ‘Mission Statement’
 - * Develop belief/confidence in each other
 - * “2 + 2” can equal “5” !! :
 - * High performing teams frequently exceed their Objectives

Communication

Good *two-way* communication is one of the most important aspects of transition programmes.

Not too little, not too much.

The right amount of information to the right people at the right time.



Keep People :
- INFORMED
- INVOLVED

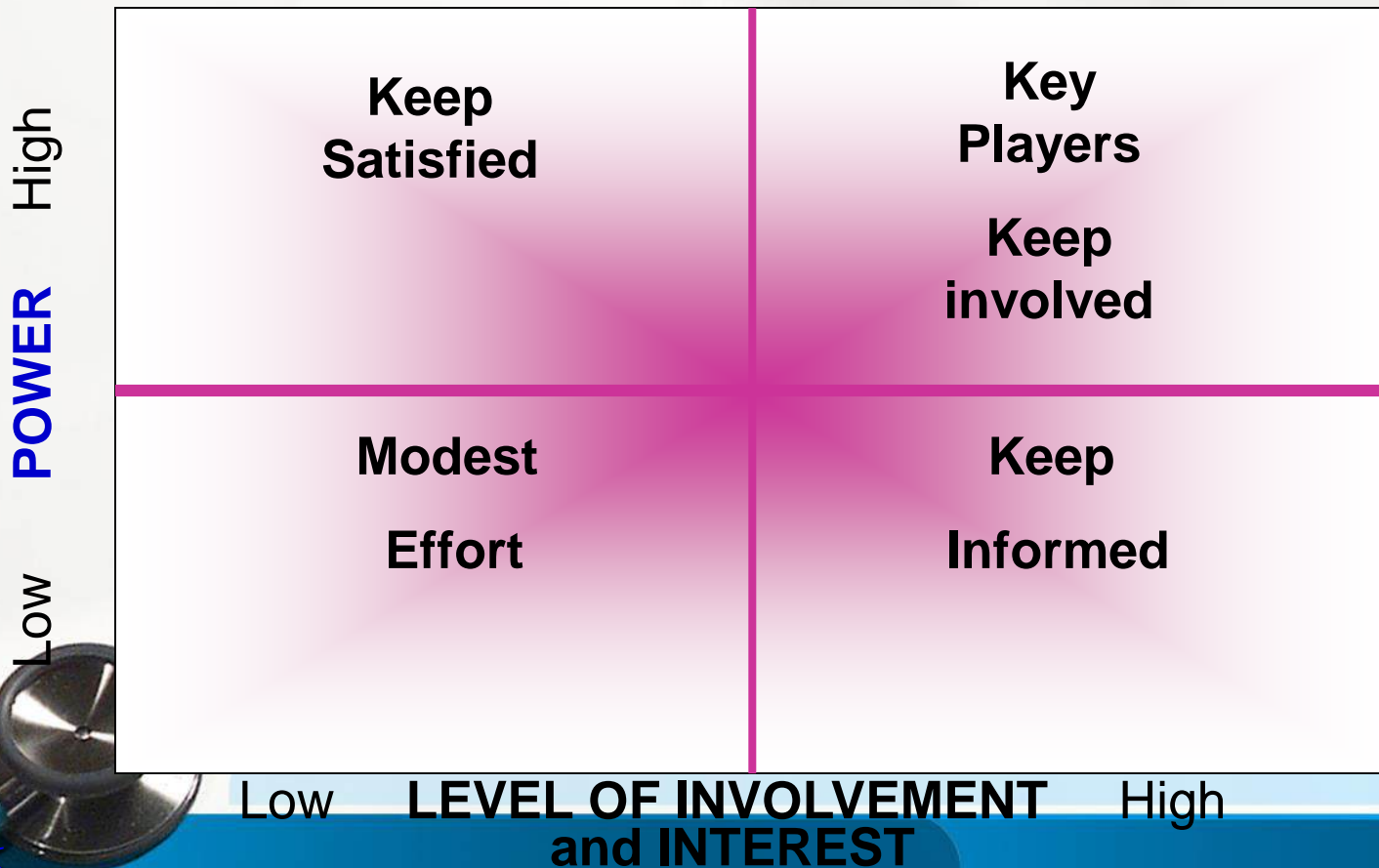
Aim for *two-way* communication:
getting feed-back can be very helpful
to the entire change process

STEP 6

COMMUNICATION

Communicate the right things to the right people at the right time

it can help to “segment” your people and tailor communications to each segment :



STEP 6

COMMUNICATION

PRACTICAL 5

Types of Communication

THERE ARE MANY DIFFERENT TYPES AND METHODS OF COMMUNICATION

List them & think in what ways they might be used in connection with change initiatives



STEP 6

COMMUNICATION

Methods & Types of Communication

TYPES AND STYLES :

- formal
- informal
- one subject
- many subjects
- one-way, “closed”
- TWO-WAY, “open”
- to individuals
- to teams/groups
- long+detailed
- short ‘n’ sweet
- serious
- warm ‘n’ friendly

COMMUNICATIONAL METHODS :

- letters/memos
- e-mails
- bulletins,newsletters
- team briefings
- meetings
- presentations
- gee-up/motivational events
- “funerals”
- celebrations

it is important to get the right
Frequency & Mix of Communications

STEP 6

COMMUNICATION

Monitor : Review : Flex : Consolidate

STEP 7

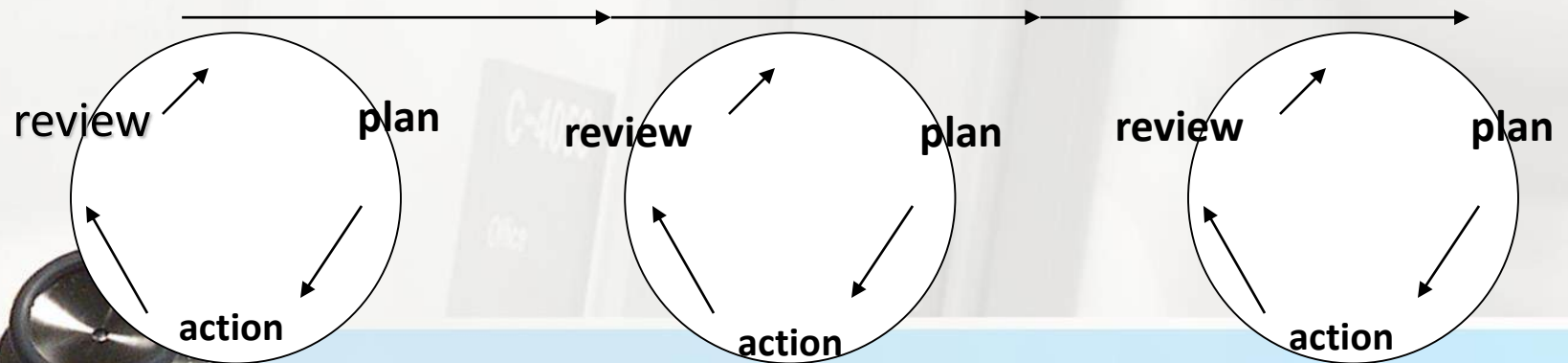
It is very important to monitor progress against Plan

Here we stress the importance of the “review” part of the planning process and recommend regular Reviews

the outcomes of Reviews should inform next actions

In this way we can “flex” our plan to achieve desired results

PLAN : ACTION : REVIEW



Key Learning Points

- **Good Leadership**
- **Powerful, convincing Vision**
- **Commitment from the Top**
- **Customer (i.e patient/consumer) Focus**
- **Good Management**
- **Planned, structured approach :**
 - **good use of the change models to assess and understand :**
 - **cultural aspects**
 - **external environment**
 - **peoples attitudes and responses to change**
 - **constant monitoring and review**
- **Focus on People :**
 - **Involvement of staff**
 - **ongoing *two-way* communication**
 - **training and support**
 - **Harness the benefits of team-working**
- **Positive Change Management**

FINAL PRACTICAL

Think about a recent change initiative in which you have been involved.....

Use the 7-Step headings to guide you through your assessment of how well it was handled.

