



# Applied Change Management A Tale of Three Wards

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# Change management as a ward manager



## Starting point:

- Three wards of one surgical department on one floor
- Management structure: two ward managers and three clinical nurse managers
- Little collaboration on the floor
- Very self-contained teams
- Antipathy among the teams
- No common nursing staff shortage management
- High accrued liability because of overtime and remaining vacation time
- High downtimes because of sick leave and no compensation scheme
- Little support for change:
  - “We’ve always done it this way!”



# Plan

## Analysis of the current state

- In team meetings
- Via observation
- By participating in work and by letting nursing staff take a survey
- SWOT-Analysis
- By collecting data for a report and evaluation
- Process analysis

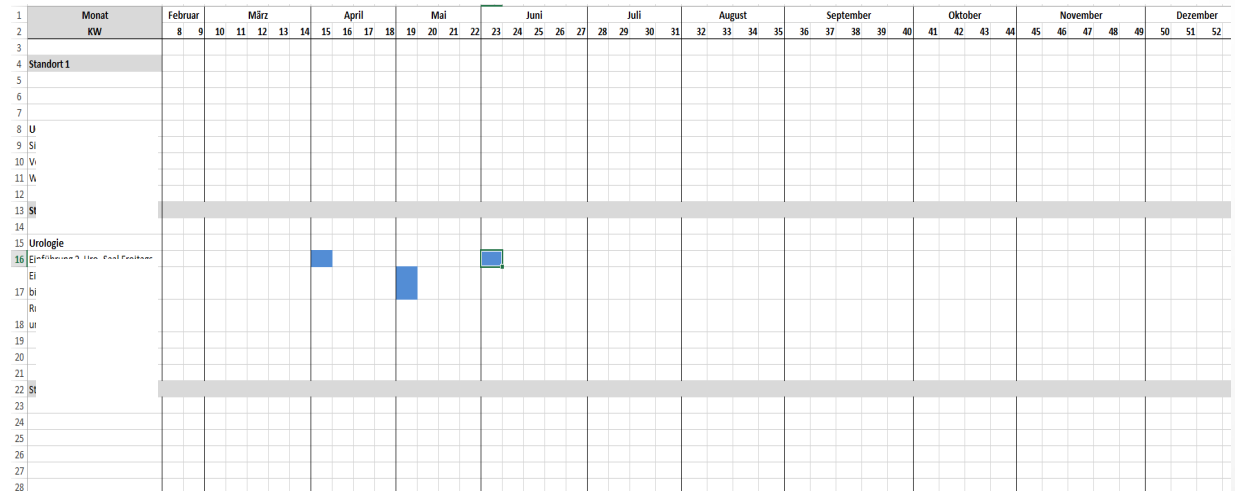
## List the results and establish a need for change:

- Develop action plans (including prioritization)
- Develop time schedules
- Develop a document matrix for structuring documentation



# Plan

	A	B	C	D	E
1	Problem	Verantwortlich	Klärung bis wann	Status	Maßnahme
44	Achi	Schiller/Reubke	13.01.2020	Abgeschlossen	
52			Feb 20	Abgeschlossen	List
53		nt		in Vorbereitung	in c
54				in Vorbereitung	kei
55				Arbeitsaufträge erteilt	Rück
56				Arbeitsaufträge erteilt	Auf
57				Arbeitsaufträge erteilt	
58					
59					
60				ausstehend	
61			29.02.2020	in Vorbereitung	Ab
62				Arbeitsaufträge erteilt	im
63				in Vorbereitung	
64					
65					
66			Feb 20	in Vorbereitung	Sta
67			Dez 20	ausstehend	
68			Dez 20	ausstehend	
69					
70					
71				Arbeitsaufträge erteilt	in /
72				ausstehend	fsicht
73				ausstehend	
74					
75					
76					
77				Arbeitsaufträge erteilt	Konzept erstellt
78				Arbeitsaufträge erteilt	erstellt
79					



Source: own diagram

- List and prioritize necessary measures
- Develop weekly / monthly schedules
- Develop an action plan

Source: own diagram



# Process analysis of one ward



- Daily routine of the ward
- Visualization of clustered activities
- Utilization:
  - Search for peaks and plateaus of work
  - Goal: a more targeted staffing plan for nurses

Source: own diagram

# Requirements for a change agent

- High effort
  - Of personal commitment
- Critical thinking
- Toughness
- High expertise, social skills, methodological competence
- Management skills
- Strategic thinking
- Leadership skills



© Can Stock Photo

Source: image 4





## Results of the analysis of the current state

- Staff:
  - High nursing staff assignment in the morning shift
  - Low nursing staff assignment in late and night shift → overtime
- Process analysis:
  - Imperfect work distribution
    - Very high peak periods → high workload → nursing staff shortages are imminent



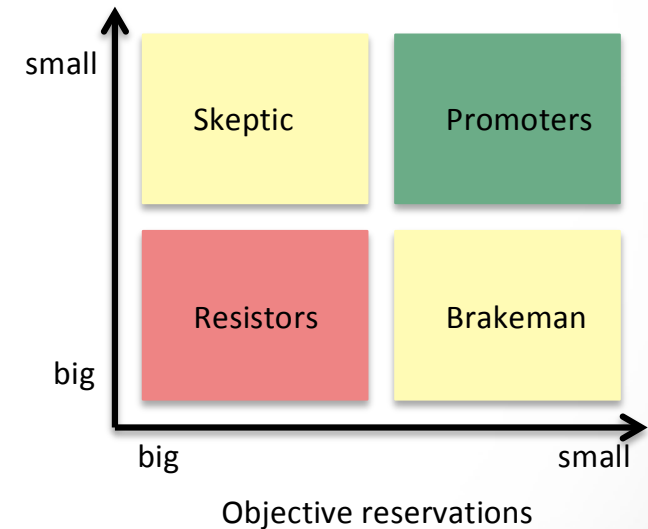
# Plan

Find change agents:

- Approach ward managers
- Clinical nurse managers in surgical department
- Nursing staff in annual meeting with ward managers
- Involve members of the nursing team in workgroups
- Identification of unofficial leaders in nursing team

→ involve them

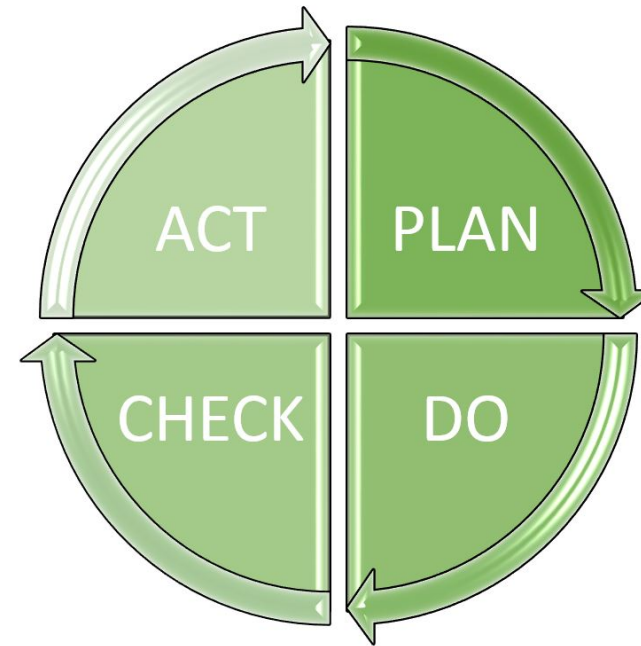
Personal reservations





# Plan

- Define targets
- Ensure transparency
- Create visions
- Leadership and management



Source: image 2





# Implementation

- Objective agreements in annual meetings
- Management by delegation
- Management by objectives (present and commit to annual objective agreements / ideas for the year)
- Found a “workgroup structure“ with one representative of each team for process development
- Cluster problems and tackle them in workgroups

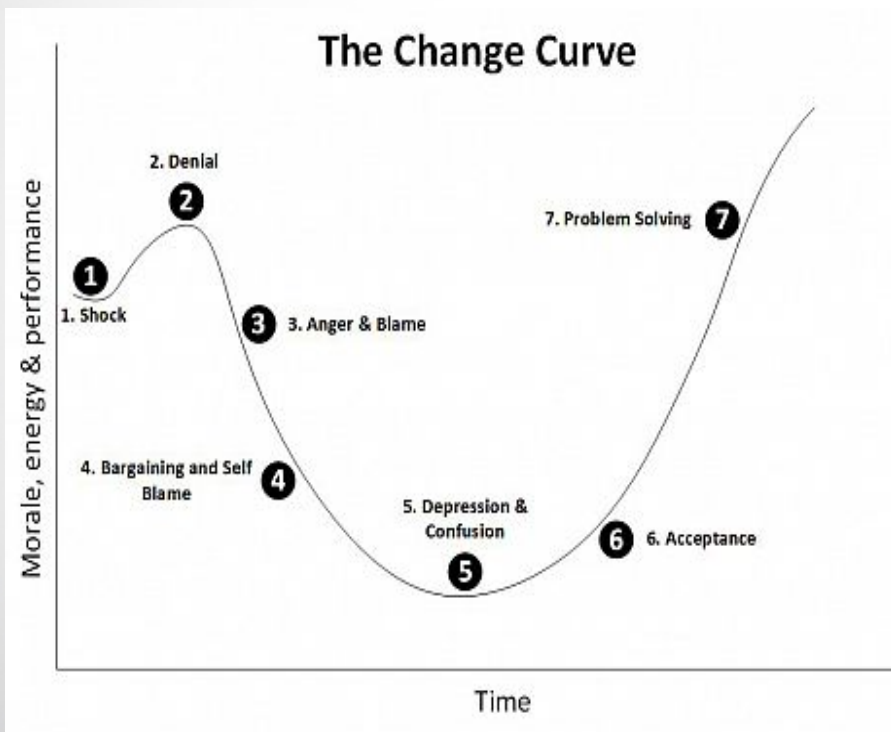


## Possible problems during change

Resistance (passive & active):

- Threatening involvement of staff association
- Stop of communication if change agent enters the room
- Leaving room if change agent enters the room
- Resistance by dragging (professional change should always be justified by legal regulation)
- Direct and open protest:
  - “No, we won’t do this!”
  - “This just doesn’t work!”
  - “We’ve always done it this way!”
- Announced sick leave
- Ignoring instructions
- Conspiring against change agent

# Phases of change



Options of regulation during change:

- Continuous support
- Repeat vision
- Ensure transparency
- Visualize success
- Leadership
- Achieve success fast
- Involve important processes



## Final results

Duration of change process: six years

Organization:

- Lower accrued liability significantly
- New concepts to manage nursing staff shortages (additional nursing staff on days that are predicted to have a high workload)
- Nursing staff management according to expected workload
- Shift times adapted to periods of peak activity
- Centralized working processes include all applicable wards (admission processes)
- Reducing patients' length of stay



## Final results

### Professional:

- All processes and documents are revised
- Standards of nursing care are revised
- Two certifications are completed successfully (including a specific certification for surgical & oncological care)
- Standard of nursing care is improved
- Lean processes with high professional nursing competence
- Design an internal strategic training concept

### Nursing staff-related:

- Wish for change / ideas originate from team
- Nursing staff is flexible
- Good cooperation of the three wards
- Change is adopted



## Conclusion

- Nursing staff adopt change by
  - Job rotation, enlargement, enrichment
  - Nursing staff development
- No change without the nursing staff
- Compensate those who lose something during the change process to keep them involved and included

Never stop change (CIP: Continual Improvement Process):

take breaks - or slow down otherwise a big change can feel overwhelming and is not sustainable

- Check if your managers can support change



Thank you very much for your  
attention!





## Sources:

- Image 1: <https://lead-conduct.de/2014/06/04/change-management-wie-mitarbeiter/>
- Image 2: <https://www.marketinginstitut.biz/blog/pdca-zyklus/>
- Image 3: <https://organisationsberatung.net/change-management-modelle-im-vergleich/>
- Image 4: <http://cdn.xl.thumbs.canstockphoto.de/canstock5321919.jpg>