



## Change Management: How To Achieve A Culture Of Safety



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Change Management

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### Objectives

- Identify and discuss the Eight Steps of Change
- Describe the actions required to set the stage for organizational change
- Identify ways to empower team members to change
- Discuss what is involved in creating a new culture
- Begin planning for the change in the nursing home

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### 8 Steps of Change



John Kotter

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### Set the Stage and Create a Sense of Urgency

- Get people's attention!
- Sell the need for change ... sell the pain and the consequences of not changing
- Immerse people in information about the change
- Discuss ways to solve the problems people identify with the change
- Empower people to solve the "problem"



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### Pull Together the Guiding Team

- Choose key players, especially staff-level managers
- Multidisciplinary
  - Goal is informed; intelligent decisions are being made
- Credibility and integrity of change leaders
- Choose proven leaders who can drive the change process
  - Strong position power, broad expertise, and high credibility
- Need both management and leadership skills
  - Management skills control the process
  - Leadership skills drive the change

*...TeamSTEPPS initiative should have a designated executive sponsor*



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### Develop the Change Vision and Strategy

Senior Leadership is responsible for:

- Establishing the definition of a "culture of safety" aligned with expectations, core values, and shared beliefs
- Informing the nursing home staff of these values and evaluating the culture
- Leading the process of:
  - Establishing trust and accountability
  - Translating values into expected behaviors
- Communicating a commitment to shaping the culture



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### Communicate for Understanding and Buy-In

- Provide supportive actions for fear, anger, and resistance
- Encourage discussion, dissent, disagreement, debate ... keep people talking
- Tell people what you know—and what you don't know
- Acknowledge people's pain, perceived losses, and anger
- Value resisters
  - They clarify the problem and identify other problems that need to be solved first
  - Their tough questions can strengthen and improve the change
  - They may be right—it is a dumb idea!

*...communicate, communicate, communicate...*



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### Empower Others to Act

- Develop a shared sense of purpose
- Align structures with vision and goals
- Train employees so they have the desired skills and attitudes
- Align information systems and personnel with the vision and goals
- Confront high-level resisters

*An organization cannot be improved from the top only*



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### Produce Short-Term Wins

- Provide further impetus for change
- Provide positive feedback
  - Further builds morale and motivation
- Lessons learned help in planning next goal
- Create greater difficulty for resisters to block further change
- Provide leadership with evidence of success
- Build momentum
  - Helps draw in neutral or reluctant supporters



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### Don't Let Up

- Acknowledge hard work
- Celebrate successes and accomplishments
- Reaffirm the vision
- Bring people together toward the vision
- Acknowledge what people have left behind
- Develop long-term goals and plans
- Provide tools and training to reinforce new behaviors
- Reinforce and reward the new behaviors
- Create systems and structures that reinforce new behaviors
- Prepare people for the next change



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### Create a New Culture

- Develop action steps for stabilizing, reinforcing, and sustaining the change:
  - Give people time to mourn their actual losses
  - Provide skill and knowledge training
  - Revise job descriptions
  - Develop new reward systems
  - Strengthen social connections and relationships
  - Recognize and celebrate accomplishments
- Develop performance measures to continually monitor the results from the change and to identify opportunities for further improvements
- Make adjustments to the change vision and strategy to reflect new learning and insights
- Challenge people to be open to new challenges, forces, and pressures for the next change



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### Errors Common to Organizational Change

- Allowing for complacency
- Failing to create a sufficiently powerful Guiding Coalition and Change Team
- Not truly integrating the vision
- Allowing for obstacles
- Not celebrating "short-term wins"
- Declaring victory too soon
- Neglecting to anchor changes firmly in the culture



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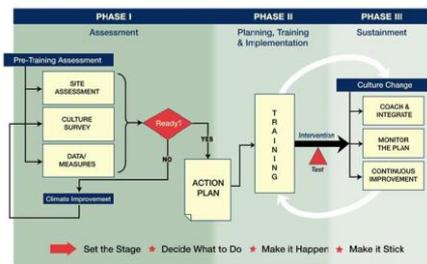
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## Shift Toward a Culture of Safety



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## Culture Change Comes Last, Not First!

- Most alterations in norms and shared values come at the end of the transformation process
- New approaches sink in after success has been proven
- Feedback and reinforcement are crucial to buy-in
- Sometimes the only way to change culture is to change key people
- Individuals in leadership positions need to be on board
  - Otherwise, the old culture will reassert itself

*...Reculturing takes time and it really never ends*



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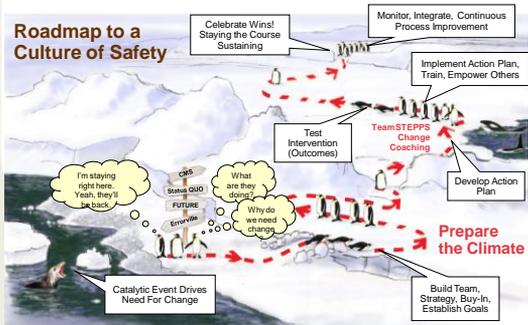
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## Roadmap to a Culture of Safety



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### Sizing Up The Iceberg

- Break into groups
- Read through and answer the questions on the "Sizing Up the Iceberg Exercise Sheet" assigned to your group by the instructor
- As you answer the questions, consider the current state of your nursing home and the current safety climate.



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### Teamwork Actions

- Relate the Eight Steps of Change to your nursing home
- Within each change step, identify at least one key action to affect your nursing home



"Create a new culture. Don't let up – Be relentless. Empower."  
John Kotter

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