METROPOLITAN
SCHOOL OF BUSINESS AND MANAGEMENT UK

IMPLEMENTING CHANGE IN HEALTH AND SOCIAL CARE

Learning Outcomes

You will be able to learn.

- The concept of change management and change resistance.
- The types and causes of change resistance.
- The various strategies for overcoming resistance to change.
- The concept, elements and steps of change management plan.
- The concept, levels and causes of conflicts.
- The concept, benefits and principles of Quality of Care.

What is Change?

What is Change?

The term "change" refers to changes in the structure and roles of people within an organization.

Any change in the overall work environment is referred to as organizational change.

An organization's ability to adapt to change must be developed or it will be left behind or swept away by the forces of change.

Change Management

Change Management.

Change management is a systematic approach that includes dealing with the transition or transformation of organizational goals, core values, processes or technologies.

It is therefore the discipline that guides how we prepare, equip and support people to successfully change to drive success and results.

Change management is defined as the methods and manners in which a company describes and implements change within both its internal and external processes.

Resistance to Change

Resistance to Change.

The act of opposing or struggling with modifications or transformations that alter the status quo is known as resistance to change.

This resistance can appear in a single employee or in the entire workplace.

It can be covert or overt, organized or unorganized. Employees who realize they don't like or want a change may express their displeasure in public, which can be very disruptive

Types of Resistance to Change

Change is essentially a deviation from previously established methods, customs, and conventions. Because all organizations operate in dynamic environments, they must constantly adapt in order to succeed.
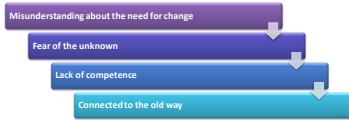
Change management encompasses a number of strategies that aid in the smooth implementation of such changes.

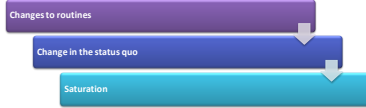Following are the various types of **Resistance to Change**

Logical Resistance · Psychological Resistance · Sociological Resistance

Causes for Resistance to Change (1)

Following are the causes for resistance to change.

Misunderstanding about the need for change

Fear of the unknown

Lack of competence

Connected to the old way

Causes for Resistance to Change (2)

Following are the causes for resistance to change.

Changes to routines

Change in the status quo

Saturation

Risks Factors in Organization's Change Process (1)

Following are the risk factors in organisation's change process.

Resistance

Leadership

Risks Factors in Organization's Change Process (2)

Following are the risk factors in organisation's change process.

| Disruption | Forcing Change |

Stakeholder Resistance

Stakeholder Resistance.

Stakeholders are likely to be more resistant when they have a preference for routine and familiar things and preference for sticking to a plan, once it is made.

Stakeholder Analysis and when planning an influence plan, we need to understand why individuals have difficulty in supporting the changes to the existing process. On an individual basis, resistance typically exists along three different dimensions which are as the following.
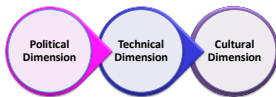
Political Dimension — Technical Dimension — Cultural Dimension

Strategies for Overcoming Resistance to Change (1)

Following are the strategies for overcoming resistance to change.

Communication and education — Participation — Support

Strategies for Overcoming Resistance to Change (2)

Following are the strategies for overcoming resistance to change.

Agreement   Coercion

Co-opting

Introduction To Change Management Plan

Change Management Plan.

A change management plan defines activities and roles on how to manage and control change when implementing change in an organization.
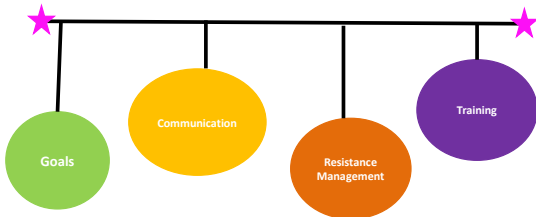
The difference between project success and failure can be a change management proposal.

Change management policies and procedures can be implemented within an organization for one or two reasons that is when unforeseen circumstances arise or when steps are taken to facilitate growth or progress are deliberate.
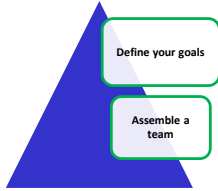
CHANGE MANAGEMENT

TEAM BUILDER   COMPETENCE

PROBLEM SOLVER

ENTHUSIASM   SHARED VISION

Elements of a Change Management Plan

Following are the elements of a change management plan.

Goals

Communication

Resistance Management

Training

Steps in Change Management Plan (1)

Following are the steps in change management plan.

Define your goals

Assemble a team

Steps in Change Management Plan (2)

Following are the steps in change management plan.

Start building your plan

Execute the plan

Reinforce change

Components Of Change Management Plan (1)

Following are the components of change management plan.

Sponsor Plan

Communications Plan

People Manager Plan
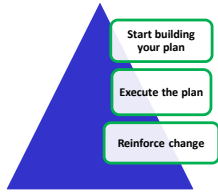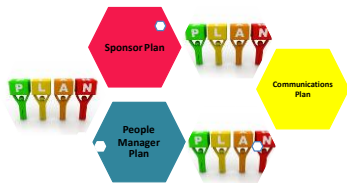
PLAN

Components Of Change Management Plan (2)

Following are the components of change management plan.

Conflict

Conflict.

Conflict is hard to define because it takes place in many different environments.

CONFLICT therefore refers to any situation where incompatible goals, cognitions or emotions exist within or between individuals or groups which lead to antagonistic interaction or opposition.

There are many forms of conflict other than competitive ones and the different ways of resolution should be understood by managers. Thus, conflicts are examined from a range of perspectives.

Conflict Levels

Conflict is very common in organizational settings. This is not necessarily a negative feature; the resolution of conflict often leads to constructive problem solving.

Following are the five levels of conflicts.

Intrapersonal Conflict	Interpersonal Conflict	Intragroup Conflict	Inter-Group Conflict

Intra-Organizational Conflict

1. Intrapersonal Conflict

Following are the various conflicts under intrapersonal conflicts.

2. Interpersonal Conflict

Following are the reasons for interpersonal conflicts.

- Personality Differences
- Perceptions
- Clashes of Values and Interests
- Power and Status Differences
- Scarce Resource

3. Intragroup Conflict

Intragroup Conflict.

Intragroup conflict in a group may eventually be resolved, allowing the group to reach a consensus. Alternatively, the group may be unable to resolve the conflict, and the group discussion may result in member disagreement.

Instead, intragroup conflict seems to fall into two distinct categories such as **substantive conflict and affective conflict**. Substantive conflict refers to conflict based on the nature of the task or to "content" issues.

4. Inter-Group Conflict

Inter-Group Conflict.

An organization is a group of people who work together to achieve a common goal. Individuals form various groups depending on the situation and requirements.

Even though some intergroup conflicts are unavoidable in organizations, the success of the organization as a whole is dependent on harmonious relations among all interdependent groups.

The goal is to investigate intergroup behaviors within an organization so that any potential conflict can be identified and addressed by management.

5. Intra-Organizational Conflict

There are mainly four types of intra-organizational conflict.

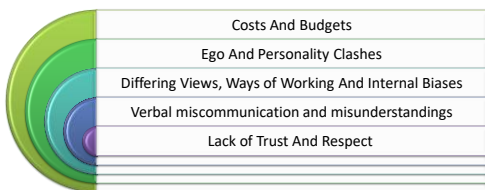They are as the following.

- Vertical Conflict
- Horizontal Conflict
- Line-Staff Conflict
- Role Conflict

Causes of Conflicts (1)

| Costs And Budgets |
| Ego And Personality Clashes |
| Differing Views, Ways of Working And Internal Biases |
| Verbal miscommunication and misunderstandings |
| Lack of Trust And Respect |

Figure 1: Shows the different causes of conflicts.

Conflict Resolution Approaches
Accommodating

- This technique focuses on identifying points of agreement in order to smooth the situation and avoid difficult negotiations.

- When smoothing, you give one group more importance than the other. Here, you're attempting to minimise the seriousness of the situation by behaving as if it never existed.

- This method is beneficial in the following situations:

  - **There is insufficient time to resolve the dispute**

  - **When only a temporary solution to the problem**

  - **If the dispute is minor and includes less-influential stakeholders**

Accommodating Strategy
Goal Congruence

- The degree of similarity in performance goals among team members is referred to as goal congruence.

- Goal congruence is all about motivating people to take steps and make decisions that are in line with the goals of the organization.

- This strategy can be used in the following cases:

  - **If the team members follow individual goals**
  - **When a permanent solution is required**
  - **When overall productivity of the project is decreasing**

Conflict Resolution Approaches
Compromising

- In this approach, project manager take suggestions from both sides and aim to satisfy both sides partly. This approach is effective where conflict stakeholders have the same power.

- In the following ways, you should use this technique:

  - **Both dispute participating participants must win.**

  - **When sponsors, the project manager, have an equal relationship with both parties.**

  - **Collaborative and forcing techniques have not worked.**

  - **If you need a temporary solution, move quickly forward.**

Conflict Resolution Approaches

Collaborating

- This technique involves discussing the problem with all parties involved in order to agree on a solution, by taking into consideration various points of view.

- This technique can be used in the following situations:

  - **When you want to incorporate multiple views.**

  - **If the people who are involved in the conflict are very influential.**

  - **When there is a need for consensus.**

  - **If you wish to assign liability to both parties equally.**

Collaborating Strategy

Skill Complementarities

- Complementary skills are dissimilar skills that, when combined, prove to be more useful than individual skills in achieving a goal due to the coordinated efforts of individual team members.

- When any conflict arises between two team members for the power inside the project, then it is the duty of the project manager is to mediate and provide the power according to their skills, that will complement to their individual skills.

Conflict Resolution Approaches

Forcing

- Forcing (using force or dominance) means the use of position power to resolve the conflict.

- It involves forcing one point of view at the expense of another and is distinguished by a win-lose result in which one party overwhelms the other party.

- It is used where there is no common ground to bargain or negotiate over, even where both parties are uncooperative and aggressive.

Quality of Care

Quality of Care.

The term 'quality' is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.

Health care providers should provide care that meets the needs of each individual patient, including the use of appropriate advances in medical technology.

health care should also be non-discriminatory, providing the same quality of service regardless of race, ethnicity, age, sex or health status.

Principles of Quality Improvement

Following are the principles of quality improvement.

- Work as Systems and Processes
- Focus on Patient
- Focus on the use of data
- Focus on Care-coordination

Benefits of Quality Improvement in Healthcare System

Following are the benefits of quality improvement in healthcare system.

- Safe
- Effective
- Patient-Centered
- Proactive
- Cost-effective
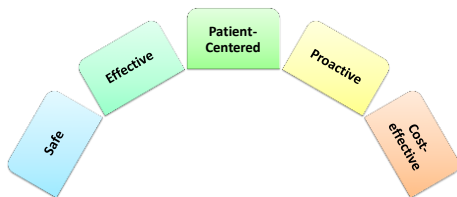
Factors Affecting Quality Care (1)

Following are the factors affecting quality care.

| Patient socio- demographic variables | Patient cooperation | Physician competence |

Factors Affecting Quality Care (2)

Following are the factors affecting quality care.

| Physician motivation and satisfaction | Healthcare system | Resources and facilities |

Parameters for Quality of Care (1)

Following are the parameters of quality of care.

| Mortality | Safety of Care | Readmissions |

Parameters for Quality of Care (2)

Following are the parameters of quality of care.

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Patient Experience  ➡  Timeliness of Care  ➡  Effectiveness of Care
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Methods for Measuring Service Quality (1)

Following are the methods for measuring service quality.

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SERVQUAL  ➡  • Reliability
             • Assurance
             • Tangibles
             • Empathy
             • Responsiveness

Mystery Shopping
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Methods for Measuring Service Quality (2)

Following are the methods for measuring service quality.

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Follow-Up Survey
                        Social Media
                        Monitoring
In-App Survey
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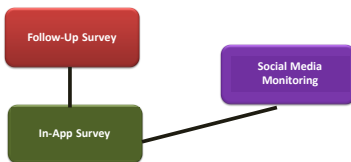
Provisions to Improve the Quality of Healthcare

Improving healthcare quality can be viewed on a macro and micro level, as something that will necessitate sweeping, systemic change throughout the healthcare system, as well as something that individual physicians can do for their patients.

Following are the provisions to improve the quality of healthcare.

- Collect Data and Analyze Patient Outcomes
- Set Goals and Commit to Ongoing Evaluation
- Improve Access to Care
- Focus on Patient Engagement
- Connect and Collaborate With Other Organizations

1. Collect Data and Analyze Patient Outcomes

Collect Data and Analyze Patient Outcomes.

The first step in improving the quality of care at your organization is to examine the data you already have to see where improvements can be made.

To identify areas for improvement, you should examine both your patient population and your organizational operations. Then, using this information, create a baseline for patient outcomes.

The abundance of available data and IT-based systems should, in theory, allow for more patient-centered, connected care.

2. Set Goals and Commit to Ongoing Evaluation

Set Goals and Commit to Ongoing Evaluation.

Once you've analyzed your patient population data to understand their risk and studied your practice operations to identify areas for improvement, it's time to prioritize those areas and set goals.

If you need some assistance, there are a number of health organizations that have established quality and consistency measures that can help you with your goal-setting. Evidence-based guidelines and measures are published by the Quality Payment Program, the National Quality Forum, and the Agency for Healthcare Research and Quality.

The next step is for your company to commit to ongoing evaluation. Improving the quality of healthcare is a continuous process rather than a one-time event.

3. Improve Access to Care

Improve Access to Care.

The key factor in improving healthcare quality and patient outcomes is having access to care.

To achieve the best results, patients must have access to the right care at the right time. Unfortunately, well almost fifteen percent of the population remains uninsured, limiting patients' access to timely care, forcing them to forego preventive or primary care, and forcing them to rely on higher-cost and thus lower-value services.

For example, research shows that in the United Kingdom, underlying chronic diseases account for seventy five percent of annual health spending.

4. Focus on Patient Engagement

Focus on Patient Engagement.

Patients can be the best health advocates, but they must first be engaged and taught to be proactive healthcare consumers.
This is not an easy task, but it is particularly well-prepared for primary care providers. Primary care practitioners are better placed to view the whole journey of the patient than medical professionals who work in hospitals, clinics of specialty care or emergency care centres.

In terms of overall quality of care, you could say that primary care physicians are strong. They can act as the glue that combines all aspects of the treatment and supports the patient throughout the entire treatment process.

5. Connect and Collaborate With Other Organizations

Connect and Collaborate With Other Organizations.

Healthcare organizations that truly want to improve their care quality should conduct regular research and learn from other organizations, both locally and nationally.

The majority of organizations are eager to share information in order to improve the lives of all patients. You might be able to partner with healthcare organizations to improve patient outcomes in addition to making changes in your own practice.

Patients today are less geographically restricted, and they often benefit from having more options for major procedures.

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Thank you.