

Change Management Strategy: Share Perspectives

You can use various techniques to explore the feasibility of successful transition to interprofessional initiatives in your agency: organizational and employee's values and what needs to be developed in order to get there. These can be informal or formal interactions and can involve key stakeholders from within the agency or in the community. These questions serve as an initial scan of the opinions of staff before engaging in a more formal approach to change. They will help focus future actions on existing values and beliefs and build on what is present.

Pull Out Their Reality- Sentiment of Staff within the Agency

- 1). Start the conversation with the purpose of understanding what it means for them to be in this situation.

Identify perspectives on interprofessional practice and education.

- What are peoples' understandings of team-based care?
- How do they envision the roles and responsibilities of team members?
- What is their professional obligation towards discipline specific and interprofessional student education?
- What types of clinical resources and administrative support are important for implementing interprofessional practice/education in their settings?
- What do they believe administrators are interested in and how does that compare to what they believe should happen?
- What information are they basing their beliefs and/or decisions on?
- How has or will it affect them? How are they dealing with their feelings/stress?

- 2). What do they think the impact will be/is on the organization?

Explore the impact on the organizational environment.

- What enablers and/or barriers to interprofessional practice/education exist in the agency or community? (e.g., governance, team structure, leadership style, power, decision-making process, documentation, recruitment and retention, workload issues, availability of resources, partnering with educators, student's entry into the agency)
- What are the consequences of change to the organization and employees?



3). What is the impact on patient care?

Explore the impact on patient care.

- What population health care needs are the bases for adjusting organizational structures to support interprofessional, collaborative practice? Are there gaps in care that can be overcome by team-based care?
- What types of services are best delivered by team-based care?
- How will patient outcomes and access change?
- Will team-based care meet the emerging health care issues in your community?
- Who is needed for buy in to change and what is the process for getting it?
- What type of leadership and power structure will allow for team practice?
- What do providers think patients will feel receiving care by different health care providers?

4). Reflect back what you have heard to ensure that they feel understood which is important to the development of trust. Trust in leadership is essential for successful change.

Discuss Your Understanding

- 1). Discuss what you are trying to achieve and how it fits with the current health care environment and professional and government direction. For more information, refer to **understand environment and process**.
- 2). Outline assumptions from which you are operating from and how they align with the current organizational vision and mission statement. Identify what is entailed in interprofessional practice and education. Share the opportunities and threats in the organization. For more information, refer to **systems thinking**.

Find Common Ground

- 1). Develop a model of interprofessional practice and education suitable for your organization.
- 2). Discuss how you can help them deal with the losses. Talk about the three phases of transition and what it will mean to the organization and the team. Begin to think of strategies to manage emotions and grieving. Identify how transition is part of change (Bridges, 2003; Wilson, 2006).
- 3) Discuss what it will take to make the model work.



What does it take to make the model work?

- 1). What are the expectations of leadership, providers, patients, educators and community partners?
- 2). How will you leverage each other's efforts?
- 3). What types of resources are needed?
- 4). How will knowledge be managed and transferred?
- 5). How will we know we are successful?
- 6). How will networks be established with regulatory and professional organizations?

Adapted from: "Conversations release energy," by B.G. Wilson, 2006, Bastian Books, retrieved from www.bastianbooks.com

