Change Manage in HealthCare

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In the healthcare industry change is one essential thing hospitals are being merged, medical groups with more number of members are formed, and integrated delivery networks are getting both hospital and networks. Due to this, the leaders are involved randomly in transitional processes that identify corporate structures, hard structures, and insurance policies. However, some of these processes are said to be missing in healthcare. Therefore, different types of business transactions are said to have an impact on the most valued components of any healthcare organization, which are the employees. If the issue is not addressed promptly, detrimental consequences can have an impact on the reputation of the organization and overall costs. If that is the case, then is there an adequate plan implemented to help leaders make the transitions in management healthcare improve for their employees and customers?

When an individual is experiencing any transitioning at work, one must ask questions from each other focusing on the impact of the changes on their lives. So the leaders must be able to place themselves in the position of the employee’s well-being to help answer whatever questions that may arise (Campbell, 2008).

The primary goal of any change in management should be on maintaining a healthy worker or employee culture that helps produce unparalleled patient experience. During times of significant changes organization can take some easy steps. The first and most important step is the identification and building of the transition team (Groll et al., 2002). In this step it is the responsibility of the organization to identify the change champions; these are the ones who can quickly absorb new roles successfully. Likewise, the leaders of an organization must be trained to communicate clearly and collaboratively. Although the concept of change for some employees can be quite overwhelming, also by keeping in mind that it may not be the case with everyone. Therefore sharing clear and transparent information about the change must be conveyed (Scott et al., 2003).

At the end of the change management, a problem-solving group must be formed, and the responsibility of this group is to find out glitches or any other things that are not running smoothly, and if that happens then, a solution must be formulated. Such steps can also help increase the engagement of the employees along with solving small issues before the problem exacerbates. Throughout the journey of change management, it must be kept in mind that the employees are the most crucial part of an organization and they should be treated likewise. By communicating effectively and efficiently, it can be helpful to lead the team through the challenges that can come with change management.

**Annotated Bibliography**

**Bender, M. (2016). Clinical nurse leader integration into practice: developing the theory to guide best practice. *Journal of Professional Nursing*, *32*(1), 32-40.**

The article is about the practice of Clinical Nurse Leader (CNL) to meet the higher quality standards of healthcare. The author noted the major variation in the implementation of the CNL practice and outcomes. Therefore to overcome this gap, the author conducted this study for developing an accurate understanding which describes the basic practices, structures and estimated results in CNL practice. A theoretical model was developed by devising an interpretive synthesis, which integrated the strategies for redesigning care delivery and it included Lewin’s change model. The workings of this theoretical model of CNL practice is essential for the current study about change management and its challenges because this model influences the method of care delivery by the healthcare professionals and nurses within a system of the clinical microsystem.

**Batras, D., Duff, C., & Smith, B. J. (2016). Organizational change theory: implications for health promotion practice. Health Promotion International, 31(1), 231-241.**

In this article, the authors reviewed a change model of an organization for identifying the best relevant insights for healthcare professionals. These insights included; the extent till which an initiative is alterable for fitting into a relevant context, also the time allocation for institutionalizing the change along with the implementation of short-term accomplishments by the change agents. The author explores further development of this change model induced the insight into focusing on internal factors. Therefore this article reviews the alignment of the theory of organizational change with health promotion and uses the change model by Lewin in devising the strategies. The significance of this article to the current research is that it will help in leading the team through the challenges that are possible through the change management.

**Weber, N. M. (2018). When Disaster Strikes: a Training Intervention to Improve Nurses' Confidence and Preparedness for the Surge.**

This is an evidence-based practice project which authenticated the search by supporting the education implementation based on competency; this is aimed at improving the nurse's ability of confidence and preparedness for the surge to respond mass causality incidents. Eight articles were critically reviewed, and the assessing tools included the John Hopkins Evidence-Based Practice (JHEBP). The driving framework for this research was Lewin’s change theory, and the nurses from all the emergency departments were invited to be part of this study, and they received training and education on disaster management. Therefore this article is helpful in the current study due to its strategic implementation of educating and training nurses according to the framework of change management theory.

**McFarlan, S., O’Brien, D., & Simmons, E. (2018). Nurse-Leader Collaborative Improvement Project: Improving Patient Experience in the Emergency Department. Journal of Emergency Nursing.**

This study aimed at increasing the satisfaction and quality of care for the patients and decreases the events of patient's safety by studying the effectiveness of nurse rounding. Therefore, the objective of this study was to demonstrate the effectiveness of hourly and daily rounds of ED patients by leaders and nurses, respectively. There is an ample amount of evidence-based data which shows that this rounding by nurses improves the hospital experience of the patients. This increased the confidence in nurses and the leaders for addressing the concerns of the patients proactively. Through a participative and collaborative approach, the leaders and nurses also used the current evidence from Lewin’s theory of change, along with the nursing scholarly literature to monitor an effective method of improving experiences of the patients while receiving the emergency care. This article is essential for the current study of change management because it gives a detailed view with evidence about the implementation of change theory into the nursing leadership.

**Bakari, H., Hunjra, A. I., & Niazi, G. S. K. (2017). How does authentic leadership influence plan organizational change? The role of employees' perceptions: Integration of Theory of Planned Behavior and Lewin's three-step model. Journal of Change Management, 17(2), 155-187.**

Due to the criticism received by the Lewin's three-step model, this study introduced a similarly new model of three steps while incorporating it with the planned behavior theory. To determine the dynamic relationship of leader-followers, it conducted a test on the impact on the perception of the employees of the authentic leadership during the change. A data was collected from 258 public sector employees and interpreted through structural modeling of AMOS. It showed that to implement the change successfully, authentic leaders should do the change in three steps; unfreezing (readiness), moving (commitment) and refreezing (behavioral support). This is the first-ever study which was conducted for testing the role of authentic leadership regarding the organizational change. It is useful regarding the current study of change management because it will provide a new concept of change theory implementation into nursing.

**Lv, C. M., & Zhang, L. (2017). How can collective leadership influence the implementation of change in health care?. Chinese Nursing Research, 4(4), 182-185.**

The article focuses on the style of collective leadership and its influence on the enactment of the change in healthcare organizations. The author used Kotter’s 8-step process for change management. The collective leadership includes staff engagement, organizational culture, and its learning, and continuous improvement. It can also devise a successful plan and strategies, along with communicating and empowering the employees, assessing their performance, and improved integration. The study deduced that this style of leadership is strengthening in removing the barriers and creating a productive environment to adapt to the changes by the analysis of Kotter’s eight-step approach. This article is significant concerning the current study because it shows how change has a meaningful implementation of the role in healthcare organizations.

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