Lesson 1: Overcoming Resistance to Change

- Why do health care professionals resist change? Many projects come up against one or more of these barriers outlined by author Herbert Kaufman:
  - **The expected autonomy or independence of health care workers**: Often, health care professionals perceive themselves as single providers working independently to provide patient care.
  - **Stability that comes with routine**: Routines such as standard operating procedures, certain recurring behaviors, or institutionalized ways of communicating create stability for people.
  - **Programmed behavior or behaviors that result from processes within a system, including division of labor, recruitment, reward structures, and promotions**: This is when a system or process can hinder change.
  - **A limited focus or tunnel vision, resulting from only being able to see the impact of change from one individual perspective**: Sometimes people become so focused on their part of the puzzle that they cannot see how a change in a process will affect the whole system or process of care, which they are just one part of.
  - **A real or perceived limit on resources**: People involved in a change may think it will take too much time, money, or equipment, and thus they are reluctant to try it.
  - **An accumulation of policies, procedures, regulations, and other things that constrain the ability to change**: Often, a change is perceived as "just one more thing" in a long list of things to do.

- For any given change or innovation, sociologist Everett Rogers said there were five categories of adopters:
  1. **Innovators**: Innovators are always ready to try the latest, greatest thing, even before it’s ready for prime time.
  2. **Early adopters**: Early adopters aren’t as venturesome as innovators for a given change or idea; however, they are among the first ones willing to try the idea.
  3. **Early majority**: This group’s adoption of an innovation indicates the stage at which the masses begin to accept it.
  4. **Late majority**: Late majority adopters can be seen as skeptical about a given innovation. They may be driven to adopt the change out of economic need, peer pressure, or policy, rather than personal interest.
  5. **Laggards**: Laggards may take a long time to understand and accept an innovation. They’ll adopt the change only because they have no other alternative.

- Psychologist Kurt Lewin proposed that organizational change happens in three phases:
  1. **Unfreezing**: Loosening the attachment to the current behavior or practice.
  2. **Change or transition**: When the process of change actually occurs.
  3. **Freezing (or re-freezing)**: Making sure the change can continue to operate as designed.
Lesson 2: What Motivates People to Change

- There are many assessment instruments that can help the members of a team better understand their individual strengths and preferences, including StrengthsFinder 2.0, Strength Development Inventory, and Myers-Briggs Type Indicator.
- The Myers-Briggs Type Indicator consists of four parts:
  - Extraverts vs. introverts
  - Sensing vs. intuition
  - Thinkers vs. feelers
  - Judging vs. perceiving

Lesson 3: Culture Change versus Process Change

- **Process changes** are changes in the way a task is performed — whether it’s the way you admit a patient, administer a medication, or just brush your teeth in the morning.
- **Culture changes** are more fundamental types of changes, typically involving a shift in the perspective and values of a group. Culture changes often involve a transformation to a new way of thinking that lead to new norms of behavior.
  - Using hand washing as an example, changing people’s attitudes toward hand hygiene would be a **culture change** and changing the way people actually clean their hands would be a **process change**.
- So how are you supposed to change an organizational culture? One way is to use process change to target aspects of the culture that need improvement.
  - Use positive deviance, the idea of identifying whom is performing the best and then identifying the attributes of successful performance — rather than focusing on what not to do.
  - Use data to make decisions — it provides an objective look at what’s happening.
- A common misconception is that changes in organizational culture will necessarily result in process improvement. But if an improvement team focuses all its efforts on changing culture and attitudes, behavior and outcomes are unlikely to shift.
- Process change and culture change must work together to achieve improved performance. While one does not always accompany the other, both are critical to achieve success.