

CHAPTER 13

Understanding Benefits of Change

Understanding Benefits of Change

- What is Change?
 - Causes forward movement, an opportunity.
 - Regarding healthcare, what example does the author provide of why change is important? ~~Pg.183~~ page 159
 - The opportunity to alter the flow of events.
 - Effective people make changes, what is a characteristic of effective people? ~~Pg.184~~ page 160
 - It is not an easy task, but is a valuable one.
 - It makes people uncomfortable.
 - Evoke reactions from people who are unwilling to learn/focus on understanding the opportunity that change can bring
 - Managers need to accept negative reactions.
 - Nurses need to embrace change, however, why might nurses often resist change? ~~Pg.184~~ page 160

Understanding Benefits of Change

- Effective Decision-Making During Change Process
 - Planned change
 - Requires experience and skill.
 - Often done by committee or administrative group.
 - Should be thought out, deliberate effort to make change.
 - What is the usual way an LPN/LVN is involved in a planned change?
~~Pg.185~~ page 160
 - Accidental change
 - “change by drift”
 - Occurs because of imbalance in system.
 - Generally met with hostility and resistance.
 - Most nursing leaders agree: most change in the nursing profession has been forced or unplanned.

Understanding Benefits of Change

- Effective Decision-Making During Change Process (cont.)
 - Planned change requires short and long-term plans.
 - First determine what the problem is.
 - Select an informal leader and suggest a meeting.
 - Recruit people to discuss the change and create awareness and discussion of the problem.
 - After the meeting, set goals and methods to achieve them using accurate and validated information.
 - ~~Example on pg.186~~

Understanding Benefits of Change

- Kurt Lewin's Change Theory
 - And three phases of change:
 - Unfreezing
 - Moving
 - Refreezing
 - Based on two concepts:
 - Restraining forces: the realities that tell you not to participate in the behavior you are considering
 - Driving forces: the things that urge or motivate you to participate in the behavior
 - Making a list of these 2 & considering both carefully are key to meaningful decisions: planned change vs. change by drift

Understanding Benefits of Change

- Kurt Lewin's Change Theory
 - And three phases of change:
 - **Unfreezing**: people know what's going on and what is being considered; the author has 2 rules for this (pg.188)
 - **Moving**: implementing the change
 - Strong sense of support is needed for the change efforts; problems may occur, mistakes may be made
 - Managers may need to spend more time w/staff: teaching/guidance
 - **Refreezing**: the actual change has happened
 - It is necessary to stabilize and integrate the change so that it becomes a part of the regular work of the unit, team, hospital, or agency
 - The change requires support systems: policy & procedures

Understanding Benefits of Change

- Role of the LPN/LVN as Change Agent
 - Evidence-Based Practice
 - Quality and Safety Education for Nurses (QSEN) has defined EBP as integrating “best current evidence with clinical expertise and patient/family preferences and values for delivery of optimal health care”.
 - Changes in healthcare will continue based on information from written records, statistics, & research
 - Implementation of a new policy/practice could lead to improved patient care; increase patient/employee safety
 - Nurses need to keep current on research and examine evidence relating to their field of employment

Evidence-Based Practices - assists nurses in providing best care possible

Transitions- revolve around human experience
developmental
situational
organizational

Understanding Transitions

Questions?

Transitioning into a LPN program

Transition as an In-Between place

Facilitating Transitions

Letting Go-making endings

Coping

Develop new skills = 5

Develop spiritual self

Appreciate and create rituals