

Riding the waves of change: Strategies for success

Lucia D. Wocial, PhD, RN, FAAN
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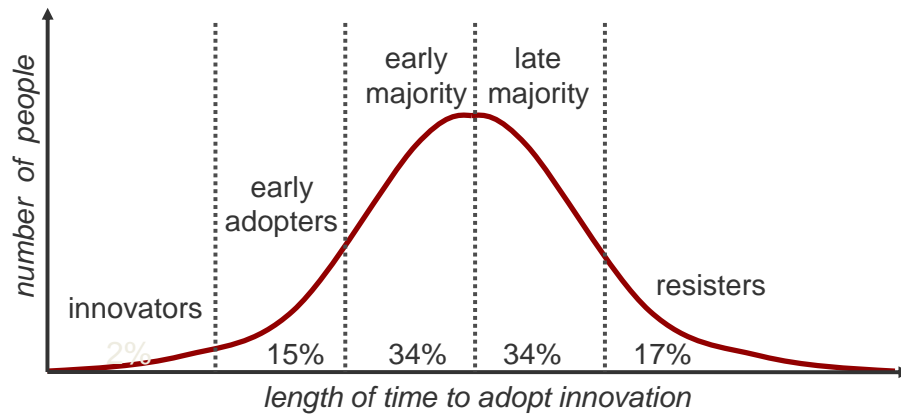


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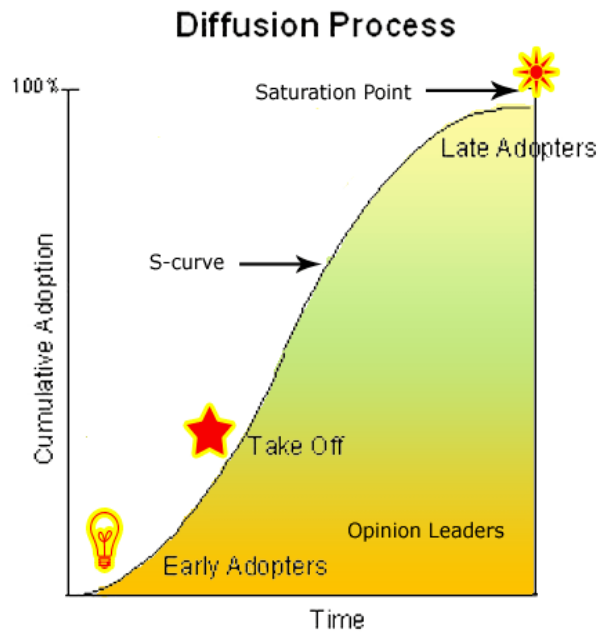
Objectives

- Describe characteristics of successful change agents.
- Identify skills necessary to cope with change.
- Identify tools to help the Advanced Practice Nurse navigate change.

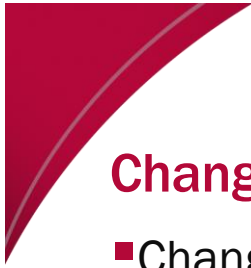
Diffusion of Innovation Curve



Rogers, 2005



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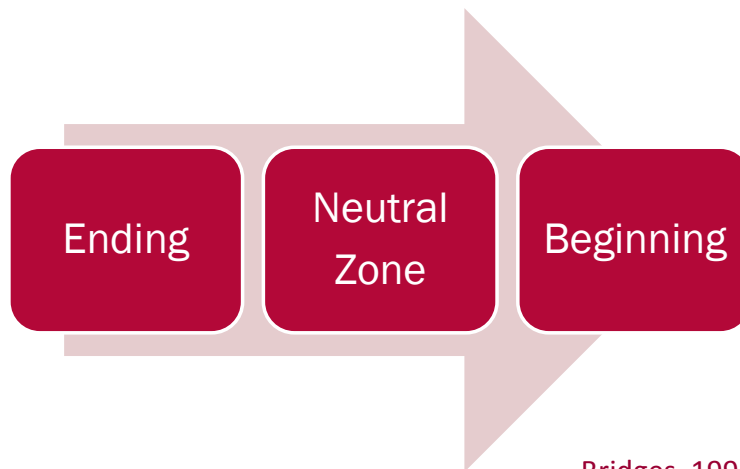
Change vs Transition

- Change
- Transition

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Transition Modal



Bridges, 1995

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The Change Agent: Characteristics

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Personal Characteristics

- Persistence
- Sense of Humor
- Tough Skin
- Patience
- optimism

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Resilience

- A dynamic capability which can allow people to thrive on challenges given appropriate social and personal contexts.

Howe, Smajdor & Stockl, 2012

- “the ability to recover or healthfully adapt to challenges, stress, adversity, or trauma: to be buoyant in adverse circumstances.”

Rushton, 2016



Features of resilience

- Self-efficacy
- Self-control
- Ability to engage support and help
- Learning from difficulties
- Persistence despite blocks to progress

Howe, Smajdor & Stockl, 2012



Enhancing personal resilience

- Accept change
- Continue learning
- Sense of purpose
- Personal identity
- Networking
- Reflection
- Learn new skills

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Code of Ethics for Nurses

1. Practice with compassion and respect.
2. Primary commitment is to patient.
3. Advocate for individuals.
4. Accountable for individual nursing practice
5. **The nurse owes the same duty to self**
6. Establish and improves health care environments.
7. Advance the profession through development.
8. Collaborate with others to meet health needs.
9. Articulate values and maintain integrity of nursing

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Explore the Knowledge Hub

Clinician well-being is essential for safe, high-quality patient care.

However, clinicians of all kinds, across all specialties and care settings, are experiencing alarming rates of burnout. Among the most telling of statistics, more than 50 percent of U.S. physicians report significant symptoms. Burnout is a syndrome characterized by a high degree of emotional exhaustion and depersonalization (i.e., cynicism), and a low sense of personal accomplishment at work.



The Change Agent: Skills and Resources



The Change Agent: Job Description

- Coach
- Role Model
- Navigator



Teamwork: Cast of Characters

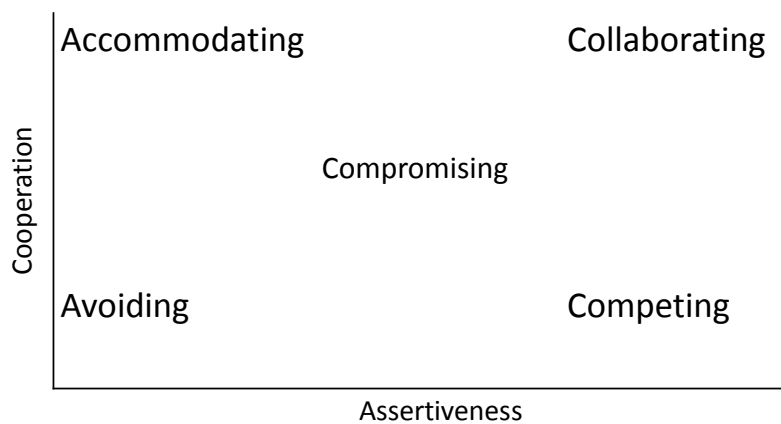
- Sponsor
- Advocate
- Change Agent
- The Team



Leadership Characteristics

- Character
- Commitment
- Connectedness
- Compassion
- Confidence

Five Modes of Conflict Management



<http://www.foundationcoalition.org/teams>



Silence is not golden

- Silence Kills. The Seven Crucial Conversations for Healthcare. 2005
- The Silent Treatment: Safety tools and checklists aren't enough, 2010

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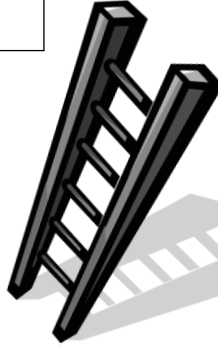
Crucial Conversations

- Broken rules (shortcuts)
- Disrespect
- Incompetence
- Lack of support
- Micromanagement
- Mistakes
- Poor teamwork

Patterson, Grenny, McMillin, and Switzler, (2002)

Accountability Ladder

Healthy



Making Things Happen
Planning
Problem Solving
Curious/Learning

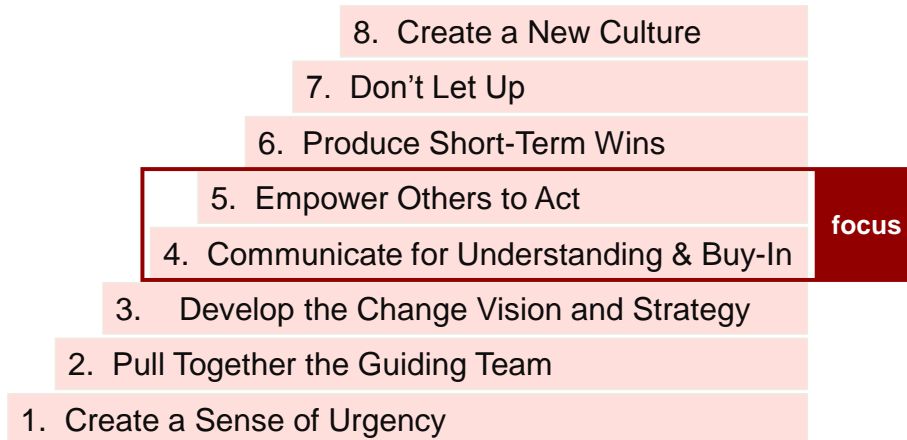
Unhealthy

Moaning and Groaning
Blaming
Avoiding
Denial
Sabotage



Tools to Navigate Change

Eight Steps of Successful Change



Kotter, 2007

Universal Precautions

- Gloves: set realistic expectations
- Gown: seek help when necessary
- Goggles: explore excuses

Checklist for staying on track

Change Components	Outcome
Vision	Confusion
Skills	Anxiety
Incentives	Gradual Change
Resources	Frustration
Action Plan	False Starts
ALL	Change

Lippitt, 1987

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Riding the wave

- Focus on shared SMART goals
 - Specific, measurable, achievable, relevant, time-based
- Start small
- prioritize often
- Give positive feedback

3 Communication Channels

Channel	Meaning	Tool
Affective	Emotion	NURSE
Cognitive	Facts	Ask-Tell-Ask
Meaning	What matters	I wish, I worry

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Listening: An Exercise

I'm fed up with this. I can't get my work done on the new computer system. I know we can't go back to our old system (which is a shame) but there's got to be a better way. I've got some ideas about how to make this thing work, but I'm not sure it's worth investing my time and energy.

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PAUSE

- Breathe
- Smile
- Stand up straight
- Release muscle tension
- focus

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Mental Training

- Identify the central issue
- Validate your reaction
- Weigh the importance
- What can YOU do about it?
- Say what?

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How to Survive

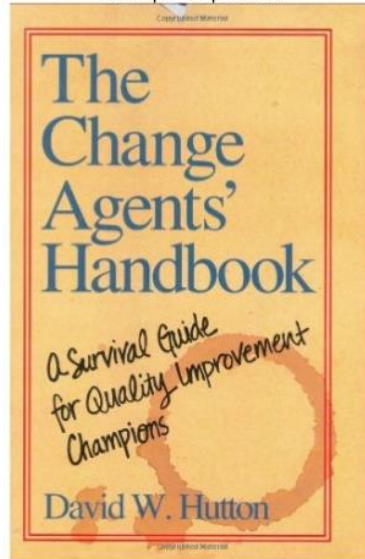
- Self-care
- Support network
- Safe space
- Acceptance
- Lighten up
- Seek inspiration



Riding the wave...

- Nurture supportive relationships
- Manage conflict
- Engage in difficult conversations

I The Change Agents Handbook: Survival Guide for Quality Champions pdf free



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Comments/Questions?

lwocial@iuhealth.org



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