

CHANGE MANAGEMENT ASSESSMENT TOOL

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Background

- Organisational Change in Health Care Settings
(La Trobe University, School of Public Health,
Master of Health Administration Subject)
- Trevor Carr from The Victorian Health Care
Association
- Reviewed the Literature

Evidence for a tool to manage change

- Management needs to be evidence based, but there is simply too much evidence
Pfeffer & Sutton (1996)
- So little of what we need to change actually changes
Pfeffer & Sutton (1999)
- Manage change with the whole of the organisation in mind
Pleseck & Wilson (2001)
- Manage/lead whilst change is happening
Spear (2005)
- Heed the stages of change
Mento, Jones & Dirndorfer (2002)
- Aims of change can get lost in the noise
Bamford & Daniel (2005)
- Organisations need to become learning organisations and turn knowledge into operations
Friedman, et al (2005)

Change Management Assessment Tool **For members of your Board**

September, 2007

Process of refining the CMAT

- 1 Community Health Centre
- 2 Regional Hospitals
- Regular Working Party
- Transition from academia to practice

Change management domains

- Planning and communicating change
- Managing levels of change
- Managing unintended consequences
- Evaluating change
- Managing the dissemination of change

Scoring: Questions

0. No awareness
1. Awareness
2. Systems are in place
3. Evaluation is being completed
4. The Organisation is being transformed

Scoring: Domain totals

Some awareness of change process	Change management processes in place	Evaluation of change process occurring	Transformation has occurred
1	2	3	4

Working through an example

Issue: Incomplete documentation.

Project: To improve the quality of client documentation across the service.

Strategy: Implement a new system.

Example

Audit conducted: Current documentation poor

- Stage One
 - Needs analysis, concept mapping
 - Stakeholder engagement
- Stage Two
 - Benchmarking, lit review, EBP
 - Communication forums, working parties, education.
- Stage Three
 - Documentation policy/clinical practice guideline
 - Orientation manual /staff sign off

What's next for the VHA CMAT?

- Continue to test with health service Boards and adapt
- Consider modifying the Tool to create a management version
- Engage an IT expert to embed formulas into the Tool to create an automatic scoring function
- Publish the Tool
- Communication strategy including a launch
- Consider developing corresponding learning sets
- Ongoing review and modification

Questions



Change Management Assessment Tool

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