



**USING CHANGE MANAGEMENT  
PRINCIPLES TO EFFECT  
POSITIVE CHANGE – Caroline Lee**  
- USING AN INFORMATION TECHNOLOGY  
PLAN IMPLEMENTATION AS AN EXAMPLE



**Greatest Pressures For Staff**

- Certification requirements
- the Ministry of Health - coroner
- nursing registration boards
- professional responsibilities & DUTY of CARE



**Greatest Pressures For Staff**

- Staff say caring for care recipients is easy
- Writing everything down and justifying all care decisions is the most time consuming and difficult activity and the reason many leave aged care (Stein, Brownrigg, McDonald)
- Validation processes which take away funding if phrases don't demonstrate care provided



**Staff in aged care profile :**

- General staff age 40-50 years
- Women mainly
- Most are mothers
- Average wage ~ \$14 / hr in hand



**Staff in aged care profile :**

- Those with yrs of expertise have little IT literacy
- Those with IT knowledge have little expertise



**Staff in aged care profile :**

- 1 Registered Nurse / 30-60 residents
- Average 7 resident's / 1 personal carers or enrolled nurses (private hospitals - high care)
- Average 12 resident's / 1 personal carers or enrolled nurses (rest homes- low care)

The focus on all Change Management effort is to ensure that standardised methods and procedures are used for efficient and prompt handling of all changes, in order to minimise the impact of change related incidents upon service quality.

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## Change Management Principles

- Plan for change from a solid base.
- Identify discrepancies between formal and informal practice in the organization.
- Establish goals of what is trying to be achieved with project.
- Identify a best fit option for the organisations goals
- Control expectations about the proposed changes.
- Select change agents carefully. Build support among like-minded people however they are recruited
- Identify those opposed to change and try to neutralize their impact.
- Avoid future shock by undertaking risk assessments, selecting product well.

Adapted from:

[http://www.prolearn.edsw.usyd.edu.au/resources/papers/StaleyG\\_06\\_SustainableLeadership.pdf](http://www.prolearn.edsw.usyd.edu.au/resources/papers/StaleyG_06_SustainableLeadership.pdf) Stanley, Gordon, (2006); **Seven Principles for Change Management**; Faculty of Education and Social Work; University of Sydney ; [stanley@boardofstudies.nsw.edu.au](mailto:stanley@boardofstudies.nsw.edu.au);



## This project : benefits of Change Management activities included:

- Reduced adverse impact of changes.
- Fewer changes reversed.
- Improved productivity.
- Improved IT staff productivity through less need for urgent changes and fewer calls.
- Enhanced management reporting is available which enables better diagnosis of problem areas.
- Better estimate of costs of proposed changes.

### Identify discrepancies between formal and informal practice in the organization

Define what you are dealing with now and need to address:

- Aged care IS NOT acute care
- Aged care certification deals with LIVING – Management systems, Clinical Care, Cultural care, Resident lifestyle, Safety – environment
- IT needs of residential care ARE NOT THE SAME AS ACUTE CARE eg. Observations conducted 1-3 monthly

### Identify discrepancies between formal and informal practice in the organization

Define what you are dealing with now and need to address:

- AGED CARE IS NOT SEXY, it deals with life in it's rawest form
- Aged care realities include :
  - managing continence
  - bowel management
  - medication management
  - skin & hygiene care
  - sensory needs
  - nutrition & hydration
  - Pain management

**Define what you are dealing with now and need to address:**

- Clinical care
- Specialised nursing care needs
- Other health and related services
- Medication management
- Pain Management
- Palliative care
- Nutrition and hydration

**Define what you are dealing with now and need to address:**

- Restraint Management
- Infection Control
- Skin care
- Continence management
- Behavioural management
- Mobility, dexterity and rehabilitation
- Oral and dental care
- Sensory loss
- Sleep



**The Cat In The Hat On Aging**

I cannot see  
I cannot pee  
I cannot chew  
I cannot screw  
Oh, my God, what can I do?  
My memory shrinks  
My hearing stinks  
No sense of smell  
I look like hell  
My mood is bad -- can you tell?  
My body's drooping  
Have trouble pooping  
The Golden Years have come at last  
The Golden Years can kiss my ass

**Aged care realities include managing all residents' :**

- Emotional needs
- Lifestyle – cultural preferences
- Leisure interests
- Spiritual needs
- Sexuality – intimacy needs
- Family / resident issues

**Resident Lifestyle**

- Emotional support
- Independence
- Privacy and dignity
- Leisure interests and activities
- Cultural and spiritual life
- Choice and decision making
- Security of tenure and responsibilities



**How was IT going to help**

- The IT solution had to help staff where they needed support :
  - Daily management of care
  - identifying MEANINGFUL INFORMATION to make MEANINGFUL LIFESTYLES
  - supporting persons living for the rest of their lives in an aged care home with people they have never chosen to live with
  - and challenge staff to aim for the best possible outcomes ALWAYS



### How was IT going to help

IT is only useful if it HELPS STAFF :

- in their daily WORK achieve QUALITY CARE OUTCOMES ie. supportive communication mechanisms
- Monitors key clinical issues to enable staff to evaluate the outcome of their care giving ie. weight, incidents, infections and other clinical indicators etc. etc.



### How was IT going to help

Messages to staff

- IT can provide TOYS for staff to make the daily grind appear less GRINDSOME
- IT can remove the every day duplication of information by ensuring data links
- IT can support staff by reminding them of essential activities, deadlines, the need to evaluate an issue, key information



### Why?

Because the core business of aged care is to support the resident DAILY

by thoroughly assessing their care and lifestyle needs, to obtain the most meaningful information which translates into the provision of meaningful staff practices.



### Why?

IT can be used to :

- reduce staff burden
- support staff practices
- ensure all regulatory requirements are met if the designer, programmer and supplier understand these often conflicting 'powers' that influence staff



### Why?

- Staff in aged care are practical people.
- Many great programs never achieve success because they miss the fundamental human factor.
- Solutions have to make sense, people have to be convinced of the solution working for them and a relationship has to be developed before you can convince staff to change their practice paradigms.



### Planning, planning, planning

- Think about the best way to address the change-over with your particular staff
- Does the software you provide staff follow their actual workflow practices
- Have you considered the option which provides the best tools for them – not just your IT network needs?
- Conduct an IT knowledge survey
- Identify potential 'super users'
- ARE YOU PREPARED TO LEAD THIS

Change management principles are necessary

The leadership must lead the change and withstand inevitable change criticism

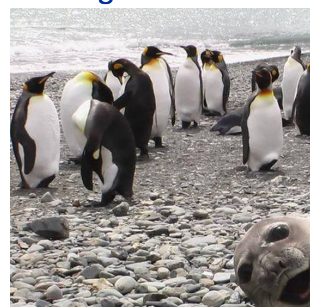
Change management principles are necessary

- A higher message :
  - IT can support staff to quickly identify information that will significantly improve what we know about residents to support them better
  - collecting meaningful information can translate into meaningful staff practices if staff actually ask residents / staff working with residents when completing assessments

Change management principles are necessary

- Use motivators :
  - Less time writing
  - make accreditation preparation easier
- Training – they are specially chosen
- Set a challenge
- Celebrate achievements
- THINK BEYOND THE USUAL

Who are the change agents in your organisation?



## Teamwork

- **T**ogether
- **E**veryone
- **A**chieves
- **M**ore



## Planning

- Hardware – wireless or hard wired
  - Where
  - How
  - Who
  - Support
- IT support in the organisation
- What happens when the system goes down – who is the network provider
- Windows XP, 2000, Sever 2000, 2005, 2008
- Server configuration – how big do you have to go? Head office, 3 computers on site????

### Planning

- Good software on a system that is poorly planned or implemented
- Whose responsibility is what
- How do you use the help desk support – who will manage the queries in-house

### Planning

Training, training, training

- Let them play for a while – SOLITAIRE IS GOOD
- Basic computer usage training is a MUST where necessary – point the mouse to the screen
- Use of any logical, workflow program which has messages which guide staff throughout

### Planning

- Policy and Procedures review
- User Acceptance activities
- Project Meetings during initial months of implementation
- Set-up a list identifying residents whose assessment details shall be inputted first
- Set up list of staff and allocate residents to staff to input the rest of resident details



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