My Toolkit

Checklist

Clinical Change Management

☐ Tell your colleagues about the End-of-Life Essentials Education Modules and Toolkit. Add end-of-life issues to your team meeting agenda. Make a training request via your supervisor, or via your organisation's training manager for specific workplace training on end-of-life care as an ongoing consideration.

☐ Change can happen for many reasons, which may include new medical records technology, a change in organisational leadership, a health crisis (such as COVID-19).

☐ How can you as an individual influence your team or organisation?

☐ Are you aware of what is available in your hospital? For example, is there a clinical change management committee? If so, do you know how it works, or can you find out more?

☐ Think of a recent change in clinical care that took place in your workplace. Was it managed well? What was done well? What could have been improved?

☐ Is there an aspect of clinical care that has been identified as requiring improvement (for example, following accreditation or audit)? Consider how you would go about this.
- Who needs to be involved?
- What resources would be required?
- Is any education or training needed?

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☐ In fact, a strategic approach is required. For example:
- identify 'why' change is needed,
- acknowledge with and communicate to all staff the shared vision (how will the change impact staff?),
- engage and involve stakeholders such as colleagues and patients in developing a plan,
- get staff together to discuss barriers and enablers,
- develop training programs,
- implement the plan and adapt as needed.

Consider how you evaluate or measure the change that was implemented as part of the initial plan.

☐ Do celebrate successes and plan how to maintain the change. Also be prepared to re-negotiate and re-charge if not successful.

☐ Is the change embedded into usual practice? If not, can it be incorporated in the culture of 'usual business'?

For resources go to the My Toolkit pages in End-of-Life Essentials website: https://www.endoflifeessentials.com.au/

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Resources

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NSW Clinical Information Access Portal (CiAP):
- Management of the change process in practice
- Assessing the effects of change in practice

NSW Agency for Clinical Innovation: Making Change

QLD Health: Planning for change (includes webinars, resources, theories, models and frameworks)

Harvard School of Public Health (USA): Change management: Why it's so important, and so challenging, in health care environments

Sahlgrenska Science Park: Change management in Healthcare: How does Sahlgrenska University Hospital work with change management, innovation and partnership? (VIDEO)

Palliative Care Network of Wisconsin: Fast Facts #44: Quality Improvement in Palliative Care

Further Reading

Fronzo C. Understanding change management: a clinical improvement programme to transform your practice. Br J Nurs. 2018 Mar;27(Sup6):S3-S4. doi:10.12968/bjon.2018.27

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Resources
Clinical Change Management

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Le-Dao H, Chauhan A, Walpola R, Fischer S, Schwarz G, Minbashian A, Munro A, D'Arcy E, Allan J, Harrison R. Managing Complex Healthcare Change: A Qualitative Exploration of Current Practice in New South Wales, Australia. J Healthc Leadersh. 2020 Dec 10;12:143-151. doi:10.2147/JHL.S274958

Pomare C, Churruca K, Long JC, Ellis LA, Braithwaite J. Organisational change in hospitals: a qualitative case-study of staff perspectives. BMC Health Serv Res. 2019 Nov 14;19(1):840. doi:10.1186/s12913-019-4704-y

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