

# The Psychology of Change

## How to help your staff thrive in an ever-changing environment

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# Objectives

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By participation in this session the learner will be able to:

- Relate the stages of change demonstrated by staff to previous change projects.
- Examine observed resistance (active and passive) that may have occurred and postulate alternative messaging to help shift the mindset to exploration and adoption.
- Identify key practices and personnel that can be change agents in your facility.

# Disclosure

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Living Well With Dementia<sup>®</sup>, LLC is an education and consulting business

Member of the AHCA PDPM Academy Faculty

# Why is Understanding Change Important Now?

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“Organizational culture is the essential element to meeting health care goals” Stephen Swenson, Professor Emeritus Mayo Clinic (Swenson, 2019)

- CMS Rules, Regulation and Payment Incentives
  - PDPM
  - Requirements of Participation

# Why Worry About Organizational Culture?

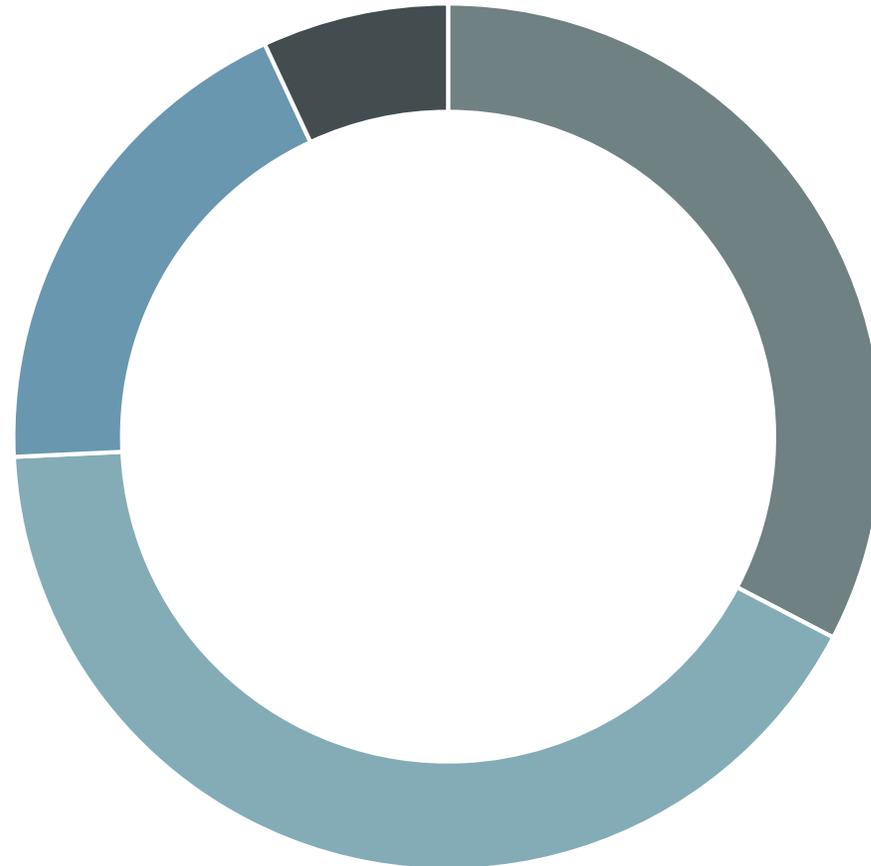
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“Culture is the way in which organizations make decision about what they are and aren’t going to do, and the cumulative way in which employees experience their jobs and lives at the organization. Both of these directly influence the types of care that patients experience. Simply put: Change your organizational culture and you change the patient experience.” (Swenson, 2019)

# Culture Change is a Priority for Health Care Organizations (Swenson, 2019)

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- High Priority 33%
- Moderate Priority 42%
- Low Priority 19%
- Not a Priority 7%



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“Your success in life isn’t based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business.”

– Mark Sanborn

# Why is Change So Hard?

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Humans like consistency

Brain functions best on patterned activities

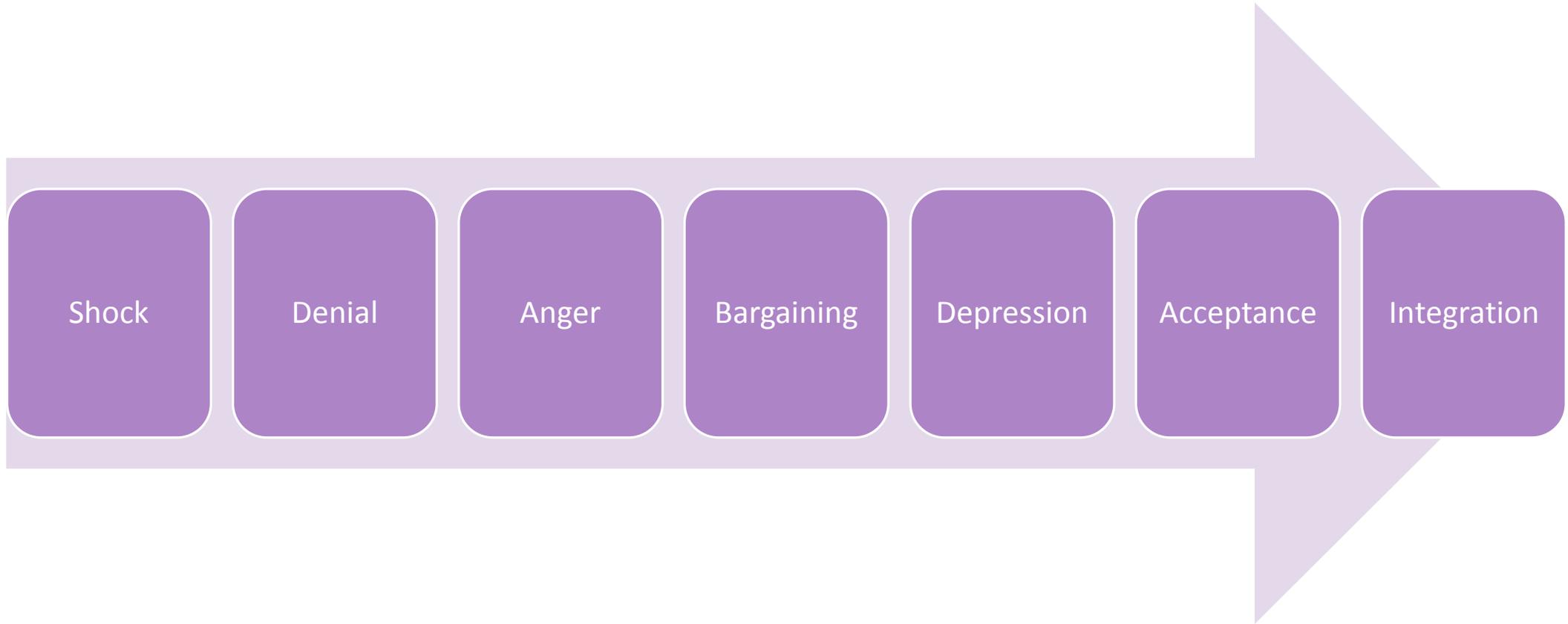
- New patterns require more conscious thought
- More thought requires more attention and energy

Change creates discomfort

- Registers like pain
- Activates fear pathways and creates stress
- Causes decreased performance

# Kubler-Ross Stages of Grief/Change

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# Kubler-Ross Stages of Grief/Change

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Looking Back

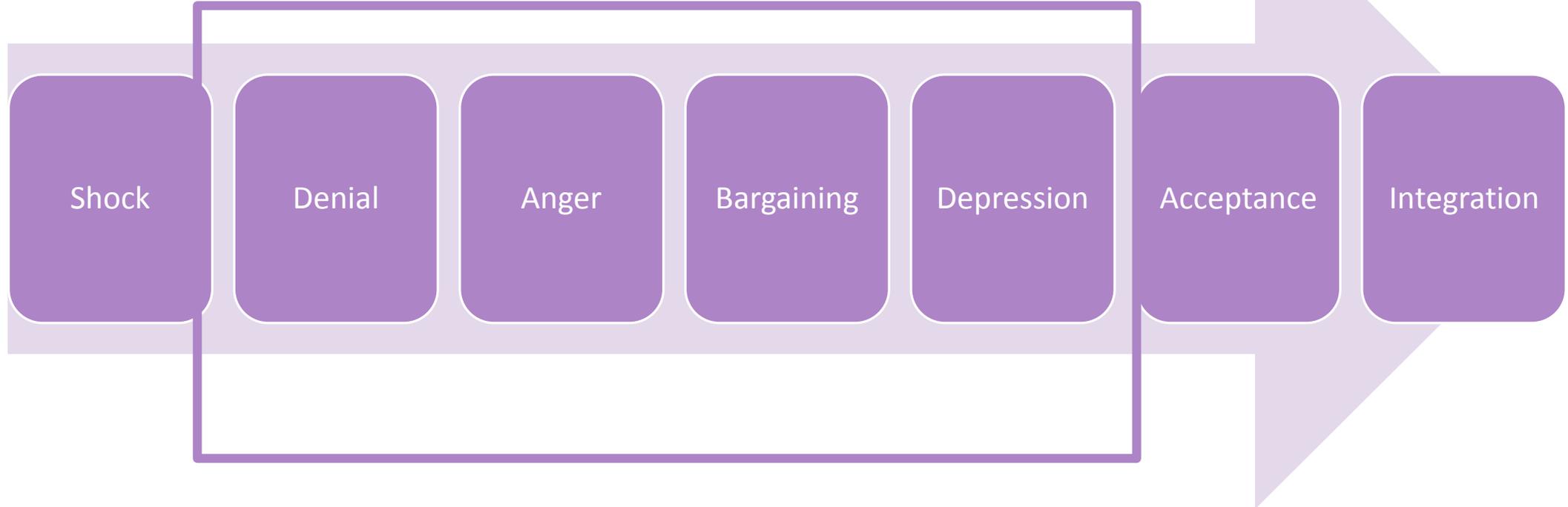


Looking Forward

# Kubler-Ross Stages of Grief/Change

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## Resistance



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# If Administration Hears...

To Supervisor:  
Sure I'll attend  
new training for  
cardiac care.



But What They  
are Really  
Thinking and  
Sharing With  
Co-workers Is...

To Supervisor:  
Sure I'll attend  
new training for  
cardiac care.



To co-workers:  
I chose this place  
because I like  
ortho patients.  
Why are they  
making us do  
this?

# Resistance to Change (Hutman, 1998)

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## ACTIVE

Being Critical

Fault-finding

Ridiculing

Inciting fear

Sabotage

Distorting facts

Undermining

## PASSIVE

Agreeing verbally but not following through

Procrastinating

Feigning ignorance

Withholding information

Doing nothing

## Common Causes of Resistance (Hutman, 1998)

They believe:

- the change process is being handled improperly
- there isn't any need for the change
- the change will make it harder for them to meet their needs
- the risks outweigh the benefits
- those responsible for the change can't be trusted
- the change is inconsistent with their values
- they lack the ability to make the change
- the change will fail

# Kotter's Eight-Step Model (Kotter, 1995)

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Model used with some consistency in healthcare change

Important to keep energy moving throughout the stages

Should also be considered as a cycle or continuous process

# Kotter's Eight-Step Model

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Staff, managers and team members need to understand that change is required.

- Identify strengths, weakness, opportunities and threats

Failure may start here when they do not understand the need for change.

Status quo is much easier!

# Readiness for Change

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Holt 2010

Two concepts:

Individual vs Organizational

Personal vs Structural

# Readiness for Change- SNF A

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Individual  
Psychological

Individual  
Structural

Organizational  
Psychological

Organizational  
Structural

Individual Psychological- 50% of staff show a growth mindset and are interested in learning. Therapist are mostly scared for their jobs. Some nurses are concerned they can't learn skills needed.

Individual structural- 90% of therapist CEU in last year was for ortho training. <20% of nurses have worked in hospital previously.

# Readiness for Change- SNF A

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Individual  
Psychological

Individual  
Structural

Organizational  
Psychological

Organizational  
Structural

Organizational Psychological- just completed EMR over-hall 6 months ago, feel change fatigued. Generally staff are committed and turnover sig. less than industry average.

Organizational Structural- therapist were contract but will be moved in house. Previously rewarded for >90% productivity and attaining Rehab Ultra-high minutes. Nurses have good teamwork structure, but don't interact much with therapy.

# LTC Specific Organizational Supports

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Limited research in LTC organizations.

Von Treuer, 2018 found 3 factors in residential care settings that support change:

- \*Work Pressure

- \*Innovation

- \*Transformational Leadership

# Assessing Readiness for Change

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Ready, Set, Change

<http://readiness.knowledgetranslation.ca/>

Timmings, 2016 developed a decision support tool designed to guide implementers in healthcare settings in the selection of a valid, reliable, and appropriate readiness for change assessment measure.

# Kotter's Eight-Step Model



Who are the

- Change leaders in your organization?
- Key stakeholders and influencers impacted by change?

Change led from the top down leads to failure. Must be designed with those who are going to be impacted.

Key stakeholders should be on the team, influencers may give additional feedback as information develops.

# Identifying Your Influencers (Duan L, 2014)

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## FORMAL LEADERS (ORG CHART)

Administration

Department Heads

Unit managers

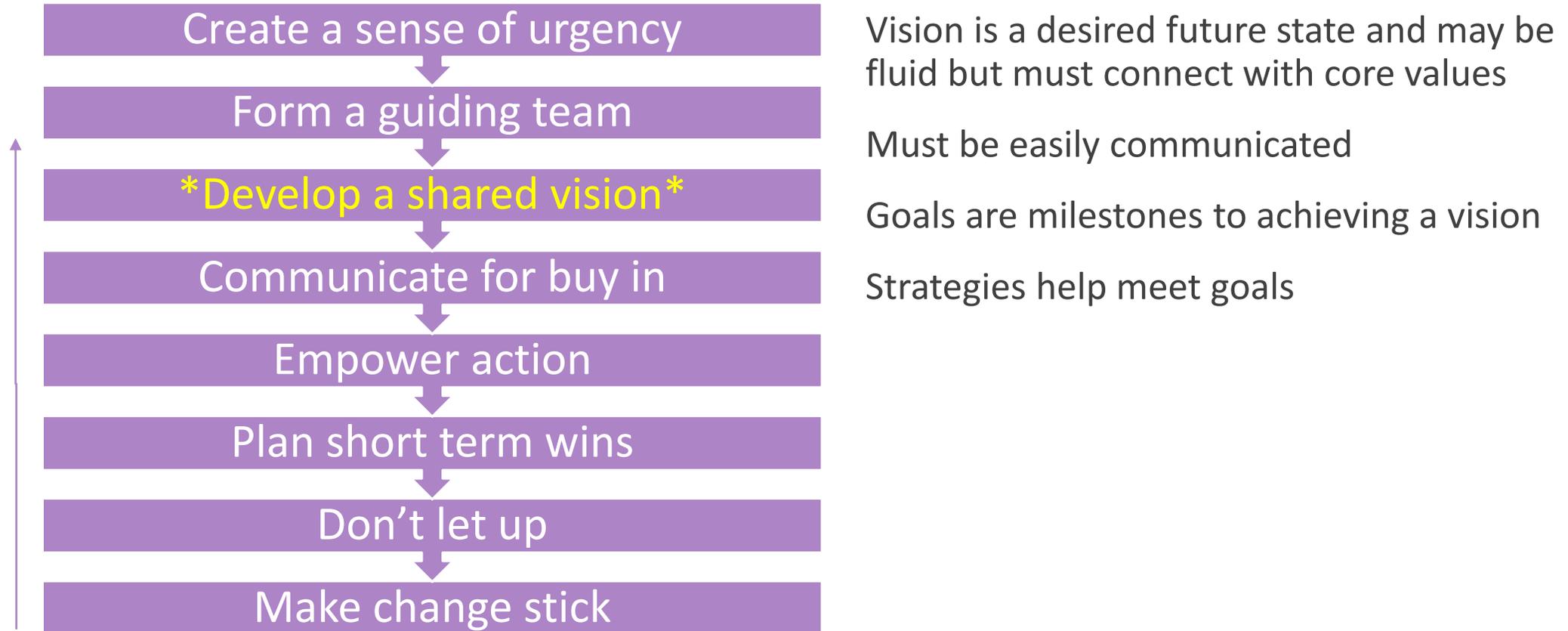
## INFORMAL OR “HIDDEN” LEADERS

Snowball Sampling: anonymously asking staff to nominate 2-3 people who should be interviewed about a topic

Who do your employees look to for advice or info on what’s really happening?

# Kotter's Eight-Step Model

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# Creation of Vision & Future State

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## VISION

Abstract ideal

Destination

Path unknown

Limitless



Image by [skeeze](#) from [Pixabay](#)

## GOALS

Milestones towards a vision

Realistic and developed with team

Specific

Measurable

Achievable

Relevant

Time bound



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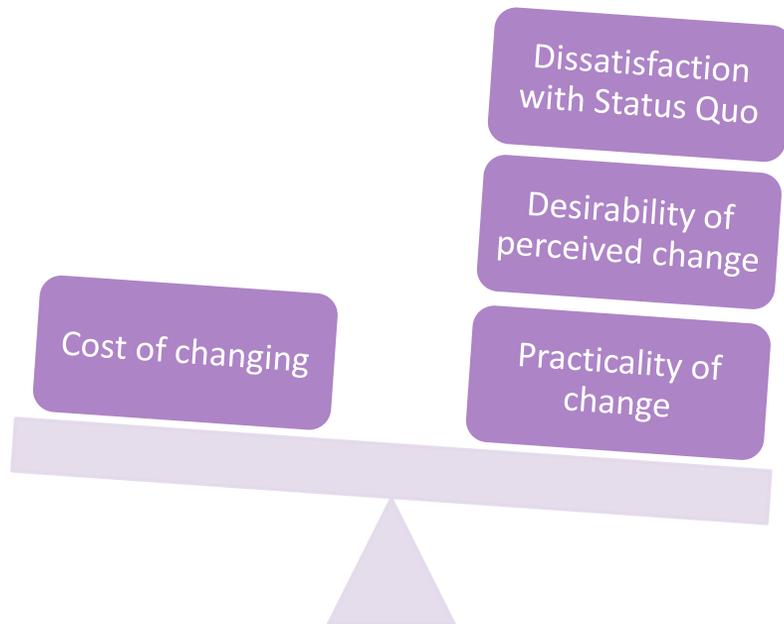
# Kotter's Eight-Step Model

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# Messaging about Change (Beckhard and Harris, 1987)

## For Change to Occur



Messaging must demonstrate that the cost of changing is less to the individual (and organization) than the concerns on the right.

Messaging should

- Show why the change must occur and current state is unsatisfactory
- Perceived change is positive
- Change is worth the effort

# 8 Ways to Communicate Change

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Be clear and honest about what's changing and why

Consider the emotional impact of change

Tell employees what's in it for them

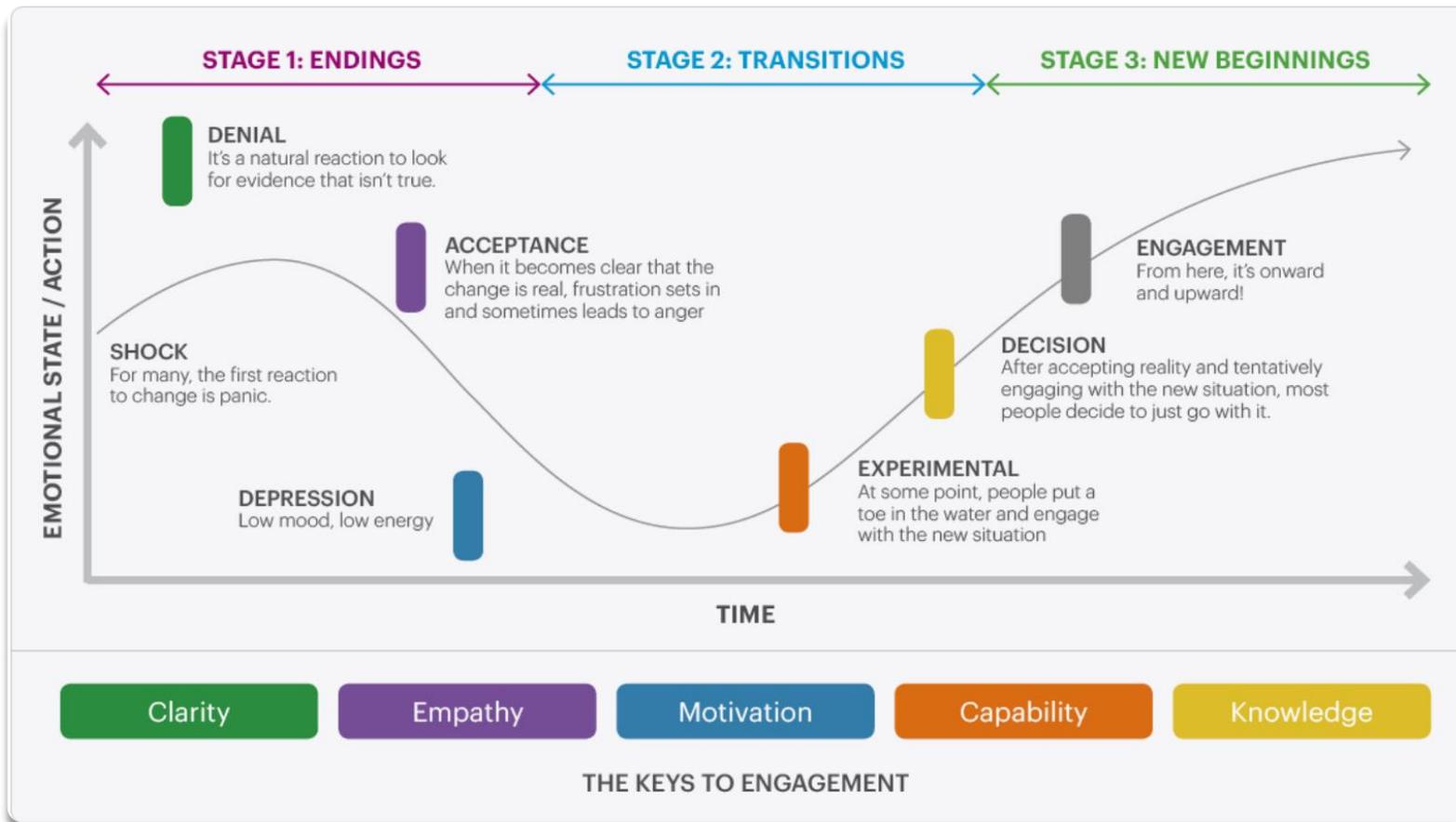
Explain how the change will happen

Tell employees what they need to do

Consider the source, and the channels

Target whenever you can

Open two-way channels



Messaging may need to change over time

<https://newsfeed.mosswarner.com/change-management-communications/>

# Kotter's Eight-Step Model

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Strategies help attain the goals

- Performance reviews linked to goals and implementation strategies
- New policies and procedures developed with stakeholder input
- Education and training to help workers successfully meet expectations

# Identify Training Needs

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## WHAT NEW PIECES DO THEY NEED

Skills

Knowledge

Abilities

## WHAT BARRIERS EXIST

Policies and procedures

Recognition and rewards

1:1 versus group training

Equipment/IT

Culture

# Kotter's Eight-Step Model

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Having staged goals help people see success in the transformation and buy in to sustaining progress. "Its doable"

Celebrate publicly initial success

# Peak-End Theory

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People remember 2 points of any experience

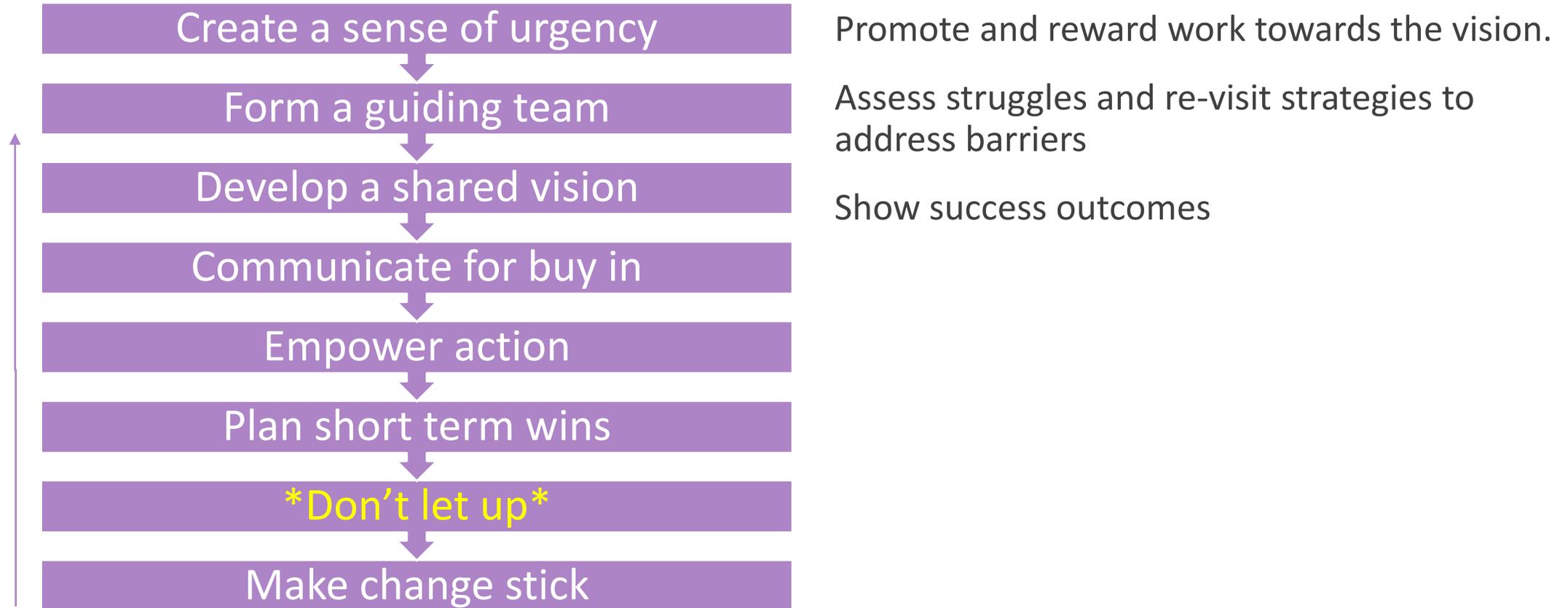
- The times of highest intensity (peaks)
- The end

What create the peaks? (Heath and Heath, 2017)

- Elevation
- Pride
- Insight
- Connection

# Kotter's Eight-Step Model

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# Tell the story of success

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## CELEBRATE

Recognize individual, team and business successes

Be public with progress and share when recalibrations were implemented that work

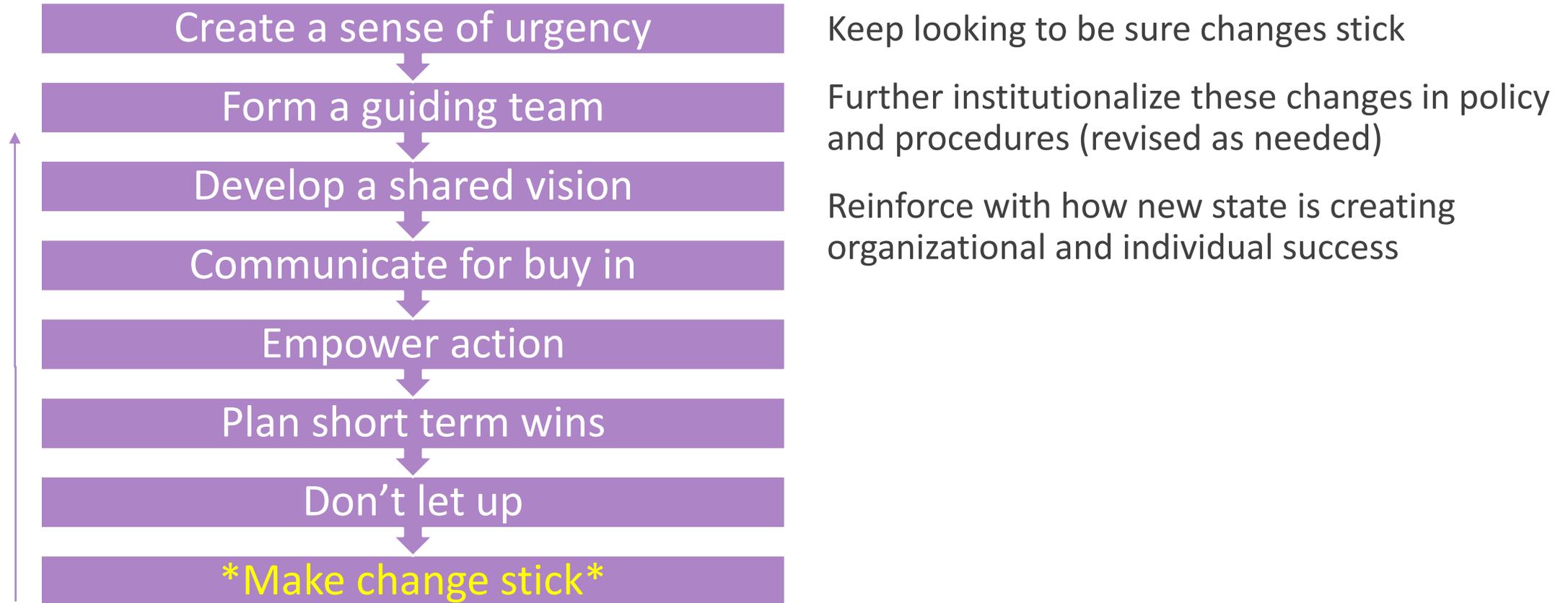
## RE-CALIBRATE

Identify what is not working and why

Develop alternatives with line workers

# Kotter's Eight-Step Model

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“If you always do what you’ve  
always done, you’ll always get what  
you’ve always got.”  
– Anonymous

# Beyond the project are the people

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Organizational change should be planned with and for the people it impacts

Change is more likely to stick

- Pre-planning
- Communicating (2 way)
- Given resources needed during the process
- People see the benefits outweigh the effort



# What questions do you have?

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For more information please contact me:

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